

# SOROTAN DARAT



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JURNAL TENTERA DARAT MALAYSIA

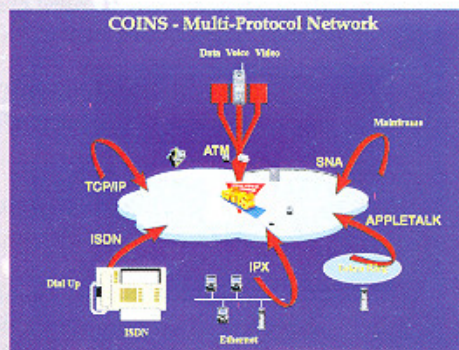


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# EVOLUTION OF THE ROYAL ENGINEER REGIMENT (RER)



## Jabatanarah Jurutera

### BACKGROUND



he official birth of the Malaysian Engineers is on the 22 Apr 53 with the establishment of 76<sup>th</sup> Federal Field Squadron, Federation Engineers. Earlier, on 30 Sep 52, 75<sup>th</sup> Malayan Field Squadron, Royal Engineers (RE) was formed. The unit was an all-Malayan unit except for all British Officers and six British Other Ranks. As Merdeka (Independence Day) was nearing reality, the British disbanded the RE Field Regiment and transferred the personnel to the Federation Engineers. On 15 Jul 57, 2nd Engineer Squadron Federation Engineers was formed with 201 personnel from the 75<sup>th</sup> Malayan Field Squadron RE while 76<sup>th</sup> Federal Field Squadron, Federation Engineers changed its designation to 1<sup>st</sup> Engineer Squadron Federation Engineers.



*The first Colonel in Chief of The Royal Engineer Regiment, the late Paduka Sultan Idris Shah*



*Group photo of Malaysian Engineers Officers in 1967*

Between 1962 and 1972, further expansion of Engineer units took place with the formation of four Field Engineer Squadrons, one Training Establishment, four Field Engineer Squadrons (TA) and one Engineer Park Squadron. In 1965, the Specialist Regiments namely, 40<sup>th</sup> Port Operating Regiment, 50<sup>th</sup> Railway Operating Regiment, 60<sup>th</sup> Water Operating Regiment, and 70<sup>th</sup> Power Operating Regiment were formed.



With the formation of Malaysia on 16 Sep 63, the Federation Engineers was redesignated to Malaysian Engineers.

Between 1976 and 1982, due to the increase in Communist Terrorist activities, Counter Insurgency Warfare (CIW) operations and civic action projects, an Engineer Construction Regiment and five more Field Engineer Squadrons were raised. In 1977, with the Army-wide re-designation exercise, the Malaysian Engineers chose to be renamed The Regiment of Engineers as opposed to the Corps of Engineers.

In order to increase the engineers' capability and support within the divisional area, an Engineer Support Squadron was raised on an adhoc arrangement in 1990 at Taiping to provide intimate logistic and operational support to Combat Engineer Squadrons in the north i.e. 2 Div area. The 2<sup>nd</sup> Engineer Support Squadron is planned to be raised in the year 2000 to support the Combat Engineer Squadrons in the south i.e. 3 Div area.

In recognition of the sacrifices and contributions of the Regiment to the Armed

## ROLE AND TASKS

The role of the RER is to provide military engineer support to the Army. Engineer support may also be given to the other Armed Services and Civil Authorities. While the role is frequently divided between combat engineering and construction engineering, there is no clear dividing line between the two.

Military engineer tasks are categorised into the following:

- \* **Tactical Engineer Support.** This comprises the support needed by the tactical forces to assist them in conducting operations in all phases of war.
- \* **General Engineer Support.** This is required mainly, but not solely, in rear areas, and comprises the support needed to maintain or supplement the infrastructure or construct it if required.
- \* **Ancillary Tasks.** These are additional tasks other than those mentioned earlier.



*The Royal Title conferred by His Majesty Yang DiPertuan Agong*

Forces and the nation, the Regiment was conferred the Royal Title by the King on 6 Jun 92.

## TACTICAL ENGINEER SUPPORT

The engineer support required by the tactical commander may, for convenience, be divided into the following groups:

- \* **Mobility.** Maintaining the mobility of our own forces.
- \* **Counter Mobility.** Countering the mobility of the enemy.
- \* **Protection.** Assisting in the protection and survivability of our forces.



**Mobility.** Some of the more important tasks in this group are as follows:

\* **Opening, improvement and maintenance of roads, tracks and airfields in all phases of war.** The routes may be:

- **Tactical Routes.** These are used for the movement of troops in offensive and defensive roles. The routes are frequently cross country.
- **Maintenance Routes.** These are used for the movement of supplies, materials and reinforcements required to sustain a force in action. As far as possible, these routes will follow existing roads and tracks.



*Providing fixed bridge (MGB) under Mobility Task*

\* The opening of routes may include classifying the strength of existing civilian bridges, some of which may have been damaged by the enemy.

- **Gap Crossing.** Engineer are responsible for the provision and construction of rafts and bridges, or other means of crossing gaps. These include the construction and maintenance of approaches and exits at crossing sites.

• **Breaching Minefields And Other Artificial Obstacles.** All Arms and Services have a responsibility for simple mine clearance and overcoming artificial obstacles such as wires. Engineer have a significant role in major minefield breaching operations, although the operation is an All Arms responsibility. Engineer are responsible for advising other Arms on mine clearance generally, and also disseminating information about new mines. The breaching of a minefield includes the task of marking and maintaining the safe lanes.

**Counter Mobility.** The more important tasks in this group are:

\* **Route denial to the enemy** by mining, cratering roads and demolishing bridges.

\* **Improving the effectiveness of existing obstacles and creating new obstacles,** by the combination of minefield, demolition, anti-tank ditches and craters. Whilst the laying of protective minefields is the responsibility of the unit concerned, the Engineer are responsible for laying tactical minefields in accordance with the

formation commander's plan for the battle. The Engineer Staff in formation headquarters maintains a record of minefields whether they were laid by the Engineer or other Arms.

\* **Denial of Resources.** The systematic destruction of resources, both civilian and military, that may be of value to the enemy can reduce his mobility. Such resources are fuel and water supplies, water crossing equipment, etc. In practice such a denial operation, although not always requiring engineer to



undertake, has political implications. The policy must therefore be laid down by the staff and an order of priority given.

**Protection.** Engineers provide advice on the construction of defensive positions and shelters. All Arms and Services are responsible for constructing their own defensive positions except where special construction skills are needed, then the engineers will assist. Engineers will also assist through the provision of plant for excavating the positions, whenever this is possible.

### GENERAL ENGINEER SUPPORT

Engineers are required to carry out a variety of works that are not immediately in support of the tactical forces. While most of the work will be in support of the Army, they may be required to assist the other Services too. The majority of tasks in this category will be undertaken in war in the rear areas. Some of the tasks which may arise when considering General Engineer Support are as follows:

- \* **Building Construction, Maintenance and Repair.** Engineers may be called upon to undertake works services when civil maintenance agencies are unable to undertake them in war, and when in peace time it is impracticable or undesirable for them to do so. Field units have suitable tradesmen on their establishment for this purpose.

- \* **Provision of Field Accommodation.** Provision of field accommodation, except for tentages, is an engineers' responsibility, but the engineers may be assisted by other Arms when erecting the structures.

- \* **Utilities.** The RER may be called upon to rehabilitate, operate and maintain utilities and services such as ports, railways, power supply and distribution and water purification. These tasks are undertaken by the volunteers from the Engineer Specialist Regiments (TA).

- \* **Road and Airfield Construction.** The construction of new roads and airfields and the maintenance of existing ones in the area of operation is often a major engineers' pre-occupation. It is essential that the staff at all levels appreciate the importance of road and airfield construction and maintenance and realize their responsibilities towards this aspect of engineer effort.

### ANCILLARY TASKS

The tasks grouped under this section are as follows:

- \* Waters Supply.
- \* Search.
- \* Military Aid to the Civil Authorities.
  - Direct assistance in emergency/public disorder.
  - Engineer assistance in 'heart and mind' operations.
- \* Explosive Ordnance Device/Improvised Explosive Device Disposal.
- \* Survey and Mapping.

### EMPLOYMENT OF ENGINEERS

The basic requirements for successful engineer works are:

- \* Men.
- \* Stores.
- \* Equipment.
- \* Transport.

Given the above requirements, the Engineers can accomplish any task satisfactorily.



In war, however, one or more of the requirements may be lacking; hence the engineers' effort is often a compromise between improvisation and time, and may not reach technical perfection of an engineer task carried out in peace time.

**Principles of Employment.** To obtain the best results from the engineer, it is necessary that the following principles are devoted to:

- \* **Early Warning.** Engineer must receive early warning of tasks to allow planning and assembly of resources.
- \* **Clear Priority.** The staff gives engineer a clear priority of work.
- \* **Centralised Control.** The control of the sappers is centralised as there are never enough of them to undertake all the tasks in the field.
- \* **Continuity.** An engineer unit which starts work on a task, finishes the task.
- \* **Concentration of Effort.** Engineer effort is concentrated. The maximum possible use must be made of available plants to compensate for the limited number of men.
- \* **Economy of Effort.** Engineer are employed only on essential works which cannot be carried out by other Arms.
- \* **Use of Local Resources.** Maximum use of local materials in order to minimize the procurement of engineer stores.

All engineer units can operate independently. Their deployment entails colossal stores and equipment and thus, the principles of engineer employment must be adhered to.

## CURRENT RER ORGANIZATION

In order to provide military engineer support to the Army, the RER is structured and

organized as Army and Divisional units. Except for the Para Engineer Squadron, which is organic to the Para Brigade, no other engineer unit is organic to the brigade. In a Division, the Engineer HQ commands two to four combat engineer squadrons. With the exception of RER 2 Div which has a support squadron, the support squadrons in the other Divisions are in the process of being formed up. Besides these field units, the Engineer has base units to support the field units when required. These units are the Construction Regiment and the Park Squadron.

The RER has a few territorial units (TA) which were formed to train volunteers of the Specialist Regiments and also the Engineer Squadrons. These TA units are the reserves which will augment the regular troops in times of need. The role played by the Specialist Regiments is to rehabilitate, operate and maintain essential services of ports, railways, water and power, in war, during emergency and natural disaster.

The Army Institute of Field Engineering undertakes the training of all sapper officers



*Undertaking maintenance and repair of C Vehicles*

and other ranks. It also conducts courses for All Arms officers and other ranks for Assault Pioneer, Biological, Chemical Defence and trade courses. Students from foreign armies undergo some courses at the Institute.



## RER EQUIPMENT

**Present.** At present, RER specialist equipment is very limited and most of the equipment is dedicated for training purposes only. Equipment available are as follows:

- \* Logistic Bridge.
- \* Tactical Bridge.
- \* Light Raft (Catamaran).

**Future.** Presently, the Engineer planned to procure more equipment to enhance its capability. Among the equipment listed in the intended purchase list are as follows:

- \* Compact Logistic Bridge.
- \* Folding Float Bridge.
- \* Assault Trackway.
- \* Medium and Heavy Raft.
- \* Runway/ Roadway Repair Mat.
- \* Rapid Minefield Breaching System.
- \* Biological and Chemical Defence Equipment.
- \* 'C' Vehicle.



Light Raft (Catamaran) in support of River Crossing operation

**Major Projects.** Besides active involvement in military operations, the RER also contributes to nation building during peace-time. Since Independence, the Sappers had constructed more than 500 km of roads in East and Peninsular Malaysia, over a 100 bridges of varying lengths, and built, extended, renovated and maintained scores of airstrips and buildings. The RER has also actively participated in countless civic action projects and assisted the government in several major resettlement schemes involving the rehabilitation of more than 10,000 people. Significant

projects handled by the RER are as listed below:

| Serial | Commenced | Completed | Project                             |
|--------|-----------|-----------|-------------------------------------|
| (a)    | (b)       | (c)       | (d)                                 |
| 1.     | Dec 53    | Oct 54    | 17 km Loop Road Project, Pahang.    |
| 2.     | Feb 55    | Sep 55    | 14 km RE Road, Sungai Siput, Perak. |
| 3.     | Apr 56    | Feb 57    | 12 km Jalong-Chemor Road, Perak.    |
| 4.     | Aug 57    | Sep 59    | 88 km Road Project in Kedah.        |
| 5.     |           | 1959      | 50 m RC Nami Bridge, Kedah.         |



| Serial | Commenced | Completed | Project                                                   |
|--------|-----------|-----------|-----------------------------------------------------------|
| (a)    | (b)       | (c)       | (d)                                                       |
| 6.     | Feb 60    | Apr 61    | 10 km Bilut Valley Road, Bentong, Pahang.                 |
| 7.     | Mar 60    | Oct 61    | 38 km Fort Iskandar Road.                                 |
| 8.     | Mar 60    | Jun 61    | Batu Melintang Airstrip and 8 x Bailey Bridges.           |
| 9.     | Aug 60    | Apr 64    | 54 km Songsang Road, Pahang.                              |
| 10.    | Jan 61    | One week  | 283 m Bailey Bridge, Temerloh.                            |
| 11.    | Mar 62    | Jun 62    | 384 m Class 12 Bailey Bridge Kuala Rui, Grik.             |
| 12.    | Dec 63    | Dec 64    | 11 km Pejiru Jeep Track, Sarawak.                         |
| 13.    | Dec 63    | Jul 66    | 25 km Pejiru - Stass Road, Sarawak.                       |
| 14.    | Feb 64    | Sep 64    | 10 km Road and 594 m Twin Pioneer Airstrip, Pulau Tioman. |
| 15.    | Feb 64    | Mar 64    | Semporna Airfield Construction - 350 m x 30 m.            |
| 16.    | Apr 64    | Aug 67    | 15 km Tebedu - Padawan Link Road, Sarawak.                |
| 17.    | Jan 65    | Jan 66    | 9 km Tawau - Semporna Link Road, Sabah.                   |
| 18.    | Jan 65    | Oct 65    | 500 m Bau Airfield.                                       |
| 19.    | Feb 65    | May 65    | 500 m Lundu Airstrip.                                     |
| 20.    | Jul 65    | Aug 65    | Op HAMMER New Villages, Sarawak.                          |
| 21.    | Jun 65    | Nov 65    | 14 km Tanjung Penawar - Tanjung Siang Jeep Track, Johore. |
| 22.    | Aug 65    | Dec 67    | 16 km Kalabakan Road, Sabah.                              |
| 23.    |           | 1966      | Demolition of Kuching Mosque.                             |
| 24.    | May 67    | Jun 67    | 140 m Bailey Bridge Parit, Perak.                         |
| 25.    | Feb 67    | Dec 67    | 100 m Suspension Bridge in Sarawak.                       |
| 26.    | Jul 67    | Aug 70    | 18 km Biawak Feeder Road, Sarawak.                        |
| 27.    | Mar 68    | Jul 71    | 26 km Silibukan Access Road, Lahad Datu, Sabah.           |
| 28.    | Aug 69    | Sep 69    | Construction of Dusun Tua Camp within 3 months.           |



| Serial | Commenced | Completed | Project                                                                                                |
|--------|-----------|-----------|--------------------------------------------------------------------------------------------------------|
| (a)    | (b)       | (c)       | (d)                                                                                                    |
| 29.    | May 70    | One week  | 100 m Temerloh Bailey Bridge ( Double Double Construction).                                            |
| 30.    | Sep 72    | One week  | 100 m Silibukan Bailey Bridge, Sabah (Double Double Construction).                                     |
| 31.    | Feb 73    | Nov 73    | Sabah Foundation Youth Hostel, Sandakan.                                                               |
| 32.    | May 73    | Oct 74    | Outward Bound School in Mersing.                                                                       |
| 33.    | Nov 73    | Dec 75    | 12 km Raub Road, Pahang including 5 timber bridges and 18 culverts.                                    |
| 34.    | Aug 86    | Feb 93    | 22 km Gunung Tahan Track.                                                                              |
| 35.    | Jun 89    | Dec 91    | Long Kevok, Penan Resettlement Project, Sarawak.                                                       |
| 36.    | Dec 90    | Dec 93    | 1500 m Sitiawan Airstrip.                                                                              |
| 37.    | May 92    | Jul 94    | Earthworks for Resettlement - Jelapang Baru.                                                           |
| 38.    | Jul 93    | Aug 96    | Married Quarters, Kuala Kubu Baru, Selangor.                                                           |
| 39.    | Mar 93    | Sep 94    | Construction of Illegal Immigrant Detention Camp, Sandakan.                                            |
| 40.    | May 96    | Oct 96    | 800 m Kahang Airstrip.                                                                                 |
| 41.    | Sep 96    | Feb 97    | Construction of Stables and Infrastructure (Phase 1) for 21 <sup>st</sup> Armoured Squadron, Sg Buloh. |
| 42.    | Aug 99    | Dec 99    | Construction of Gun/MT Garage and Workshop 7 <sup>th</sup> Royal Artillery Regiment.                   |
| 43.    | Sep 99    | Mar 2000  | Construction of Stables and Infrastructure (Phase 2) for 21 <sup>st</sup> Armoured Squadron, Sg Buloh. |

### RER ORGANIZATION IN THE YEAR 2000

The structure of the RER is designed to upgrade the Engineer potentials and capabilities at every level to ensure that all formations are allocated with adequate engineer resources. The structure of engineer assets basically consists of three elements as follows:

\* **Operational Element.** This is the element that performs the main function of the organization.

\* **Operational Support Element.** The accomplishment of the mission of engineer units depends on the availability of adequate resources. The operational support elements manage the engineer



resources thus enabling operational elements to concentrate every effort to the accomplishment of the organizational mission.

**\* Administrative Element.**

The accomplishment of organizational mission also depends on its ability to maintain activities related to the well being of personnel. The effectiveness of administration also requires dedicated personnel. This will enable the operational and operational support elements to function fully in their respective fields.

The structure of the RER is also designed to support and meet the planning requirements of the Army Force modernization plan in order to produce a compact and credible force. The projection of engineer capabilities at every level of command are as follows:

**Engineer Directorate, Army Headquarters.**

\* The Engineer Directorate, Army Headquarters is the highest engineer headquarters which is headed by the Chief Engineer. He is responsible to the Chief of Army on the overall aspects of deployment, operational policies, technical matters, career planning and financial matters of the RER.

\* Other functions include corps matters, regimental affairs and command of Army Troop Engineer.

**Headquarters Royal Engineer Regiment Army Field Command (HQ RER AFC).**

\* HQ RER AFC is the highest engineer headquarters in the field and it will be headed by a Brigadier General. Its role places more emphasis on operations, administration and maintenance of equipment and engineer 'C' vehicles. It also commands on behalf of the

Commander Field Command all engineer units in the field. Its primary function is to ensure the conduct of operations and the utilization of engineer plant and equipment is according to the policies as laid down by the Engineer Directorate, Army Headquarters.

\* This HQ possesses its own communications network.

**Headquarters Royal Engineer Regiment (HQ RER) Division.**

\* **Span of Command.** The HQ RER Division is staffed and organized to command up to four squadrons and can command a further squadron for short periods. In peace time, most divisions have three combat squadrons and a support squadron under command.

\* **Communications.** Radio communications are normally established between each level of command, down to the troops and sometimes to the sections. The Commander Royal Engineer Regiment (CRE) rover will usually have a link to the Chief Engineer at HQ RER Army Field Command radio net or on the supported brigade command net if required.

**Combat Squadron.** The combat squadron is the general purpose engineer unit and as such it is the unit in close liaison with other Arms most of the time. The squadron has the following sub-units:

\* **The HQ Troop.** In addition to its normal command and administrative functions, the HQ Troop holds a small reserve of engineer construction tools, vehicles, equipment and tradesmen for use by the combat troops as required for the tasks at hand, or items may be allocated to support other units directly.

\* **The Combat Troop.** This is the basic engineer sub-unit. Its main characteristics are:



- **Skilled Tradesmen.** All sappers are trained as combat engineers and in addition some are trained with trades related to construction works.
  - **Good Communications.** Its communications network links the sections and the Troop HQ.
  - **Self-Supporting.** The combat troops can be administratively self-supporting for a short period, carrying its own tools and first line scale of ammunition and explosives.
  - **Flexibility of Employment.** It can be centrally controlled, in support or placed under command of a brigade or task force.
- \* **Logistics.**
- Combat squadrons work best as an entity but can, if necessary, work to the conventional F, A and B Echelon system.
  - Combat squadrons do not hold defence stores and mines. These are drawn as required from ordnance sources. As for construction stores it is procured through Supply Division or local purchase.
  - The combat squadron has transport to carry its own men and equipment, but transport to carry additional stores, must be made available from other sources, usually the engineer divisional support squadrons or the transport companies.
  - In war, it will be normal for combat squadrons to be placed

under command for movement and daily maintenance of the formation it is supporting. It would be unusual for it to be placed under command of the formation for all purposes because the execution of engineer tasks requires very careful deployment and control of men, machines and material, and the most efficient results are achieved by centralised control at the highest practical level. Also, problems in obtaining the required engineer material will be increased considerably without direct contact with the HQ RER Division and the Engineer Divisional Support Squadron.

**Engineer Squadron Mechanized/Armoured/Parachute.** Basically these types of Engineer Squadron have similar role and characteristics as the combat squadron with additional characteristics as possessed by their respective Brigades ie Mechanized Brigade, Armoured Brigade and Parachute Brigade. It can be summarized as follows:

- \* The role of the Mechanized/Armoured/Parachute Engineer Squadron is to provide close engineer support to the Mechanized/Armoured/Parachute Brigade. Its tasks are similar to that of an Engineer Combat Squadron.



*Engineer Parachute Squadron is responsible to provide close engineer support to Parachute Brigade*



**Engineer Divisional Support Squadron.**

\* The role of the support squadron is to assist the engineer units in the formation, particularly the combat squadrons, in the provision of engineer support and services beyond the capability of the combat squadrons and the management of earthmoving plant, machinery and facilities for prefabrication of building components. Each division is allocated with a support squadron.

\* The Support Squadron can operate independently for a limited period of time. It is self-contained, self-administering and mobile. It also has its own radio network. The Support Squadron is organized and equipped to undertake certain tasks and the provision of certain services and resources to a predetermined level.

**Engineer Construction Regiment.**

\* The role of the Engineer Construction Regiment is to undertake major construction tasks beyond the capabilities of the combat and Divisional Support Squadrons.

\* The Engineer Construction Regiment can operate independently. It is self-contained, self-administering and highly mobile.

**Engineer Support Regiment.**

\* The role of the Engineer Support Regiment is to provide support to all other Engineer Support Squadrons in terms of heavy plant and equipment and Engineer workshop facilities.

\* The Engineer Support Regiment holds a reserve of plant and equipment to support other engineer units in earthworks. It is equipped with workshop facilities to provide third line repairs. It also has production facilities for metalworks and woodworks.

**RER Specialist Regiments (Lines of Communication).**

\* The role of the RER Specialist Regiments (L of C) is to rehabilitate, operate and maintain all essential services in war, emergency and during natural disaster.

\* The Specialist Regiments consist of volunteer personnel existingly employed in their specified services. The regiments can be mobilised during emergency or natural disaster to undertake tasks according to their services. The regular personnel in the regiment coordinate the military training and administration.

**Combat Squadron RER (TA).**

\* The role of the Combat Squadron (TA) is to support and augment the combat squadrons when fully mobilised. The Combat Squadron (TA) is structured and organized as the combat squadrons.

\* When mobilised in war, the Combat Squadron (TA) can administer and operate on its own. During peace time the Squadron is equipped with one third of its equipment table and fully equipped when mobilised.

**CONCLUSION**

The RER is now in the mature stage of its organization life cycle. In order to sustain the growth into the next millennium, the RER needs both skilled manpower and equipment. Any deficiency in any of these will render the engineer's capability to a disadvantage. The engineer's strategy for the future is to develop the competitive advantage through human resource development strategy. The human resource management and development is centred on quality and the operational objective is set as follows:



\* 30% of qualified officers to fill up appointments requiring professional qualification.

\* Stability of tradesmen and skills for structure year 2000.

- 85% Level 1 (Class I Tradesmen).
- 10% Level 2 (Supervisor).

- 4% Level 3 (Technician).
- 1% Specialist.

The availability of the projected equipment and the achievement of the human resource objectives would make the RER a real asset in any situation faced by the Malaysian Armed Forces.

## BERUSAHA BERFAEDAH





# THE INTEGRATION OF DATA NETWORKS IN THE MALAYSIAN ARMED FORCES THROUGH THE USE OF CORPORATE INFORMATION SUPERHIGHWAY (COINS)

Kol Mohd Yusof Hj Sharon

## INTRODUCTION



Since the early eighties and the nineties, the Malaysian Armed Forces had embarked on various types of management information system in order to meet specific applications. Amongst the early systems developed were for the applications like the Pay Services, Central Ordnance

Inventory Management System, Malaysian Armed Forces Cataloging System and the Personnel and Administrative System. Most of these systems were initially in a local area network configuration and the extension of the systems to some other geographical sites took the form of providing the leased lines or dial-up facilities. Later on the three Services i.e. the Army, Navy and the Air Forces saw the need to develop their independent management information system so as to be able to manage their own operations, administration of personnel and the logistics administration. Since the systems were developed on the concept of bottom-up and independently by the various services, there were apparent duplications and redundancies of network services provided either through the combination of the leased lines or dial-up ISDN facilities.

In the early 1990's, several trends in the armed forces combined to create a demand for and enable higher speed transmission across the wide area network. Among them were the changes from the primarily texts to graphics interaction, the need for the increase in "bursty"

applications, the intelligent end-user devices (personal computers, workstations, X-windows terminals) with increasing computing power, the proliferation of local area networks (LAN) and client-server computing and the widespread digital networks. With the introduction of Corporate Information Super Highway (COINS) by Telekom Malaysia, which used the frame relay technology, the need for such services becomes a necessity.

The aim of this paper is to rationalize the use of the COINS' infrastructures so as to support the integration of the data networks for the Malaysian Armed Forces. The paper will examine past network architecture and therefore the need to integrate the management information system networks for ease of management of networks and scalability to support future applications. It also deliberated as to what COINS network infrastructure could offer. It also discusses the strategies and policies adopted to ensure network system security and deliberate the roles and responsibilities of system managers to ensure data integrity.

## PAST DATA NETWORK STRUCTURE

Various applications were developed in the Ministry of Defence and the Armed Forces since the eighties and the nineties. Among them are the Pay Services System, the Personnel Management System, the MAF Cataloging System, the Financial and the Billing System. Lately each Service has developed its own management system to meet its administrative and logistics needs. Each application required



its own Local Area Network (LAN) and the point-to-point leased lines architecture as shown in diagram 1 below:

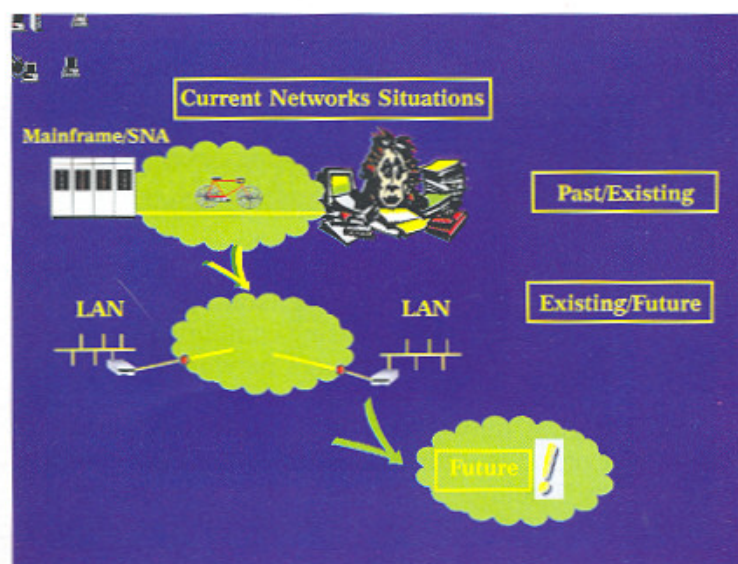


Diagram 1. The Past Network architecture.

This architecture therefore involves higher costs of operation and overhead combined with low reliability when it involved the need to connect multiple users at a location. The point-to-point technologies required significant investment in communications hardware and therefore increased the up-front costs and the on-going maintenance costs.

The limitations of the past network were the degradation in the performance of the applications. As it was dependant on small bandwidth, at say 9.6 Kilobits bandwidth, it was slow and can only support limited applications. Because of this structure, point-to-point network was not flexible and scalable as application grows and sites are being added. It cannot support future multimedia applications without increasing the required bandwidths drastically and therefore entailed corresponding higher costs.

## THE NEED FOR NETWORK INTEGRATION

Several trends in the Armed Forces combined to create the demand for and enable higher speed transmission across the wide area network. Some of the trends are:

- \* The increase in the number and the magnitude of traffic applications.
- \* The change from primarily texts to graphics interactions.
- \* Intelligent end-user devices (personal computers, work stations and terminals) with increasing computing power.
- \* The proliferation of LANs and the client-server computing.
- \* The widespread use of digital networks.

## WHY MIGRATE TO BROADBAND NETWORK SERVICES (COINS)

The need to migrate to broadband network services is due to following reasons:

- \* To overcome the existing network limitations.
- \* The increase in new client-server applications.
- \* To improve network topology and performance.
- \* Lower cost of ownership with well-established and widely adopted standards that allow open architecture and plug-and-play service implementation.



- \* Low overhead and combined with high reliability.
- \* Network scalability, flexibility and disaster recovery.
- \* Ease with internet working with other new services and applications such as ATM.

**Overcoming the Existing Network Limitations.** The various applications are running on multi-platforms and operating systems. To support multiple-users applications and to eliminate multiple private lines to support different applications at a single site, the use of virtual private network using COINS becomes imminent.

#### New Client-Server Applications.

The use of virtual private network using COINS can provide access to new client-server applications with much ease and flexibility as shown in diagram 2 below:

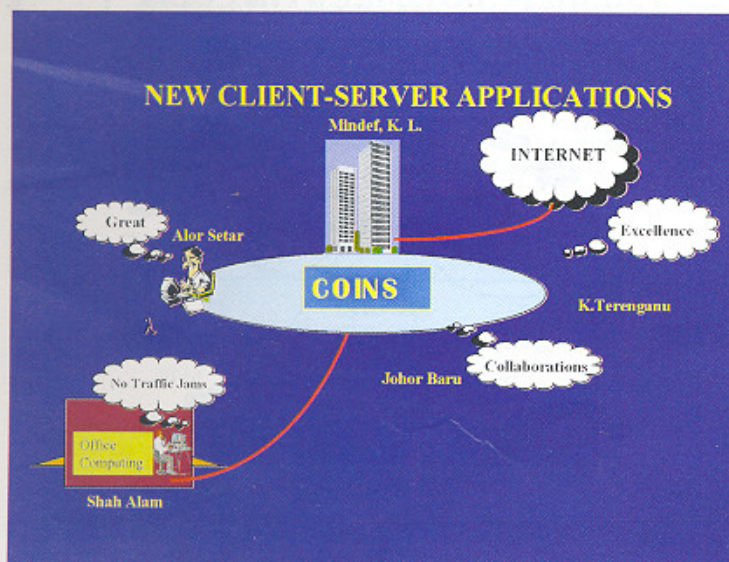


Diagram 2. New Client-Server Applications

**Improving Existing Network Topology.** To improve resilience, flexibility and the network management system, COINS can offer improved performance as shown in diagram 3 below:

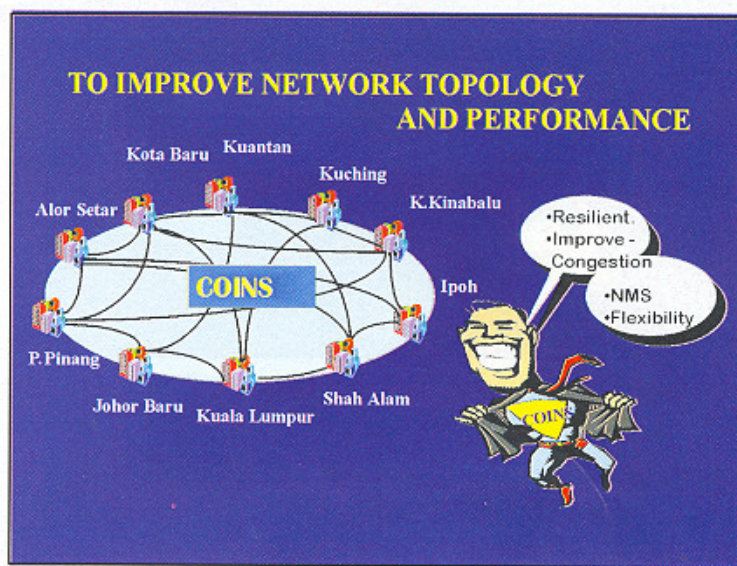


Diagram 3. New Client-Server Applications

#### Lowering the Cost of Ownership with Well-established and Widely Adopted Standards.

COINS provides users a lower cost of ownership than competing technologies as it supports multiple user applications, such as TCP/IP, SNA, NetBIOS and voice, eliminating multiple private lines to support different applications at a single site. It allows multiple users at a location to access a single circuit and frame relay port, and it efficiently uses bandwidth due to its statistical multiplexing capability. The well-established and widely adopted standards are key to equipment interoperability and efficient use of capital acquisition funds. It allowed open architecture and plug-and-play service implementation. This concept can be illustrated in diagram 4 below:



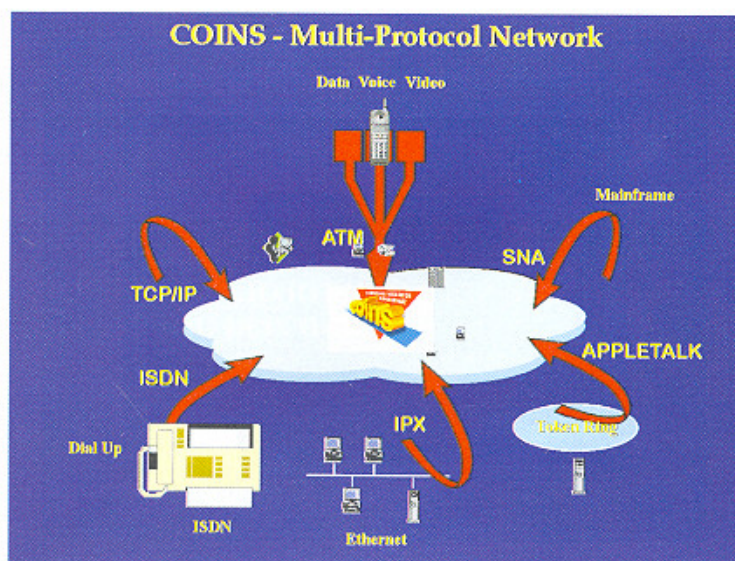


Diagram 4. Multiple Protocol Support by COINS

### NETWORK SCALABILITY, FLEXIBILITY AND DISASTER RECOVERY

To the end user, the frame relay network appears straightforward: one user simply connects directly to the frame relay cloud. A frame relay network is based on virtual circuit which may be meshed or point to point, and these links may be permanent or switched. It is more easily scalable, giving telecommunication managers the flexibility to modify network topologies easily and scale networks as applications grow and sites are added. This inherent flexibility lends itself equally to the provision of alternate routes to disaster recovery sites, which are, in many cases are transparent to the end users.

Ease with internetworking with other new services and applications such as ATMs. The frame relay standards have been developed to inter-works with newly evolving services such as ATMs. As new applications emerge and/or bandwidth

requirements increase, network can gracefully migrate to the appropriate technology without stranding existing network equipment.

**Implementation of COINS in MINDEF and the Malaysian Armed Forces.** The COINS project is implemented in the Ministry of Defence and the Malaysian Armed Forces in two phases. In phase 1 (year 1999), is the implementation of COINS for the Financial System (SISKEW), the Army System (SISPIK), the Air Force System (SPKB), the Billing System (SISBIL), the Dental System (GIGI) and Civil Personnel System (SISMA). In phase 2 (year 2000) is the implementation of the other sub-systems; Navy Integrated Logistics System (ILS) and the MAF Personnel and Management System. The conceptual implementation of the COINS SISKEW System, SISPIK and SPKB Systems are shown in diagram 5, 6 and 7 respectively below:

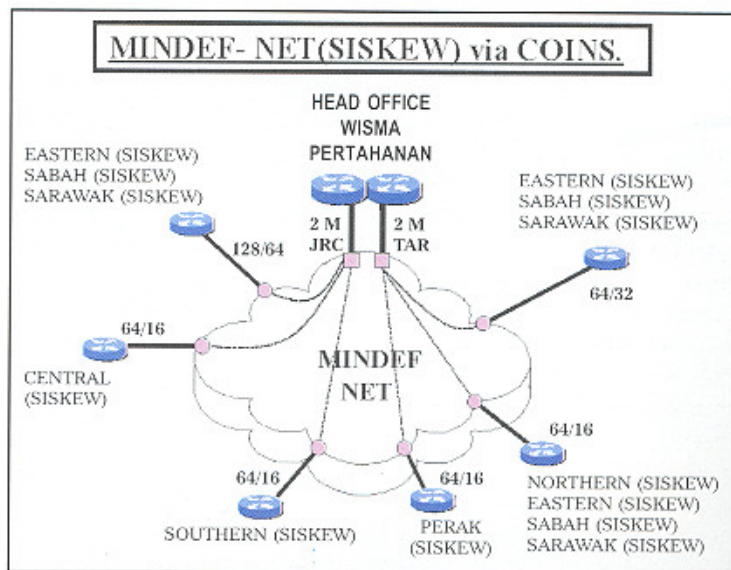


Diagram 5. MINDEF-NET (SISKEW) Using COINS



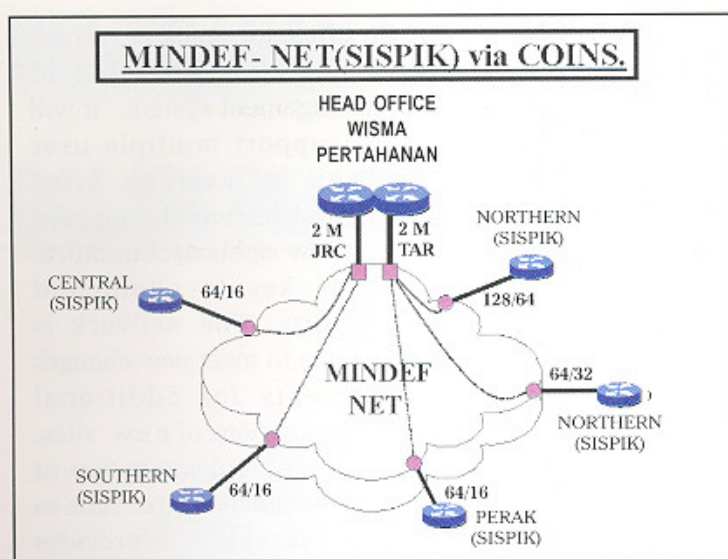


Diagram 6. MINDEF-NET (SISPIK) Using COINS

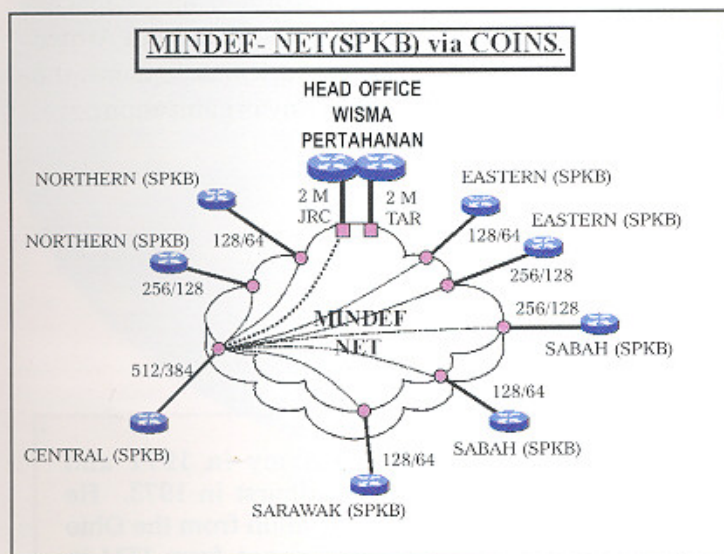


Diagram 7. MINDEF-NET (SPKB) Using COINS

**Security Concern.** To meet the immediate need for security in the COINS network implementation, there are the requirements to build own firewall and screen routers for protection of the networks and the applications. The firewall and screen routers can greatly improved network security and reduced risks

to hosts on the sub-net by filtering inherently insecure services. The firewall also provides the ability to control access to site systems. End to end encryption has to be installed at the application layer so as to protect data integrity. This is implemented in the diagram 8 below.

**Strategies and Policies to Ensure Network System and Data Security.** Although the frame relay networks using COINS provide many advantages to the end users, we need to ensure the long-term data network security and integrity. Therefore there is a need to develop strategies and policies in protecting our networks and data. The following strategies and policies should be developed:

- \* A System Security Organization be incorporated in the Armed Forces to administer, implement and review system security procedures and guidelines.
- \* Security policies and guidelines should cover all aspects of physical security, information/data security, network security for LAN and WAN.
- \* To ensure data reliability, security and quality, a mechanism should be developed covering procedures, standards, access control, authorization, authentication, encryption, digital signature, responsibility, controls and methods.
- \* System Managers and Administrators are responsible to ensure security implementation (hardware, software installation), security parameter setting and corrective actions within their respective applications.
- \* A proper security risk analysis, security auditing and security awareness and training be implemented.



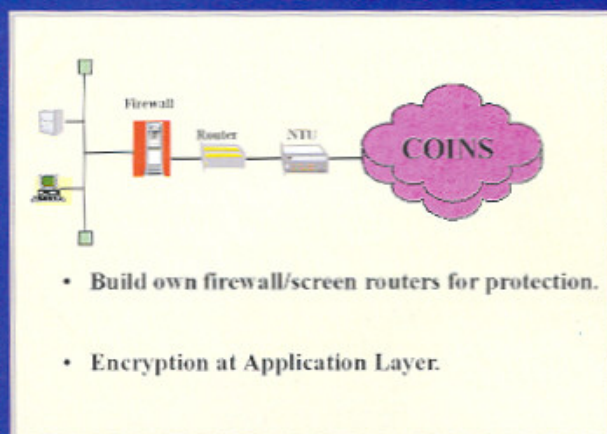


Diagram 8. Building Firewall/Screen Routers and Encryption.

### CONCLUSION

In conclusion, the implementation and the integration of the Armed Forces data networks

provide an efficient, resilient, robust and lower cost of ownership of network management system. It will be able to support multiple user applications at various sites nationwide and its widely adopted standards allow open architecture, which is the key to equipment interoperability. The network is scalable, flexible to meet new changes in requirements for additional bandwidths or additions of new sites. Coupled with the implementation of security policies and measures such as firewalls and encryption, it provides networks and data security. In short,

the implementation and the integration of the data networks provide fast, efficient, cost-effective multi-protocol and high capacity multimedia networks to the Malaysian Armed Forces. Thus the network has become the critical success factor in any organization.



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# PENERAPAN NILAI-NILAI ISLAM DALAM PENGURUSAN KETENTERAAN


Mej Zainal bin Sarwi

## ABSTRAK

Masalah pengurusan dalam Angkatan Tentera mempunyai berbagai bentuk seperti penyelewengan, penipuan, pilih kasih, berat sebelah, mementingkan diri sendiri dan seumpamanya telah menjuruskan warga tentera kepada berbagai bentuk masalah lain yang berkaitan. Masalah ini telah menyebabkan timbulnya perasaan curiga, tidak puas hati, benci, bosan dan lain-lain lagi di kalangan anggota tentera terhadap mereka yang mengurus dan mentadbir.

Untuk mengatasi masalah ini, dari segi pengurusan, penerapan nilai-nilai Islam harus diambil kira. Esei ini memperturunkan beberapa nilai-nilai Islam yang dipetik dari Al-Quran dan Sunnah yang mempunyai kaitan rapat dengan pengurusan ketenteraan. Perbincangan ini merupakan secebis usaha untuk mengutarakan sesuatu pemikiran tentang sistem pengurusan keislaman, falsafah dan ciri-cirinya, bagi memudahkan pelaksanaan pengurusan warga tentera. Diharapkan esei ini akan menjadi titik tolak kepada pucuk pimpinan Angkatan Tentera dalam melaksanakan pengurusan ketenteraan dan menjadi kesinambungan kepada kesedaran anggota tentera dalam usaha memperbaiki dan memulihkan sistem pengurusan ketenteraan.

## PENDAHULUAN



Masalah pentadbiran dan pengurusan ketenteraan acap kali menjadi perbualan sama ada di peringkat atasan mahupun di peringkat bawahan. Masalah-masalah yang dimaksudkan mempunyai berbagai bentuk, termasuk penyelewengan, penipuan, pecah amanah, pilih kasih,

berat sebelah, mementingkan diri, rasuah dan lain-lain. Masalah-masalah ini (malah berbagai lagi) telah menjuruskan masyarakat tentera kepada berbagai rupa masalah lain yang berkaitan. Khususnya, telah timbul perasaan curiga, tidak puas hati, benci, bosan dan lain-lain lagi di kalangan sebahagian besar anggota tentera terhadap mereka yang mengurus dan mentadbir. Hal seperti ini boleh menghasilkan suasana yang tidak tenang dan selesa untuk kegiatan-kegiatan yang berfaedah dan bermakna.



## NILAI, ETIKA DAN PROSES MEMBUAT KEPUTUSAN

Satu daripada tugas utama pemimpin ialah membuat keputusan. Keputusan-keputusan ini berkaitan dengan segala aspek perjalanan organisasi. Dalam hal demikian, pemimpin bertanggungjawab untuk merancang, membentuk polisi, strategi, mengkoordinasi dan mengawal segala perjalanan organisasi itu supaya objektif organisasi itu tercapai. Dalam setiap bidang tugas ini, pemimpin sentiasa akan berhadapan dengan masalah untuk membuat keputusan. Keputusan dibuat biasanya dalam bentuk yang memiliki salah satu daripada beberapa alternatif yang wujud.

Apa yang diamalkan sekarang di kalangan segelintir pada pemimpin tentera, ada yang bertentangan dengan sistem nilai yang dipegang oleh tentera sendiri. Tidaklah hairan jika terdapat anggapan menyatakan bahawa amalan menggunakan harta perkhidmatan untuk kegunaan persendirian sudah tidak dianggap sebagai masalah etika tetapi estetika. Begitu juga di kebanyakan negara sekarang ini, bayaran kepada pegawai-pegawai kerajaan atau ahli-ahli politik untuk mempercepatkan sesuatu keputusan atau membuat keputusan yang 'baik' sudah tidak dianggap sebagai rasuah yang tidak beretika tetapi sebagai norma.

## FALSAFAH DAN OBJEKTIF PENGURUSAN DALAM ISLAM

Islam sebenarnya berterusan Keesaan Tuhan Yang Maha Besar atau Tauhid. Maka teras falsafah Islam ialah membesarkan, memuliakan, mengagungkan, menyedari dan mengingati wujudnya Allah S.W.T dalam segala aspek hidup manusia. Tauhid juga menjadi teras kepada akidah seseorang dan sebarang perlakuan sama ada melalui niat, perkataan atau perbuatan yang membesarkan lain daripada Allah akan

*Orang yang paling mulia di sisi Allah ialah orang yang bertakwa...tidak memandang langsung akan pangkat, kekayaan, kuasa atau pengaruh. ...sepatutnya diberi pertimbangan yang sewajarnya terutamanya jika prestasi dan kecekapannya tidak kurang jika dibandingkan dengan orang lain.*

membatalkan akidah kita<sup>1</sup>. Oleh kerana segala kegiatan manusia termasuk pengurusan ketenteraan, harus sentiasa berpanduan kepada tauhid ini, maka dengan sendirinya falsafah Islam yang utama dalam pengurusan ialah tauhid itu sendiri.

Tauhid juga berkaitan dengan hubungan manusia dengan tuhan (hablum minallah) dan hubungan manusia dengan manusia (hablum minannas). Hubungan manusia dengan tuhan bererti,

antara lain, bahawa manusia itu bertanggungjawab kepada tuhan atas apa jua yang ia perkatakan atau lakukan. Dalam hal ini, segala gerak geri manusia itu, sama ada secara tersembunyi mahupun secara terbuka akan dipersoalkan oleh tuhan nanti, walaupun perkara itu sebesar zarah, sama ada perkara itu baik atau tidak.

Hubungan manusia dengan manusia pula, antara lain bererti bahawa setiap perlakuan kita dengan manusia juga terpaksa kita pertanggungjawabkan. Dalam lain perkataan, kita harus sentiasa menjauhkan diri daripada berlaku zalim terhadap manusia dan mendekati kepada keadilan. Maka kedua-dua jenis hubungan ini akan sentiasa menjuruskan kita kepada melakukan serba perkara bagi mendapatkan keredaan Allah.

Sekiranya falsafah hidup dalam Islam ini dikaitkan dengan pengurusan ketenteraan, sudah tentulah seorang pengurus di dalam tentera itu akan sentiasa menjauhkan diri daripada kezaliman, penindasan, penipuan,

<sup>1</sup> Ahmad Ibrahim Abu Sin, *Pengurusan Dalam Islam*.



penyelewengan dan lain-lain dalam melaksanakan segala tugasnya. Sebaliknya ia akan sentiasa mencuba untuk berlaku adil, jujur, ikhlas dan lain-lain supaya mencapai tujuan hidupnya.

### NILAI-NILAI PENGURUSAN KETENTERAAN DARI SUDUT SYARIAH

Umumnya, nilai-nilai Islam yang datang dari syariah ataupun dari amalan orang-orang Islam terdahulu merupakan nilai-nilai yang universal kerana Islam sendiri adalah agama yang universal yang tidak ada had masa, tempat, bangsa mahupun warna kulit. Untuk tujuan esei ini diperturunkan di bahagian ini beberapa nilai Islam yang mempunyai kaitan rapat atau langsung dengan pengurusan ketenteraan seperti berikut:

\* **Kebaktian (*Virtue*).** Kebaktian adalah merupakan satu daripada sifat akhlak manusia yang ditakrifkan sebagai mereka yang percaya kepada Allah, malaikat, para nabi, kitab-kitab, membelanjakan harta yang paling ia sayang kepada kerabatnya, orang-orang yang memerlukan, termasuk anak-anak yatim, pengemis dan bagi memerdekakan hamba, mendirikan sembahyang, membayar zakat, menepati janji dan sabar atas segala kesusahan.

\* **Kemuliaan.** Orang yang paling mulia di sisi Allah ialah orang yang paling takwa. Di sini letaknya takrif mulia di sisi Allah yang tidak langsung menyentuh pangkat, kekayaan, kuasa atau pengaruh. Maka dalam konteks pengurusan ketenteraan, sepatutnya orang yang mulia atau bertakwa itu diberi pertimbangan yang sewajarnya terutama jika prestasi dan kecekapannya tidak kurang jika dibandingkan dengan orang lain. Sifat ini juga sebenarnya amat penting bagi jawatan yang memerlukan sifat beramanah dan sebagainya.

\* **Kebenaran.** Orang-orang yang benar adalah mereka yang beriman dan bertakwa.

Ini merupakan satu contoh bahawa nilai dalam Islam itu bergantung kepada tauhid.

\* **Menepati Janji.** Orang yang tidak menepati janji boleh melakukan berbagai perkara termasuk pecah amanah, menganiaya orang, memutuskan harapan orang lain dan sebagainya. Maka menepati janji adalah satu nilai yang sangat penting di sisi Islam. Dalam konteks pengurusan ketenteraan sifat ini juga sangat penting.

\* **Keadilan.** Manusia dituntut untuk berlaku adil kepada dirinya dan juga kepada manusia lain. Keadilan ini tidaklah terhad kepada menjatuhkan hukuman semata-mata tetapi keadilan dituntut dalam serba perkara seperti memilih calon untuk kenaikan pangkat, kenaikan gaji atau ganjaran dan sebagainya.

\* **Kesabaran dan Disiplin.** Kesabaran adalah satu sifat bagi sekalian Rasul. Manusia harus mencontohi rasul mereka untuk menghayati sifat ini. Manusia juga dikehendaki berdisiplin yakni berusaha dengan gigih serta berserah dan bertawakal kepada Allah semoga beroleh kejayaan. Dalam memohon pertolongan dari Allah juga, manusia diajar bersembahyang dan bersabar, kerana hanya dengan bersabar baru kita boleh mendapatkan hajat kita. Kesabaran ini merangkumi kesakitan, ketakutan, kelaparan, kerugian atau kehilangan harta dan nyawa. Hanya mereka yang boleh bersabar sahaja yang akan mendapat ganjaran yang berlipat ganda. Dalam konteks pengurusan ketenteraan, sudah pasti kita akan temui dengan berbagai masalah dan dugaan daripada Allah. Tetapi, kita harus bersabar dan berdisiplin. Ini bermakna bahawa kita harus berusaha dengan bersungguh-sungguh barulah kita berserah dan bertawakal kepada Allah sambil menunggu balasan dariNya.

\* **Unsur-Unsur Kesabaran.** Al-Quran memberikan tiga unsur kesabaran iaitu ketabahan, keteguhan dan pengawalan



keinginan (nafsu). Manusia digalakkan untuk meningkatkan ketabahan dalam menghadapi sebarang masalah kerana ketabahan itu menunjukkan kecekalan dalam menyelesaikan sesuatu masalah. Keteguhan adalah berkaitan dengan mempercayakan bahawa Allah itu berkuasa melakukan apa saja yang ia mahu. Kepercayaan itu tidak langsung berganjak walau apa pun terjadi.

\* **Keberanian.** Keberanian harus disertai dengan keyakinan dan keimanan kepada Allah, walaupun kita ketahui bahawa apa yang kita hendak tempuh itu sangat berbahaya atau sehingga boleh mengorbankan nyawa. Sifat berani ini sebenarnya sangat berguna kepada orang-orang yang sentiasa terpaksa menghadapi perkara yang tidak pasti atau tidak tentu kesudahannya. Pengurusan di dalam tentera tentulah tergolong dalam kategori yang dimaksudkan.

\* **Toleransi.** Sikap toleransi ini bermaksud menerima perbezaan yang ketara tanpa sebarang perasaan iri hati. Toleransi tidak hanya terhad kepada kehidupan sosial sahaja bahkan meliputi hampir segala aspek kehidupan, termasuk pengurusan.

\* **Kesederhanaan.** Islam menuntut penganutnya berlaku sederhana dalam serba hal. Al-Quran dengan jelas mengajar kita berlaku sederhana dalam mengerjakan sembahyang, sedekah, berbelanja dan dalam pertuturan dan perbuatan. Bahkan kesederhanaan ini diakui sebagai sifat agama Islam itu sendiri. Dengan yang demikian, sama ada dalam ibadat ataupun urusan dunia, kita harus menjauhi segala jenis keterlaluan, kerana keterlaluan itu biasanya akan mendatangkan mudarat lebih daripada faedah.

\* **Ihsan.** Ihsan atau belas kasihan, baik hati, atau 'kindness' adalah sifat penghuni syurga. Firman Allah 'Barang siapa berlaku ihsan akan mendapat ihsan dan berlebihi lagi, sementara tidak ada debu atau benda yang mengejikan pada air mukanya. Mereka

inilah penghuni-penghuni syurga (Mereka akan tinggal di dalamnya selama-lamanya). Ihsan juga harus dijadikan sifat yang mengiringi sebarang perintah. Sekiranya kita menyuruh seseorang (termasuk pekerja-pekerja di bawah jagaan kita) berbuat sesuatu, kita harus pastikan bahawa ia mampu melakukannya. Sekiranya ia tidak mampu, kita harus menolongnya atau mencari pertolongan untuknya. Ihsan juga tidaklah terhad kepada perbuatan atau amalan tetapi termasuk juga ibadat.

\* **Murah Hati.** Islam mengajarkan kita supaya bermurah hati dalam berbelanja untuk keluarga atau orang lain. Allah S.W.T telah berjanji akan membalas segala perbuatannya, kita tidak patut bersifat kedekut kerana harta yang ada pada kita adalah bukan kepunyaan kita selagi kita belum membelanjakannya.

\* **Pengampun.** Sifat pemurah tadi sebenarnya berkait rapat dengan sifat pengampun. Malah kita dinasihatkan untuk sentiasa mengampunkan orang (jika boleh), kerana Allah sendiri Maha Pengampun. Allah juga bertanya, 'Tidakkah kamu suka supaya Allah Mengampuni kamu'. Allah itu Maha Mengampun dan Maha Mengasihi.

\* **Membalas Jahat Dengan Baik.** Adalah menjadi perangai manusia untuk membalas dendam seseorang dengan cara yang setimpal, iaitu yang jahat dibalas dengan jahat dan yang baik dibalas dengan baik. Balasan setimpal ini sememangnya diharuskan oleh syariah. Tetapi ada juga terdapat manusia yang membalas kebaikan dengan kejahatan. Walaupun demikian Islam menganjurkan supaya kita membalas kejahatan dengan kebaikan dan lihatlah bagaimana seorang yang terpisah daripada kita kerana permusuhan akan bertukar menjadi sahabat yang karib<sup>2</sup>.

<sup>2</sup> Mohd Nasir Omar, *Falsafah Etika Barat Dengan Islam*.



## PROSES PENERAPAN NILAI-NILAI ISLAM DI DALAM PENGURUSAN KETENTERAAN

Pengurusan seperti yang diamalkan sekarang ini mempunyai sekurang-kurangnya tiga aspek iaitu falsafah, objektif dan amalan. Umumnya bolehlah dikatakan bahawa pengurusan dalam ketiga-tiga aspek ini masih lagi berorientasikan kepada prinsip-prinsip dan amalan Barat.

Dari segi aspek-aspek yang disebutkan di atas, falsafah dan objektif adalah dua aspek yang sangat penting diterapkan dengan nilai-nilai Islam. Pertama sekiranya falsafah dan objektif pengurusan berteraskan nilai-nilai Islam, maka sudah tentulah amalan-amalan pengurusan juga akan dilaksanakan mengikut lunas-lunas Islam. Kedua, falsafah dan objektif berkaitan rapat dengan pemikiran, pegangan, kepercayaan, keyakinan, asuhan yang lama dan lain-lain yang umumnya tidak boleh dilihat atau diamati dengan jelas. Ia mungkin boleh dilihat melalui perbuatan ataupun lisan. Itupun jika ia konsisten dengan cara ia melakukan sesuatu sehingga mencapai objektifnya. Begitu juga, jika ia sentiasa konsisten dalam menyatakan falsafah atau objektif tadi hampir setiap kali ia membahaskannya. Walaupun demikian, ada juga orang yang tidak jujur dan benar, yang tidak memaksudkan apa yang diperkatakan. Ketiga penerapan nilai-nilai Islam itu sendiri adalah satu perkara yang berkaitan dengan iman, takwa, pegangan, kepercayaan, pemikiran dan lain-lain. Oleh itu proses penerapan nilai-nilai tadi ke dalam pengurusan ketenteraan adalah serupa dengan proses menghayati falsafah dan objektif tadi. Keempat, amalan pengurusan dalam tentera adalah jelas dan boleh dilihat, sama ada secocok dengan nilai Islam atau tidak. Sekiranya amalan tidak secocok dengan nilai Islam, ia boleh dibaiki dengan beberapa cara, termasuk menggubal peraturan tertentu.

Terdapat beberapa golongan atau kumpulan di kalangan anggota tentera pada hari ini. Golongan pertama merupakan mereka yang

*Terdapat beberapa golongan ... mereka yang benar-benar ingin menghayati Islam, ... golongan yang tidak sedia untuk menghayati Islam sepenuhnya, ... golongan yang bersimpati dan bergaul dengan kedua-duanya.*

benar-benar ingin menghayati Islam. Golongan kedua merupakan golongan yang masih tidak rela atau tidak sedia untuk menghayati Islam sepenuhnya. Mereka ini tidak bersimpati dengan golongan yang pertama tadi. Sekiranya mereka ramai; misalnya, mereka mungkin menentang. Golongan ketiga pula ialah golongan yang

bersimpati dengan golongan pertama dan boleh bergaul dengan kedua-dua golongan pertama dan kedua.

Dari segi perancangan dan pelaksanaan penerapan nilai-nilai Islam di dalam pengurusan tentera, kedua-dua perkara di atas harus diambil kira. Dengan amalan pengurusan dan masyarakat Islam yang wujud sekarang ini, proses penerapan nilai-nilai Islam harus dirancang dalam dua jangka masa iaitu jangka masa pendek dan panjang. Rancangan jangka pendek bertujuan menerapkan nilai-nilai Islam bagi mereka yang sudah bersedia, (golongan pertama) yang mungkin bagi mereka yang bersimpati dengan golongan yang pertama (golongan ketiga). Rancangan jangka pendek yang harus dilaksanakan harus meliputi pengukuhan akidah, penyebaran ilmu yang relevan, dan pengamalan ilmu-ilmu tadi. Bagi menentukan supaya rancangan jangka pendek beroleh kejayaan, sistem insentif, motivasi, ganjaran ataupun kalau perlu menggubal peraturan yang sesuai bagi menentukan bahawa prinsip-prinsip Islam diamalkan, wajar diwujudkan.

Rancangan-rancangan yang boleh mengukuhkan akidah memerlukan ilmu-ilmu yang relevan. Dalam hal ini, kelas-kelas agama yang dilaksanakan di pasukan-pasukan atau tempat-tempat lain, kurang berkesan kerana kelas-kelas ini biasanya dilaksanakan selepas waktu pejabat sama ada petang atau malam. Kelas-kelas ini diaturkan oleh mereka yang



biasanya termasuk dalam golongan pertama. Tidak ada pengajar yang mahir mahupun sukatan pelajaran yang diikuti secara formal. Kelas-kelas yang diharapkan dapat memberi bimbingan kepada keimanan, akidah dan takwa ini pada biasanya dijalankan dengan cara yang tidak formal.

Kelas-kelas formal yang diadakan pada waktu pejabat, lengkap dengan guru dan sukatan pelajaran yang sesuai adalah perlu untuk pengukuhan akidah, walaupun pada golongan pertama ini. Sekiranya boleh mereka ini pada peringkat permulaan, mungkin diberi insentif dalam bentuk yang bermakna. Misalnya prestasi yang baik yang disertai dengan iman dan takwa diberi pertimbangan sewajarnya.

Rancangan jangka pendek juga boleh dimuatkan dengan kursus-kursus pendek selama beberapa hari atau minggu, bergantung kepada peserta. Bagi peserta yang benar-benar ingin menghayati nilai-nilai Islam, misalnya, mereka bolehlah dibenarkan mengikuti kursus yang lebih lama. Sukatan pelajaran, cara penyampaian dan juga penyampaiannya haruslah bertepatan dengan keperluan.

Kelas agama di pasukan harus dilaksanakan secara berterusan, walaupun sejam seminggu. Kursus-kursus jangka pendek ini harus diatur apabila dirasakan perlu. Malahan mungkin lebih baik kursus-kursus pendek ini diatur, dirancang dan dilaksanakan oleh mereka yang mahir dalam bidang agama.

Selain daripada kursus-kursus sedemikian, kesedaran dan keazaman untuk melaksanakan segala rancangan ini tidaklah harus terhad kepada beberapa golongan anggota sahaja. Seperti yang berlaku sekarang, pihak atasan telah berkali-kali melaungkan yang penerapan nilai-nilai Islam di dalam pengurusan tentera adalah menjadi hasrat, bahkan polisi Angkatan Tentera sekarang ini. Jikalau demikian kita harus juga melihat sejauh manakah polisi ini berjalan atau dilaksanakan. Begitulah seterusnya segala lapisan anggota yang tergolong dalam golongan pertama tadi, hendaklah berusaha melaksanakan rancangan-

rancangan jangka pendek ini dengan cara yang lebih teratur.

Rancangan-rancangan jangka panjang pada dasarnya mempunyai tujuan-tujuan yang sama seperti rancangan jangka pendek. Cuma yang agak berlainan ialah kesimpulan sasarannya. Selain daripada mencuba menarik mereka yang dikatakan dalam golongan kedua, kumpulan rancangan ini termasuk juga generasi akan datang. Sukatan pelajaran yang ada harus dikaji semula untuk menentukan supaya masa yang cukup diberi juga kepada peningkatan dan penghayatan nilai-nilai Islam. Program-program kursus boleh diaturkan untuk mengasuh anggota-anggota tentera yang lain.

### MASALAH PELAKSANAAN

Satu daripada masalah yang akan dihadapi buat beberapa lama lagi ialah tidak ada kesungguhan dalam melaksanakan program-program penerapan nilai-nilai Islam. Masalah penerapan nilai-nilai Islam ini bukanlah merupakan masalah mengamalkan sesuatu ilmu tanpa sebarang nilai. Masalah di sini berkait rapat dengan masalah iman, akidah dan sebagainya. Ringkasnya, selagi kita tidak akui bahawa masalah ini memerlukan asuhan yang betul, baik dan sesuai mengikut satu program yang tertentu, berterusan, teratur dan menarik, selagi itulah masalah ini akan tinggal di tahap lama.

Masalah yang kedua ialah kekurangan pakar atau guru yang boleh mengasuh ke jalan yang betul dengan cara yang sesuai bagi tingkat pemikiran para pentadbir dan pengurus. Apa yang sentiasa berlaku sehingga sekarang ini ialah masih lagi terdapat guru yang memberikan tumpuan pengajarnya kepada apa yang dikatakan Fardu Ain. Dalam hal ini, pelajaran yang diterima tidak akan dapat dikaitkan dengan kehidupan sehari-hari yang sebahagian besar darinya adalah juga berupa ibadat.

Ketiga, wujud golongan-golongan tertentu yang menggunakan isu agama ini bagi kepentingan tertentu. Keadaan seperti ini boleh



mengusutkan fikiran anggota yang kadang-kadang sampai rosak pegangan. Perkara pokok sudah menjadi ranting dan ranting pula menjadi pokok.

### PENUTUP

Pada dasarnya, Islam bukan sahaja menghalalkan sebarang bentuk pengurusan

tetapi telah mengadakan beberapa peraturan yang sangat lengkap untuk menentukan kejayaannya. Tujuan Al-Quran dan As-Sunnah menentukan peraturan-peraturan tadi adalah untuk mewujudkan keadilan di kalangan masyarakat. Hal ini adalah benar kerana keadilan itu merupakan satu daripada sifat Islam itu sendiri.

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Mej Zainal bin Sarwi telah ditauliahkan di dalam Kor Jurutera Diraja pada tahun 1981. Sepanjang perkhidmatannya, beliau telah menjawat beberapa jawatan penting di pasukan, pusat latihan dan markas formasi. Beliau adalah pemegang Diploma Sains Pengurusan Logistik dari Universiti Malaya pada tahun 1997. Mej Zainal kini bertugas sebagai PS 2 Perumahan dan Pembangunan di Markas Medan Tentera Darat.



# THE MIND AT MIDLIFE:

## Understanding Midlife Crisis Toward Year 2000

### SYNOPSIS

*This article is an attempt to explore midlife crisis - a major and inescapable life problem. While midlife transition is part of human condition, it is especially unsettling in the next millennium. Diminishing affluence, shifting roles, high divorce rate etc, all contributes to a sense of isolation and confusion. The writer shares his counselling experience.*

Lt Kol Amiruddin bin Ismail

### INTRODUCTION



Somewhere around the age of forty, many men and women suffer a profound personal crisis. For some, the routine of everyday life builds to boredom and despair for which they anxiously seek reasons and from which they search for escape. For others, life slides by unnoticed until some unexpected setbacks - an affair or promotion that falls through - forces them to recognise that something is wrong. In the first case, the reaction is confusion, and in the second, an impulsive action often forces a personal change at great cost to the family, and ultimately to the individual, stability and security. This syndrome is now recognised as the *Midlife Crisis*.

Most people speed through early adulthood to fixed-on external challenges to take a hard look at themselves. All these years are not without searching, but the search is directed outward - towards starting a career, getting married, buying a house, and having children. Then one day, somewhere around forty, they begin to ponder, "What do I want now that I've done what I was supposed to do?" Turning forty is like having a bad case of fever. The symptoms are familiar - a feeling of stagnation, disequilibrium and mild depression. Midlife malaise takes many forms. The most common reaction may be daydreaming of change. The daydreams of midlife are filled with images of escape and new beginnings. Unhappy people who feel stuck and stagnant dream of starting over, perhaps somewhere else ... perhaps with someone else. The daydreaming of discontented forty-year olds results from the sensation of being trapped in a life structure that now feels narrow and restrictive.

When a person feels stuck in a dreary job or an unrewarding marriage, time alone makes it progressively harder to make changes. Initially, the feeling of discontent may be vague; it's hard to put a finger on the problem. For this very reason, many people dismiss what they are feeling as unimportant. Those who share their concern with a spouse may be chided for being preoccupied with them or teased about having a 'midlife crisis'. For others, the discontent is more specific and may be focussed on a



stagnant career, a joyless marriage, or a feeling that physical powers are declining. Often the focus of discontent will be on whatever aspect of life has been over-developed.

## THE LOST PREROGATIVES OF YOUTH

When we reach our late thirties, we are near the midpoint of life. Most of us have concluded the preliminary business of adulthood, and now our lives take on a settled quality. This is life as a grown-up. Around forty, we become increasingly aware of how many people, not much older than ourselves are succumbing to heart attacks, cancer and other diseases. This vision of the future shakes some people badly.

Two prerogatives of youth, being promising and being supported are lost in midlife. The person who is valued at twenty-five for having a great potential is expected someday to deliver. By midlife, being promising is no longer enough.

What exactly brings about a midlife crisis? Most people do not focus their apprehension on a specific idea. Instead, they have a growing feeling of being caught in a life that is empty, dull and flat. The feeling is vague; it comes and goes; and the content shifts. There is the sense that youth is running out. Images of aging and death invade waking thoughts. Elliot Jacques, a psychoanalyst stated plainly that the midlife crisis is due to an awareness of the inevitability of death. Other writers, notably Ernest Becker, and Norman O. Brown also agreed. We have two great fears; fear of life and fear of death. The fear of death becomes more prominent in midlife.

## THE MASKED CRISIS

Sometimes a crisis in midlife occurs without being recognised, because the

symptoms are masked and the causes remain unexamined. Some of these masking reactions are destructive enough to be seen as a problem, but others deaden the pain without removing the source. A gradual increase in drinking, a discreet series of affairs, or an insidious pattern of withdrawal - these corrosive habits are among the common devices for masking the critical need to readjust life at forty. Drinking may lead to alcoholism; affairs may end in divorce.

For many of us, having a crisis implies failure and weakness, an inability to endure life. This perception stems in part from a failure to distinguish between two separate meanings of crisis. The first meaning is developmental: crisis as a turning point in which there is an impending change. The second meaning is pathological: crisis as a sudden emergency in the course of a disease. Crisis need not be a calamity; it can be an opportunity. As people move across time, they experience crisis at critical junctures. These are times of increased vulnerability and heightened potential for growth. Once we understand that our lives include a series of developmental crises, we will no longer think of life as a process of slow and steady growth, or adulthood as a static period.

A midlife crisis is painful, but it may provide the necessary shock to disrupt our defences so that we can re-examine our lives - inside and out.

*A midlife crisis is painful, but it may provide the necessary shock to disrupt our defences so that we can re-examine our lives-inside and out.*

## MEANING AND SATISFACTION

Many people pass through their thirties like sleepwalkers, chasing dreams whose unconscious motives and conflicts they hardly suspect. Exhausted by the responsibility of trying to get ahead, they long to shuck off responsibility altogether. Some do. They leave duty and responsibility behind and set off with the wind of the world in their faces. Many middle age scales down their professional aspirations and become more involved with their families



and religion. This common pattern is that wise men find serenity in the second half of life by *"letting go of the impossible dream, and discovering the joys of caring."* During midlife the *"internal voices that have been muted for years now clamour to be heard."* Finally one can now *"listen more attentively to these voices and decide consciously what part he will give them in his life."*

Not all of us are in command of the decisions that shape our lives; not everyone realises that he is unhappy before suddenly making a change. Some changes are the result of adjustment to circumstances - *physical, financial, spiritual or familial*. Turning forty in an age of diminishing expectation makes it even harder to accept limitations in the self. When mothers return to work in middle age they do so for a variety of reasons: to earn more money, to escape the boredom of living in a world of children, to express their creative urges, to exercise skills and talents or just to get out of the house.

One of the outcomes of the midlife transition is supposed to be the concern for and involvement with other people, especially children and younger colleagues. Loving concern for other people is a natural urge in a fulfilled person. Loving people means loving them, as they are; to the extent that you love them, you do not need them to change. There is nothing wrong about wanting someone to change, but the truth is that wanting someone to change is motivated by some personal need. When we pressure our single friends to get married, our divorced friends to remarry or childless couples to have babies, we are projecting our own internal standard of what it means to be grown up. Other times, we do just the opposite and, in the name of being helpful, encourage our friends to act out our own dissatisfactions.

The second half of life is more than simply an elaboration of the first. Age forty is, in Jung's words, *"the noon of life,"* when a person's powers reach their zenith and he has the opportunity to develop and integrate

previously neglected aspects of the total personality. People who speed through young adulthood rigid and uptight have the chance, in maturity, to uncover hidden potential for self-fulfilment.

## TURNING FORTY IN THE 21<sup>st</sup> CENTURY

The difficulty of leaving youth behind is an abiding human problem, but turning forty is a little different for each generation. Human affairs are always and profoundly influenced by economic conditions. If this is true, what is so unique about the impact of the current economy that it is necessary to include economy to explain today's midlife crisis? Part of the answer lies in economic conditions themselves. Inflation, recession and unemployment have created personal crises for thousands of men. Today's forty-year-olds cannot be unaware of the impact of the economy on their lives. As widespread reporting of the economy moved it from a background influence to a blunt reality of experience, it became more and more difficult to turn away from material values. It's hard to forget financial worries when the media keep constantly remind us about rising interest rates and the shrinking value of the *"ringgit"*. Decline, and our awareness of it, has resulted in money dominating our lives and pre-occupying our minds. A study of the effects of inflation on family stress found that inflation is almost universally depressing. The larger the family the greater the strain. Families respond to the pitch by cutting back on luxuries and entertainment - precisely what most middle-class families have learned to rely on for the relief of stress. Many forty-year-olds are earning more than they ever dreamed of, but most of them are living less well than they expected. Anticipating the prime of life, they found their savings eaten away by a corrosive cycle of inflation and recession.

Added to the financial burdens is the monumental weight of children's college expenses. Just as many couples have adjusted to *'life after children'*; they are encountering



another unexpected form of economic fallout. Because of the inhospitable economy, some grown children return to live at home after graduation from college. Even those who strike out on their own may not be able to make it without help from parents. This puts a tremendous strain on parents who are getting used to living for themselves and children who are looking forward to full emancipation.

While politicians debate the causes and cures of failed economic policy, the rest of us are left to deal with the effects. The most visible and significant sign of recession has been a steady increase in unemployment. The impact of unemployment falls heavily on the families of people who lose their jobs. Unemployment actually strikes less than 10 percent of the population, but it hangs like a threat over us all.

As we have seen, a chief cause of the midlife crisis is the feeling of being frozen into a life structure that no longer appears to work. Recognising the constraint, many people make adjustments, and thus the crisis stimulates growth. But readjustment requires room to manoeuvre. Disciplined by fear of unemployment, many adults feel trapped in jobs that no longer meet their needs. Because it is difficult to find employment, many people cling to jobs that seem dreary and useless. Regular promotions and raises can no longer be taken for granted. Increasing numbers of people come home at the end of the day feeling tired, not with the honest fatigue that comes from hard work, but with a draining feeling of having laboured without pleasure or pride. Frustrated at work, they contemplate putting their energy elsewhere. But financial realities make it harder to relax from overload and harder to afford leisure activities. Being poor but happy is a romantic notion of youth. Midlife adults are more likely to be poor and unhappy.

*Most of the destructive reactions to midlife share a single purpose; they are designed to mask the emotions that signal the need to change. Insidious depression, negativism, withdrawal, chronic anxiety and self-preoccupation are symptoms that something is wrong.*

## COUPLES AND MONEY

Financial hardship not only constrains options for the future, but also unravels accommodations worked out in the past. Accommodation is the often painful process of adjustment that takes place when people marry. As single people they were accustomed to making their decisions alone; when they become a couple, each tries to organise the relationship along familiar lines and pressures the other to accommodate. Among the many things they have to negotiate is how to handle money. Many couple are reluctant to discuss money with each other - like sex, it's too full of conflict - but unfortunately, the financial squeeze forces them to reopen this hot topic. Money means power - at work, at home and in our minds. Men on the threshold of middle age are already beginning to question their power. Money woes only add to their anxiety. Men have always measured their self-esteem largely in terms of how much money they earn.

Once we reached forty, most of us expected to have it made: a comfortable house, a new car, a freedom to travel, perhaps even a vacation home. Even many of those who were able to afford big luxuries later had to sell them to make ends meet.

## THE PAIN OF CRISIS

The expression 'If it isn't broken, don't fix it' can be applied to human as well as mechanical. By the time we are settled into adulthood, it usually takes a strong disruption to induce change. A midlife crisis can be a disquieting inspiration, as inner rumbling provokes a variety of reactions. No matter what course of action people choose, the majority act to dispel the unhappy feelings, not to change the conditions



that produced them in the first place. *'Most of the destructive reactions to midlife share a single purpose: they are designed to mask the emotions that signal the need to change. Insidious depression, negativism, withdrawal, chronic anxiety and self-preoccupation are symptoms that something is wrong'*. If we recognise a crisis, we can try to cope. We can turn to familiar remedies that have worked in the past - calling for help, keeping busy, getting in shape or tackling new projects. Or we can channel our energies into constructive and satisfying outlets - new careers, new relationship or renewed enthusiasm for old ones. Unfortunately, many people act before the feelings that propel them reach the level of consciousness.

When we first stumble on the major issues of midlife, many of us feel helpless. Operating according to invisible, unexamined rules, we seem unable to break out of all that constrict us. Sometimes the pain is too much, and we push it away or blame the nearest scapegoat. Spouses, bosses, subordinates, children, responsibility and the government all seem to conspire against our happiness and fulfilment. At a time when we might be developing more concern for others, we turn inward instead, seeking personal gratification or becoming bitter if we can't seem to find it.

### ALCOHOL, DRUGS AND AVOIDANCE

Many people retreat into excessive drinking, drug abuse, self-pity and depression or psychosomatic ailments. There has also been an enormous increase in the incidence of anorexia, bulimia and just plain overeating. The proliferation of these maladies testifies to the magnitude of stress in our way of life. Many more than these disorders are insidious versions of withdrawal, which, because they stay closer to normal limits, may escape unnoticed. No one but the person involved may notice the anxious dependence on alcohol at the end of the day, substituting the television set for real human contact or the constant feeling that life isn't worth living. Drinking often fogs the sense that something is wrong and needs to be changed. And drinking can become a compulsion. Some

people depend on something to make them sleep, keep their blood pressure down, improve their digestion or narcotise their anxieties. Their chemical crutches are more likely to come from the drugstore than the street. Instead of deadening themselves to all feelings, some of them seek escape by grasping for more. But rather than searching for satisfaction in the main business of their lives, their smuggle gratification outside the confines of family and career. And in the process, they may be destroying their families.

### EXTRA-MARITAL AFFAIRS

Sexual infidelity is the most notorious product of a midlife crisis, perhaps because it is so common and has so many painful repercussions. Those who are involved may not question why they are attracted to extra-marital relationships; to them it seems obvious. But the motivation to seek sex outside of marriage is not always what it seems.

Boredom is an often-cited cause of extra-marital sex. While young couples may feel that their sexual relationship is sacred, years with the same partner can make it seem profane. The boredom may have little to do with sex, but many people turn to sex as a quick fix. Boredom may be the prevailing experience that drives some people into extra-marital sex, but it is not the cause. Boredom is a derivative emotion that masks conflicts and projects blame outwards. When we are bored it is usually in self-defence; something we don't want to face is making us anxious. Because midlife arouses many anxieties, we may throw up a protective smoke screen. Instead of reorganising the way we are living, we do what we always wanted to do: we break the monotony with novelty. And what could be more exciting place to find novelty than in the bedroom.

### INFIDELITY AND SELF-IMAGE

One of the persistent forces behind extra-marital affairs is the need to shore up a faltering self-image. When midlife is a time of



disappointments, nothing soothes the spirit more than love from someone who makes you feel special. Often that someone turns out to be someone new. In marriage, we are revealed without glamour. If your spouse no longer thinks of you as a scintillating and romantic figure, it may not be because he or she knows the real you. Rather, people lose appeal for their spouses over the years because they no longer put many efforts into the relationship. Marriage is a closed relationship in which it is difficult to get a reliable sense of self-worth. We come to take each other for granted.

Like it or not, physical attractiveness is a major determinant of feelings of self worth. None of us is immune to vanity. At a certain age we begin to wonder about our ability to attract the opposite sex. Little flirtations are playful attempts to console ourselves with proof that we are still attractive. If the response is good, we feel a renewed sense of confidence, sometimes charged with sexual undertones. Some people don't stop with consoling flirtations. Either by design or by impulse, the flirtation escalates into an affair. When barriers of conscience are low or the need for reassurance is high, some people take lovers, using sex defensively to prove their adequacy and desirability. They need their lover's caresses to stroke their ego.

Men seem better able to compartmentalise their relationships. At first, the other woman seems to be the lover a man has been waiting for all his life. She's beautiful, sensitive and she adores him. In truth, some people are only able to express certain feelings outside the family, with all its commitment and responsibility. Marital sex may be dulled by familiarity and complicated by bad memories; if we go deeper, we discover conflicts - a fear of dependency, that make it hard for many people to be sexually free with a married partner. Most people are generous with blame for their dissatisfaction; if marriage is a drag, it's the spouse's fault. The chief concern of men who cheat is of getting caught. Men with part-time partners cope with conflicting feelings by permitting only feelings of duty and obligation for their wives, while expressing the instinctual side of their natures with extra-marital partners.

## DIVORCE

A lot of midlife crises do end in divorce. Often with good reason, sometimes with good results. Some people aren't meant to live together and are happier apart. As for the children, they may be better off with parents living separately in peace than together at war. It isn't divorce that determines the children's adjustment; it is the nature of their parents' relationship.

Psychologist Mavis Hetherington studied the psychological impact of divorce on the lives of forty eight men, observed for two years after they divorced. Middle-aged men are often assumed to profit from divorce at their wives and children's expense. Men, so this thinking goes, escape from responsibility; women and children lose, financially and emotionally. One third of fathers reported an excited sense of freedom immediately following divorce; but this feeling alternated with, and by one year was replaced by, depression, anxiety or apathy. The pain of a divorced father is worse than he anticipated. Because he lives in another house or another city, he can no longer share the everyday pleasure of watching his children grow up. He may console himself with the notion of quality time, but there is no substitute for being there. He can arrange special activities for his visits, but he can't program meaningful conversation. Kids tend to talk seriously only when it's their idea. That usually occurs spontaneously, in the midst of everyday routine.

Guilt and distance combine to cause divorced fathers to doubt their moral authority. They wonder will the children hate them for the rest of their lives? This makes them hesitant to discipline the children during their precious time together and hasty in reaching their chequebooks. They want to believe that they are good fathers.

Middle-aged men who do remarry after a divorce generally choose women who are quite young. The man maybe rejuvenated by love with a younger woman, but may discover later that he has only traded one set of problems for another. If divorce were merely getting away from a bad



situation, then it might work. But if it is running away from a fear of intimacy, it seldom solves the problem.

### GOING INTO 40's

Age forty often seems to confront us before we are ready. Those who protest too loudly - become figures of fun. To avoid their fate they try to adjust, adapt and accommodate - terms that suggest settling for life as you find it. It is almost inevitable to feel discouraged somewhere along in midlife. As survival needs recede, the needs for pleasure and fulfilment re-emerge. We have spent years coming into our own, developing our talents, our unique gifts, learning to bear disappointments, becoming mature, seasoned so that we can stand with some dignity. Despite all that we've done, though, happiness evades us.

What are the symptoms of stagnation? At work, we forfeit personal meaning and a sense of achievement when we choose security over satisfaction. Bitterness gives rise to a devaluation of work. Some people feel like losers. In others, their own sense of failure fuels a mean-spirited reaction to those around them. The resulting isolation only makes things worse. Chronic, sullen anger also poisons family life. The family, which should be an emotional sanctuary, is felt as an oppressive burden. The root of these feelings may be inside ourselves, but most of us don't dare to look there.

The pain of crisis is the window to renewal. Renewal is a resurrection of unused potential. It means taking up again the program of self-discovery that we put aside so many years ago. In midlife, we can unfreeze fixed images of ourselves and fixed habits of living. We can discover untapped reservoirs of power to enjoy life with a higher level of meaning and satisfaction.

### THE HIDDEN SELF

While the cause of our problems may not lie in external circumstances, the nature of these provides clues to the inner problems. What is it

that so troubles people about turning forty? Men complain most about meaningless drudgery on their jobs and routines in their family lives. The unhappy result is anxiety and low-grade depression; and conflict, usually revolving around gratification versus duty.

Many people doubt the *influence of early life experiences* because it is remote in memory. Sometimes it is easier to recognise in others what we cannot see in ourselves. To understand what lies beneath, we need a psychology of depth.

There are two particularly useful models of depth psychology: the classical Freudian theory of conflict and the emerging psychology of the self, conceived by Heinz Kohut. These theories maintained that *midlife anxiety signal the re-emergence of unresolved childhood fears* and uncovers the precariousness of the basic sense of self. Each of these theories describes emotional vulnerabilities that make us afraid to grab hold of life. As long as we carry around these inner liabilities we cannot function with all of life's juices. When we're afraid of full commitment to love or work, we operate at half-speed.

### THE EMPTY SELF

Freudian conflict theory can explain many of the anxieties and depressions of midlife as the result of reawakened conflict between drives and the inner structures of culture. Our most basic needs are expressed in relationship with other people. Moreover, these other people are more than convenient vehicles, "*object*" for gratifying our sexual and aggressive needs; they and our relationship to them are essential to our very nature. Heinz Kohut developed the idea of the ego as the self, the real heart of the personality. As adults, we react not only to the actual other, but also to an internal other. When experience is painful, the true self is repressed and hidden behind a socially functioning conformist facade. The 'empty self' erects an outer shell of conformity around a weak and immature ego. This perspective emphasises inadequacy not conflict, deficiency not combat.



Inside all of us, a frightened child faces an unfriendly and menacing world. This timidity is seldom apparent, because we mask it in an attempt to live without conscious fears. But look around you, everywhere you will see contempt for and fear of weakness. Most of us are sufficiently self-confident for normal purposes, but deep within our being the frightened child remains. These childhood fears are locked away in a dark corner of the mind, where they luxuriate like mushrooms in a cave. Every child is subject to morbid fears of abandonment, punishment, and emptiness. The more punitive or cold the parents are, the more they poison the child's passion for living and basic self-confidence.

In addressing this problem, Heinz Kohut's writings including *The Analysis of the Self* and *The Restoration of the Self* have been very influential and can be applied to the midlife crisis. The concept of narcissism means preoccupation based on excessive admiration of oneself. In Freud's definition, 'primary narcissism' is a stage of sexual development that precedes love for others. In early infancy, one's own body is the object of erotic interest. Later, the process of transferring sexual interest can miscarry, and the result is defensive withdrawal of libido from others and a reinvestment back onto the self. The difference between Freud's meaning and Kohut's is the difference between self-love and self-doubt.

Healthy narcissism is a normal line of development throughout life. The goal is to transform childhood strivings for attention into mature ideals and ambitions. Common sense tells us that the person who genuinely loves self is more capable of loving others. Most people glimpses of themselves in the mirror, not to admire themselves, but to see if they are okay.

In the psychology of the self, 'narcissistic' means inner emptiness and hunger for attention and praise, not selfishness. By 'narcissism', Kohut means fragile self-esteem resulting in a preoccupation with how one is doing and how well one is regarded by others. This means chasing the illusion of specialises in order to compensate for inner feelings of inadequacy. The preoccupation with fantasies of success and the excessive need to be loved and admired comes not from arrogance, but from emptiness. In moments of despair there may be a feeling of loneliness, a feeling of being nothing, confusion and a sense of being uncared for. This inner emptiness is rarely conscious, fortunately, for it is hard to bear.

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And in the process,  
they may risk  
destroying their  
families.*

## THE DEVELOPMENT OF THE SELF

To the very young child, parents are not quite separate individuals; they are, self-objects - people experienced as parts of the self. As a self-object, the mother transmits her calmness and love by touch, tone of voice and the gentle words, as though they were the child's own feelings. Steady, loving parental validation nourishes a lifelong sense of security.

In self-psychology, two qualities of parenting are considered essential for the establishment of a secure and cohesive self. The first is empathy - understanding plus acceptance.

A child requires admiring acceptance of his healthy self-assertiveness in order to develop a firm sense of worth. Attentive parents convey a deep understanding of how their children feel. Their implicit 'I see how you feel' helps confirm the validity and acceptability of the child's inner experience.

Long before the baby achieves self-consciousness, the parents invest it with their



expectations and aspirations. Normally, a growing child explores his relationship to the world, protected from harm by watchful parents and confirmed as a worthwhile person by their loving attention. When a toddler proudly waddles across the room, the parents greet the achievement with hugs and words of praise. The child experiences the enthusiastic response as acceptance, not only of walking, but also of the developing self.

However, parents mix praise with rejection. Ten minutes after a toddler is rewarded for walking across the room, he may be scolded harshly for touching a glass bowl. Parents want to encourage certain potentials in their children, but they ignore some forms of self-expression, while actively discouraging others. In this way parents transmit the values of culture as well as their own view of what children should do and be. This is a natural process of education. How it is done, though, makes a great deal of difference. Remember that the child takes acceptance or rejection not only as judgement of particular activities but also as acceptance or rejection of self. Loving confirmation is the prerequisite to a stable and secure self. Later, after a sturdy foundation is laid, there is plenty of time for guidance and selective moulding. The ideal is acceptance first, followed by healthy frustration.

## THE EMPTY SELF

If the childhood need to be admired and confirmed is frustrated; it is intensified into a lasting craving. The child grows to adulthood with a piece close to the heart left behind. *These people look like grown-ups, but the tenuous quality of their selfhood leaves them with childlike dependency on others for reassurance and praise.* The child who hungered in vain for praise becomes an adult who alternately suppresses the craving for attention, then lets it break through in an all-or-nothing form in the presence of anyone who seems safe and receptive. 'Look at me,' cries the little child. 'Look at what I've done,' says the adult. Maybe by becoming the perfect worker, becoming smarter, better looking, stronger - more and more, better and better - maybe

then the adult will feel secure, worthwhile and loveable.

The *empty self* relates to others as means to ends rather than as ends in themselves. These narcissistic people may seek out admiration and acceptance, but they really want reassurance, not human company. If selfishness means unconcern with others, these people are just the opposite. They are *obsessed with the opinion of others and have an inordinate need to be loved and admired.* Status seekers are careful to wear the correct clothes, to be seen in the right places with the right people. They may be too busy to enjoy their possessions; still, they collect them as marks of status.

What is there about middle age so likely to expose the inner emptiness of an insecure self? To answer this, let's review some of the stresses of midlife described earlier: coming to terms with the limits of success, giving up dependency relationships at home and at work, signs of physical aging, contemplation of time running out. Here are the same dilemmas that have been said to cause the midlife crisis. The familiar psychological challenges of middle age don't cause despair, but they are well suited to provoke it in those with fragile inner selves.

Certain individuals cannot face their fears of helpless dependency. In their protective self-inflation they manufacture illusions of strength. Some protect their self-esteem by restricting their experience, avoiding tests of life that they might fail. Chastened by old hurts, they neglect friendship. Afraid of failure, they do not seek professional challenges. These people glorify themselves in fantasy instead of fashioning a creative relationship to work and to other people; they cannot risk their self-esteem enough to plunge into full participation in life.

Other people work hard to make their fantasies come true, chasing unrealistic goals. These people actually try to build a glorified world and may attempt creative work. But their efforts are often driven by a joyless compulsion that is hard to distinguish from clinical obsession.



At middle age, some people who cannot say, '*I am everything*,' begin to say, '*I am nothing*.'

Today's men are facing a new age with old anxieties. The primordial male fear is tied to performance and success. Economic realities make it harder to achieve success, and the demands of liberated women for fuller satisfaction have increased male anxieties. The new cultural norm calls on men to be softer and less aggressive, but consciously held gender stereotypes have proven easier to change than unconscious definitions of the self. Disappointment in work and loss of mastery in the personal sphere still stirs deep feelings of inadequacy. In a culture that conveys its highest prizes for competitive dominance, men seek rank and status as a defence against feelings of inadequacy. Despite this, however, we remain most vulnerable to rejection from the families we sometimes take for granted. The mortification comes from re-exposure to the narcissistic injuries of childhood, and the hurt goes to the heart of the self.

Narcissistic injury can follow success as well as failure. Though this may be hard to understand, there are many people for whom no amount of adult achievement can resolve unfulfilled childhood needs. To make it worse, no matter how successful these people are, life seems to hold more failure than success.

### THE POWER OF FAMILIES

Human beings are social beings. From the moment of birth we seek not simply tension-reduction but relatedness; loving human bonds are what sustain us. As long as we refuse to acknowledge our connection to others, we can never be fully reconciled to ourselves. We do need other people, and we are part of them. This is the larger truth about human nature: each of us is part of a system greater than ourselves. The most powerful system is the family.

When we do consider our connection with our families, it is often in terms of the constraints and demands they place on us. For example,

coming home from work ten minutes later than usual can provoke anxious concern or angry criticism. A man may turn on the television set to watch the news, unaware that he does so to side-step conversation with his wife. A woman may become overweight without realising that she does so partly to circumvent her husband's jealousy of other men. A husband thinks he withdraws because his wife nags; she thinks that she nags only because he withdraws. They do not realise that they are partners in the same ballet. Once the family is understood as structured by an invisible set of functional demands, it becomes possible to decipher. Families act like organisms; the more fragile they are, the more they resist change. Most families will do anything to avoid disrupting their equilibrium, even if it means scape-goating their children or sacrificing a parent's sanity to maintain the family's stability.

### SYSTEMS IN FORMATION

Young couples in love often have unrealistic ideas about marriage. The idealised fiction that normal family life is problem-free creates expectations that are hard to live up to. Measured against our daydreams, the reality of everyday difficulties may seem cruelly unfair. We may think we're being reasonable, but many of us are secretly outraged when our spouses don't automatically fulfil our expectations. Some of us simply fantasise that our problems would go away if only our partners would change. What distinguish a good marriage from a bad one are not the absence of problems, but a well-functioning structure for dealing with them called accommodation.

In every relationship, each partner expects to follow familiar forms. Each tries to duplicate the family he grew up in and pressures the partner to conform. Both partners come to marriage with a different set of experiences and expectations. Some of these differences are worked out easily. Accommodation works best when each partner has a sense of giving in order to get. Some things, however, prove harder to negotiate. The most painful struggles often



revolve around boundaries that surround individuals and groups, regulating the amount of contact they have with others. During courtship, most couples establish an extremely diffuse boundary between them: they want to be together, to share each other's thoughts and feelings, and to cling to each other as much as possible. When infatuations fades, things change.

Conflicts over togetherness and separateness are hard to resolve, because they go to the core of personality. Some couples cannot tolerate separateness, while others are unable to unite. Some people find intimacy difficult and therefore are anxious if they are too close for too long. These people never learned to trust others or give themselves freely in relationship. They have trouble relating to others; anxiety holds them back. During courtship, when anxiety is low, their need for emotional distance may not be apparent. Later on, when inevitable conflict comes into the marriage, the distancing pattern surfaces like an iceberg in the fog. For example, a commuter marriage, in which the partners are only together on weekends, may actually meet a couple's need for breathing space. She may be too preoccupied with her career to give close attention to the relationship, and his anxiety about total commitment may make him more comfortable being alone on weekday evenings. The geography of miles between them serves them well.

### THE PARTY OF THE THIRD PART

The advent of a child adds a new dimension to family life, requiring the formation of even more boundaries. The man and woman are now parents; but in relationship to each other, they are still a couple. Initially, the physical and emotional demands of infant children pull husband and wife away from each other. Because the connection between mothers and new-borns is necessarily close, the boundary between the couple becomes wider. Some spouses greet the distancing with relief, others with regret. For a woman whose husband is aloof, children can fill an emotional void. For a husband who is accustomed

to being number one around the house, there is now the maddening sense of coming in second.

Children assert their needs with all the power of nature struggling for survival; their demands to be taken care force the couple to become parents and minimise the boundary between the two generations. Some couples rarely leave their children with babysitters and rarely go out alone together. Whatever they do, they do *'as a family.'* This pattern makes for problems when the couple reaches midlife. By this time the children are growing up and developing interests of their own. They no longer want to be snared in the web of togetherness. Often with considerable struggle, they wriggle out, leaving their parents alone to face each other.

When this happens, many couples react like a tripod with the third leg pulled out. Over the years, many of us stabilise our relationships by diverting conflicts to a third party; this process is called triangulation. We may think of ourselves as involved in a number of two-person relationships - a stable marriage or a lasting friendship - but closer examination usually reveals that these relationships are actually parts of a triangle.

### FAMILY RULES

Not only are family systems structured, they are also characterised by organised sequences of behaviour. These sequences - family rules - are originally products of our own creation, but over the years they endure as patterns that determine how and when and to whom family members relate. When a mother tells her daughter to pick up the toys and the child refuses until her father yells at her, an interaction pattern is initiated. If it works, it may be perpetuated as a family rule: mother is incompetent at setting limits, so father is the disciplinarian. The corollary is that mother becomes closed and more affectionate to the children, while father, the disciplinarian, moves to the outside.

Rules, such as the one above, are perpetuated even though they constrain the actions of family members. By the time we reach midlife,



family rules are tenacious and resistant to change. Although alternatives are available, we are unlikely to consider them until extreme stress produces dysfunction in the system.

In order to understand how family rules work it is important to keep in mind that they describe regularity rather than regulation. This may be apparent in a situation of a man who comes home from work too tired to communicate with his wife. Over the years, the couple has worked out rituals that preoccupy them while preventing long conversations that might lead to arguments. The unspoken rule is that they talk for a few moments; then each gets involved with other things.

The trouble with unspoken rules is that when they no longer work, they are hard to talk about. Suppose a man gets demoted at work and no longer finds satisfaction in his job, and when he comes home, he wants more attention from his wife. But it is hard to change the rules. As the man tries to move closer to his wife, the children may pull harder on her, resisting any change in the triangle to which they have grown accustomed.

If the person in midlife does decide to make readjustments, the family system may resist. When we consider the fate of someone who tries to make a significant change in midlife, we often see only half the picture. A corporate executive may suddenly decide to slow down a bit and enjoy the pleasures of family life. Whether or not that person succeeds depends not only upon his conscious and unconscious relationship to work - can the person slow down? But also upon whether the family will make room to draw the person in. We think of celebrated failures to relinquish the obsession to succeed as being unable to let go of their quest for success. But what we don't know - and probably never know - about public figures is whether they could not let go of driving ambition because they were unable to take hold of family life.

Human systems must grow and change; if they do not, members of the system may get stuck, frozen in patterns that have outlived their usefulness.

## THE FEAR OF INTIMACY

Membership in a family system is not optional. Participation is. We are moulded at an early age in the families of our birth and continually defined by family relations in our adult years. Still, some people minimise their participation in family life. Careerists spend most of their time at work, athletes use up their energy running or playing games, and many people give up trying to maintain personal relationships with their parents as a lost cause.

It is important to realise our connection to others and to participate as fully as possible in human relations. But some people can't as each of us has a limited tolerance for closeness. When we overstep these limits we get anxious and run. The anxiety can be overcome unless we change ourselves; and we cannot change ourselves in important ways without a struggle over our inner fears of closeness.

People who isolate themselves may not even feel lonely. Loneliness means active longing for people. The feeling hurts, but it's a feeling of life. Isolated people are alone, but do not feel it. An example is a man who spent all his time avoiding his wife and children. He thought they were trying to engulf him, sap his energy, submerge him, load him up with responsibility and cheat him out of freedom, peace and pleasure. All they really wanted was to love him.

The man, who appeared so detached, just couldn't tolerate closeness. Those who resist intimacy the most are those who are most afraid of getting swallowed up in relationships. The self-sufficient introvert, only loosely connected to family and friends, may appear to have lost the capacity to love. These people are afraid of people, afraid of love, afraid of demands, afraid of impingement - so they distance themselves from others in order to avoid the danger of being treated coldly, unempathically or with hostility. They develop the habit of staying away, not from everyone, but from those with the capacity to hurt them. Isolation, instituted as a defence, becomes a habit.



When early experience has confirmed that we are loveable and that others are loving, then we can approach life with confidence. Otherwise, we may always be reaching for a special relationship, one with the magic to heal emptiness. When we look for the ideal relationship, we are looking for someone who allows us to express ourselves completely, without opposition or criticism.

What happens when we bring buried and forgotten emotions out of hiding? We are once again vulnerable to the same forces responsible for pushing them away in the first instance. We become so sensitive to criticism, disapproval and rejection that we, ourselves become our own harshest critics. In maturity we can anticipate some hurt as we experiment with intimacy; only now, instead of shrinking back, we can begin to accept and understand it. Learning to love is a process of looking in and reaching out.

## FRIENDSHIP

Few middle-aged adults have many friends. In childhood, opportunities for friendship come automatically. Children are thrown together at school and on the playground. Most people form their most intimate friendships at school. After leaving school adults are rarely thrown together with such a large group of potential friends. The best chances to meet people are at work and in the neighbourhood. Friendships do develop from these everyday encounters, but they are complicated by competing interests and other demands.

Becoming a parent makes it harder to be a friend. Children, conceived in the urge to expand, contract the family to the centre of their needs. Taking care of children which is always a demanding job is twice as hard in a culture where nuclear families are isolated from kin.

Preoccupied with the demands of small children, many parents are dulled by a long season of regression and too worn out to be very sociable.

*...ask yourself;  
what is your life  
like? Where will  
you be ten years  
from now? What  
would you like to  
be doing? What  
do you like about  
yourself?...*

The depth of friendship is hard to measure. Some people get together often, and they talk about a lot of things, perhaps even share confidences. Still, there is always a measured distance. Other would-be friends spend less time together, but when they do meet, something special happens. They open themselves and feel close. But the closeness is time-limited. One measure of the depth of friendship is what the friends talk about. Friends may talk about the weather, national news or clothes with pleasure and interest. Yet even when they limit the conversation to externals, they are sustained by the knowledge that they can go deeper - get down - to themselves and the relationship.

Another measure of friendship is what you don't talk about. If you are lucky, you may have a friend in your husband or wife. But there are certain subjects in almost any marriage that the spouses don't talk about. It's not necessarily a question of keeping secrets, but rather, it's simply hard to live with someone and tell that person everything. Some things won't be of interest, and over the years you learn to avoid boring each other. Other things just aren't worth the risk of disrupting the relationship.

With friends it is possible to talk about everything - no holding back. Few people however have friends to whom they can say anything. The more the merrier - a variety of friends enables us to express a variety of parts of ourselves.

We are enriched by every good relationship, but because it takes a lot of effort to make and keep them, we have a tendency to expect too much from those we do have. The nuclear family is our nest and emotional headquarters, but



asking it to meet all of our needs is asking too much.

In their studies of the adult life cycle, Daniel Levinson found that few men make time for friends. Friendship doesn't have a sufficiently high priority in their already crowded lives. Economist observed that declines in friendship and friendliness are characteristic of modern economies. The problem is most pronounced for people who are well off and who set a higher valuation on their time. As a result, friendship and mutual concern are reduced in a society that becomes more concerned with material goods and even pressed for time.

Friendships among men tend to be 'instrumental' ... meaning goal oriented rather than 'expressive.' Men play games together, watch sports on TV and may share hobbies. Commonly, men look to women, often their wives to share their feelings. Men somehow have trouble shaking the dormant idea of other men as potential adversaries. And for this reason it is particularly hard for them to admit weaknesses, vulnerability or even raw ambition.

### THE CREATIVE POTENTIAL OF WORK

So many working people are unhappy because work is only a means to an end. They don't find pleasure in it and they don't take pride in it. They do it only to get somewhere, but some never arrive. It doesn't matter whether they are labourers or high-powered professionals; most people don't like what they do. A typical example of a soldier when interviewed about their job say that he hates his work. He's tired. He thinks what he does is meaningless, because nothing he does leaves any personal signature. He feels no pride because there is nothing he can point to and say, "I made that." So he is resigned. But he hopes for more for his children. "If you can't improve yourself, you improve your children. Otherwise life isn't worth living". Unfortunately, he's too busy working to get to know his children.

Even the upscale workaholic professionals, driven to succeed, may not enjoy work. If people

don't derive pleasure from work, if work is only a means to an end, then they are in for a big letdown when they realise that they aren't going to be rich and famous. That letdown is one of the root causes of the midlife crisis.

### FINDING YOURSELF AT FORTY

However the midlife crisis is the first manifest, the solution is to discover who you really are and what you really want. "Finding yourself" has become a preoccupation for many people in midlife. But what does finding yourself mean? What must we do to expand rather than diminish the promise of our lives? Before we move forward, we need to know who you are as a person. Examine your life and your experience. Don't rush this evaluation. Take your time; but ask yourself: what is your life like? Where will you be ten years from now? What would you like to be doing? What do you like about yourself? Dislike? Do you enjoy your work? What about your family? Are you willing to be the cause of your life, or are you stuck being the effect?

### CONCLUSION

T.S. Elliot once asked, "Where is the life we lose by living?" How is it possible to lose life by living? The answer lies in how we live it. Life slides by when we focus more on the future than on the present. Anticipation serves to keep us going, but experience delivers.

We cultivate the discipline of delay in order to get ahead. We work long hours to put the kids through school, take classes to upgrade our skills and sweat hard to stay in shape. Over the years this orientation pays off. Better students get better jobs, harder workers get promotions. But some people overdo it. Practice becomes habit. Many were advice to take it easy and have fun. Once we thought that kind of advice frivolous, out of touch with our serious purpose. By midlife we begin to realise that life is now, not somewhere in the future.

Renewal begins with understanding; understanding begins with awareness. By this



it means coming to our senses – rediscovering the physical and the present tense. At the heart of human experience is the perceptive centre. Etymology recognises this; the derivations of some of our most cherished values come from sensate experience: from ‘senses’ we get sensitive. To be sensitive you must engage your senses. From ‘see’ we get insight and visionary. From ‘touch’ we get ‘to be touched’ – to feel deeply and to allow ourselves to let experience penetrate. To ‘hear’ we must listen. How many of us really listen when others are talking to us? Or are we usually half-listening while preparing our own response? Only by listening can we let people in; otherwise we are ‘impenetrable.’

Cherishing your sensibilities is not the same as hectic seeking of sensation. It may mean slowing down and relaxing into what we are already doing; it may mean rediscovering play. Pay attention; allow yourself to be moved by new experience. Most people’s lives are filled with activities that numb the spirit and drain vital energy. Often it’s the little things, things we hardly notice, that get us down.

Creative change involves action and insight. By learning more about which we are - what we want and what we are afraid of – we can then expand the bounds of our experience. Let’s go into the next millennium with new insight about self.

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# WAS UN OPERATION IN CAMBODIA A SUCCESS OR FAILURE?

Kol Ahmad Rodi bin Zakaria

## What Were The Constrains Experienced By UNTAC In Implementing The UN Mandate For The Cambodian Peace Process ?

### INTRODUCTION



iven the complexity of the United Nations Transitional Authority in Cambodia (UNTAC) operation in Cambodia, it will be difficult to venture into the assessments on the success of UNTAC at this

stage. However, a good case

can be made that Cambodia today is better off politically and psychologically than that of prior to the arrival of the UN. The country which was devastated by more than forty years of civil war could not have been better without the UNTAC involvement into its political culture.<sup>1</sup>

Of late, many writers have highlighted on the successes and failures of the UNTAC mission in Cambodia. But a thorough evaluation on the successes and failures of the mission, the author is of the view that UNTAC was more of a success than a failure. This can be attributed to the fact that despite some

constraints in implementing the UN mandate and the complexities of UNTAC mission itself, a successful election was conducted in Cambodia which then led to the establishment of a legitimate government in Cambodia. The criteria used to measure the success was the essence of the UN Secretary General's concept of operations for the implementation of UNTAC mission: end the civil war, open up multiparty

democracy, assist the winners in the adoption of a new constitution and formation of a government.<sup>2</sup> However, although a new elected government was subsequently established, there remained some intricate internal socio-political problems that need to be addressed before a peaceful and united Cambodia can really be assured of its future as an independent and democratic nation state. Nevertheless, the international community has then given the green light for an election in 1998. And subsequently Cambodians went to the polls on

26th July 1998 and elected a new government.

**Another major failure was the inability of the UN and its secretariat to adequately engage in contingency and long term planning. This was evident when the United Nation was 'taken by surprise' that a settlement of the Cambodian conflict was reach.**

<sup>1</sup> James A. Schear, "Beyond Traditional Peacekeeping: The Case of Cambodia", in Donald C. F. Daniel and Bradd C. Hayes (eds.), *Beyond Traditional Peacekeeping*, New York: St Martin's Press, 1995, p 248.

<sup>2</sup> Ibid, p 252.





CAMBODIA



## THE PARIS AGREEMENT

An agreement, signed in Paris on 23 October 1991 included provisions that were typical of traditional peacekeeping functions: the verifications of the withdrawal of foreign forces and the supervision of a cease-fire. A new function that was also to include the involvement in the elections. In Cambodia, peacekeeping was expanded to include comprehensive efforts towards institution building and social reconstruction to include some measures undertaken to secure an end to armed conflict and a genuine transition to democracy.<sup>3</sup> The measures that were included were the cantonment and demobilisation of the four Cambodian armies, organisation and supervision of elections, repatriation and resettlement of more than 365,000 refugees and displaced persons from camps along the Thai-Cambodian border and subsequently peace building measures such as efforts to ensure the observation of human rights.

Among the major challenges to UNTAC to implement the Paris Agreements was the complexity of the Cambodian conflict itself.<sup>4</sup> History has indicated that Cambodia did not only suffer the bombings during the Vietnam War, it was also a country which had suffered more than three decades of civil war. Following the Vietnamese invasion which brought an end to the Pol Pot regime in 1979, a resistance movement which comprised the three former enemies since became allies in their opposition to the Vietnamese occupation and its client regime. In 1982, the Coalition Government of Democratic Kampuchea (CGDK) was formed by the four resistance parties, headed by Prince Sihanouk, and was recognised by the UN. Following the end of the Cold war, when

Vietnam withdrew its forces in 1989, the possibility of the settlement of the conflicts then became more apparent.

At the time when the Paris Agreement was signed, the four factions involved in the conflict were FUNCINPEC, the Khmer People's Liberation Front, the Party of Democratic Kampuchea, and the State of Cambodia (SOC). For the CGDK and its international sponsors, the conflict was seen a resistance to foreign aggression. To the SOC and its sponsors, however, it was a counter insurgency war against a genocidal opponent. However, the three resistance parties held the reins of power as a legitimate government of Cambodia, but sought the status of legitimacy. Thus, against the background of such complexity, the Paris Agreement contained many compromises.<sup>5</sup> Nevertheless, the document had given the necessary authority for UNTAC to implement its provisions, while preserving the sovereignty of Cambodia, a member state of the UN.

Sanderson highlighted two major weaknesses of The Paris Agreement. Firstly, it was assumed that the parties would co-operate fully. So a difficulty is created when the non-cooperation of one party would allow other parties to be less than complete in their commitments. In addition, there were some provisions which left scopes for re-interpretation while others were so vague that it has provided opportunities for distortions by parties wishing to evade full responsibilities or to manipulate the Agreements to their advantage<sup>6</sup>. Therefore, there was a potential for fracturing UNTAC's international support if UNTAC could not implement the Agreements as faithfully and impartially as possible.

Although the Paris Agreement set the process in order, it was not until nine months before the Military component was on the ground, and the civilians arrived much later. During the transition period, United Nations Advance Mission in Cambodia (UNAMIC) was

<sup>3</sup> Gareth Evans, *Cambodia: the Political Settlement*, in Hugh Smith (ed.), *International Peacekeeping: Building On The Cambodian Experience*, Australian Defence Studies Centre, Canberra, 1994, p 8.

<sup>4</sup> John Sanderson, *UNTAC: Successes and Failures*, in Hugh Smith (ed.), *International Peacekeeping: Building on the Cambodian Experience*, Australian Defence Studies Centre, Canberra, 1994, p 16.

<sup>5</sup> *Ibid*, p 16.

<sup>6</sup> *Ibid*, p 17.



put in place. As an advance and good offices mission, UNAMIC was mandated to maintain liaison between the signatory Cambodian parties while planning for UNTAC. UNAMIC was involved in the deployment of military liaison officers to the various parties military headquarters and was controlled by a small headquarters and a handful of planning staff. However, in responding to the deteriorating situation has presented UNAMIC with problems that it could not effectively handled. UNAMIC therefore staggered from one crisis to another as it attempted to react to circumstances that it was ill prepared and hence the important task of planning for UNTAC could not be fully realised.<sup>7</sup> Following a series of demonstrations when Khmer Rouge were run out of the city on 27 November 1991, UNAMIC was neither mandated nor resourceful to contain the developments in Cambodia.

### IMPLEMENTING UN MANDATE

The UNTAC operation represented the largest insertion of a foreign military force in Cambodia since the Vietnamese invasion of 1975.<sup>8</sup> UNTAC deployment was not accomplished within the time frame. The late deployment of the civil administrative control meant serious delays in establishing basic routines which was the key to mandate performance. Although the delay in deployment did not affect the adherence to the overall eighteen months time-table, it did deny the momentum and dampen the desired positive psychological impact upon domestic public opinion. Most damagingly, it contributed to a sense of political drift and disarray, thereby allowing the four Khmer factions, especially the Khmer Rouge and the Hung Sen regime to hedge positions on full compliance with the accords.<sup>9</sup>

....the delay in deployment of UNTAC, combined with the new dynamics in Cambodia, meant that the understaffed civil component was severely handicapped from the outset.

The UN mandate in Cambodia went far beyond traditional peacekeeping, and included comprehensive efforts to achieve national reconciliation and a transition to democratic government. In addition to traditional peacekeeping tasks, such as the verification of withdrawal of foreign forces and supervision of cease-fire, UNTAC was responsible for creating a neutral political environment conducive to free and fair elections: a task which involved direct control function of the key areas of the civil administration of Cambodia.<sup>10</sup> Given the difficult physical and health environment, the lack of infrastructure, transport difficulties, language difficulties, the potentially fragile character of the cease-fire, the difficulty in monitoring guerrilla forces, and the sheer size of the UN operation in Cambodia, implementing the Cambodian peace settlement was likely to be difficult than had been experienced in most UN peacekeeping operations.<sup>11</sup> There was no doubt therefore that UNTAC peacekeeping operation encountered several shortcomings right from the very start.

### THE MILITARY COMPONENT

The Paris Agreement focused on two key issues. First, they specified five areas of UNTAC control in the civil administration necessary to achieve the "neutral political environment" that would be conducive for holding free and fair elections. Secondly, the most striking feature of the Paris accords was that the international community and four factions agreed to a system of liberal democracy on the basis of pluralism, as the basis for the Cambodian

<sup>7</sup> Ibid, p 18.

<sup>8</sup> James A. Schear, *Op Chit*, p 252.

<sup>9</sup> James A. Schear, *Op chit*, p 252-253.

<sup>10</sup> Shirley Lithgow, "Cambodia," in Kevin Clements and Robin Ward (eds.), *Building International Community: Cooperating for Peace Case Studies*, Sydney, 1994, p 36.

<sup>11</sup> Ibid, p 37.



constitution.<sup>12</sup> For the first time, a UN operation (unlike in Namibia), was responsible for the entire organisation and supervision of elections. UNTAC was made responsible for establishing electoral laws and procedures, invalidating existing laws, setting up of polling, responding to complaints, arranging for foreign observations and certifying that the election was free and fair. The Secretary General divided UNTAC into seven components, each with a role in a multi-dimensional mandate.<sup>13</sup> The seven components were: human rights, electoral, military, civil administration, police, repatriation and rehabilitation.

The Paris Accords laid out four main tasks for UNTAC's military component: the verification of withdrawal of foreign forces and non-return of all categories of foreign forces and their arms and equipment; supervision of the cease-fire violation and related matters, including regroupment, cantonment, disarming and demobilisation, weapons control, including monitoring the cessation of outside military assistance; locating and confiscating caches of weapons and military supplies throughout Cambodia; and storing of arms and equipment of the cannoned and demobilised military forces; and finally, assisting with mine-clearance, including training programs and mine awareness programs.

In addition, the military was charged with several other tasks including investigating complaints about the non-compliance with the Paris Accord's military provision, such as facilitating the release of prisoners-of-war, and assisting the repatriation of refugees and displaced person. As originally planned, the military was not intended to be utilised to assist in registration of voters, or protection of political party offices, or the UNTAC civilian workers or provision of security for polling places or the initiation of civic action projects.

Deployment of UNTAC troops was delayed by domestic political debates in the contributing countries over whether and what type of troops to send. In the end, by 13 June 1992 when General Sanderson had to begin disarmament only 81/2 infantry battalions were in Cambodia.<sup>14</sup> It was not until the end of June, half a month after the armament process had begun that all military battalions were on the ground in Cambodia.

On the verifications of foreign forces, Strategic Investigations Teams (SIT), which were made up of UN observers were given the responsibility to investigate reports of the presence of foreign forces (Vietnam) still in Cambodia beyond the deadline for withdrawal. By November 1992, they investigated ten reports but found no evidence of foreign military personnel operating in Cambodia. In December 1992, UNTAC set up two quick reaction strategic investigations teams to address the continuing concerns of the Khmer Rouge and other factions about the Vietnamese presence. However, the secretary general reported that UNTAC found no evidence of foreign forces in areas of Cambodia where it has access.

UNTAC had some problems on the investigations of cease-fire violations and disarmament, demobilisation and cantonment. As UNTAC mandate contained no mechanism to enforce cease-fire violations, disarmament could not be enforced as the cease-fire violations increased.<sup>15</sup> UNTAC was able to investigate, report to the factions, and at the same time attended to negotiate further cease-fire agreements. When the Khmer Rouge refused to disarm, demobilise and regroup its forces into the cantonment areas, only 50,000 troops mostly those of the Phnom Penh authorities were Cantonned. Only 50,000 weapons, mainly of which were unserviceable were taken into UN custody.<sup>16</sup>

<sup>12</sup> Michael W. Doyle, *UN Peacekeeping in Cambodia: UNTAC's Civilian Mandate*, Boulder: Lynne Rienner, 1995, p 28.

<sup>13</sup> *Ibid.* p 29.

<sup>14</sup> Janet E. Heiniger, *Peacekeeping in Transition: The United Nations in Cambodia*, New York, 1994, p 67.

<sup>15</sup> *Ibid.* p 68.

<sup>16</sup> *Ibid.* p 69.



There was a slow start to and limited progress on mine activities, as the UN initially had difficulty specifying its own mine-clearing mandate. In mid 1992, UNHCR channelled the money to the non-governmental organisation to clear mines along repatriation routes. The UNTAC Cambodian Mine Action Centre (CMAC) was re-established in February 1992 by the Supreme National Council as a Cambodian rather than UNTAC organisation to institutionalise mine clearance operations by Cambodians in order to provide a channel for international donations towards demining. However, CMAC did not take over mine clearance until mid 1993.<sup>17</sup> By August 1993, it was reported by the Secretary General that more than 4 million square meters had been cleared of mines and about 37,000 mines and other unexploded devices had been destroyed. By March 1994, CMAC became totally a Cambodian organisation with an ongoing relationship with UNDP.

#### THE CIVIL POLICE COMPONENT (CIVPOL)

The civil police was mandated by the Paris Accords modelled on the UN successful Namibia operation. The CIVPOL was tasked with ensuring that law and order was maintained effectively and impartially, and that human rights and fundamental freedom were fully protected. However, it was apparent that the task was impossible due to the small number of police officers available. Coupled with this shortcomings, some UNTAC police were in fact, para-military, border guards or military police.<sup>18</sup>

Since CIVPOL was unable to fulfil its initial assignment, its mission then focused on the monitoring of SOC police forces. The UN initially estimated that SOC police numbered

47,000. But the police forces of the non-communist factions was 150 FUNCINPEC and 400 KPNLF. UNTAC's assistance to the two non-communist faction was on instruction in the use of civilian police force, to maintain law and order. When disarmament was halted, CIVPOL was then redirected towards support for the elections. Even with this reduced mandate, the civilian Police Commissioner stated that it was difficult to implement because it involved changing the hearts and minds of the Phnom Penh regime's police and the Cambodian people.<sup>19</sup> While peacekeepers in other places were able to create goodwill towards UNTAC among the Cambodian people, CIVPOL efforts were directed towards the largely untrained and ill-equipped SOC police, who were more politically tied to the SOC political structure.

#### THE CIVIL ADMINISTRATION COMPONENT

When the Paris Accords were signed, there was a widespread perception that that the UN administration was actually run Cambodia. Real authority is to be wielded by a UN administration that will manage virtually all aspects of civilian and military affairs until free elections can be held.<sup>20</sup>

By the time the secretary general implementation plan was written, it was recognised that that the ability for UN to run Cambodia was limited. The plan stressed the need for flexibility. And consistent with the Paris Accords, it outlined three levels of UN interaction with the existing administrative structures. The first level was of direct control which was to be exercised when necessary. The second level of optional control was the ones that has propaganda value or that could promote discrimination through the improper use of government funds. By May 1992, the Supreme National Council (SNC) agreed that UNTAC authority for optional control over the

<sup>17</sup> Ibid. p 71.

<sup>18</sup> Chris Eaton, *Police in Institution Building*, in Hugh Smith (ed.), *International Peacekeeping: Building on the Cambodian Experience*, Australian Defence Studies Centre, Canberra, 1994.

<sup>19</sup> Janet E. Heiniger, *Op cit*, p 79.

<sup>20</sup> Janet E. Heiniger, *Op cit*, p 83.



areas of education, agriculture, fishing, transport, energy, tourism, mines and general administration. The third level covered all the remaining administrative entities.<sup>21</sup>

Just like other components of UNTAC, the civil administration was instituted slowly. It was not until mid October 1992 that full deployment was completed by which it was already through one-third of UNTAC eighteen months mission. By mid October 1992, 200 international and 600 local recruited staff were deployed and most were focused on the efforts to oversee the Phnom Penh regime structures. The civil administration was not able to have greater impact in Phnom Penh than the countryside. In the countryside, Cambodian provincial administrators were too closely connected to the senior SOC leaders. The small numbers of regional staff were not able to exert much authority over provincial officials. Lithgow commented that UNTAC had the inappropriate administrative structure for the scope and magnitude of its responsibilities. At times, the problems of administrative areas such as personnel, finance, procurement and transportation threatened to bring UNTAC to a standstill, thus jeopardising the success of the operation.<sup>22</sup> McLean also commented on the inability of UNTAC in taking corrective action despite numerous cases whereby their investigations revealed clear and definitive abuse of power for political or personal gain.<sup>23</sup> The civil component was not effective. The mandate was unrealistic, overly ambitious and in some aspects clearly unachievable. For the mandate to have been fully implemented,

thousands more staff would have been deployed.<sup>24</sup>

## HUMAN RIGHTS

Whereas the military, police and civil administration attempted to create a neutral environment so that elections could take place, the human rights and electoral components were designed to create a new Cambodia.<sup>25</sup> UNTAC was given the responsibility for fostering an environment in which respect for human rights is ensured. In order to achieve that goal, it had to educate people about human rights, exercise administrative oversights with an eye on how the faction's activities impinged on basic freedoms, and investigate allegations of abuses that occurred during the transition period.

....Cambodia's election was the first election that UN directly organised from the planning stages through the writting of an electoral law to registration and conducting of pool.

One of the most controversial aspects of UNTAC operation was how it handled human rights matters. Given the West strong interest in Cambodia's past, UNTAC was seen to interpret its human rights mandate rather narrowly. While the Paris Accords allowed it unspecified latitude for corrective actions, the UNTAC's view was that its authority rested on the faction's co-operation. Therefore it chose to focus on gradual institutional reform than it did to penalise abuses. It also emphasised the teaching of human rights standards than over documenting and exposing abuses. In May 1993, The Asia Watch criticised UNTAC for taking a back seat in response to human rights violations.<sup>26</sup>

## THE ELECTORAL COMPONENT

Consistent with the Paris Accords the Secretary General's implementation plan

<sup>21</sup> Janet E. Heiniger, *Op cit*, p 84.

<sup>22</sup> Shirley Lithgow, *Op cit* p 39.

<sup>23</sup> Lyndall McLean, *Civil Administration in Transition: Public Information and Neutral Political / Electoral Environment*, in Hugh Smith (ed.), *International Peacekeeping, Building on the Cambodian Experience*, Australian Defence Studies Centre, Canberra, 1994, p 55.

<sup>24</sup> *Ibid*, p 56-57.

<sup>25</sup> Janet E. Heiniger, *Op cit*, p 91.

<sup>26</sup> Janet E. Heiniger, *Op cit*, p 95.



outlined five major tasks for the electoral component. These were, in conjunction with the SNC, to draft an electoral law and regulations to govern the election; UNTAC was to provide a framework for the formation of political parties and rights of parties and their candidates; UNTAC was register voters; UNTAC Information and Education were to carry out a programs of civic education and training; UNTAC was to conduct an election for a constituent assembly by late April or May 1993 over a period of no longer than three days.

UNTAC electoral component's work also had a slow start, suffering from procurements and logistics delays. When its regional director, Reginald Austin arrived, there were no offices, desks, tables, chairs, telephones, computers, photocopiers and other stationers. It was not until December 1992 that UNTAC managed to establish a fully operational headquarters.

According to William Maley, the military component provided the critical logistics support by deploying polling officials; securely transporting, and guarding during each night of the polling, the ballot boxes and other electoral materials; providing medical evacuation and communications facilities; and giving with great enthusiasm and willingness, all the support it was capable of providing.<sup>27</sup>

The overall scheme adopted in Cambodia was a sound one. The Cambodian election certainly gave rise to more complex practical difficulties than any previous elections with which the UN had been involved. The organisation had full responsibility for the conduct of the poll, which was not the case with Namibia. It had to cope with language difficulties, the absence of infrastructure, and a much less settled political environment than had been contemplated in the Paris agreements. Despite these difficulties, Maley observed that the whole exercise was ultimately successful and that it

was reasonable to suppose that Cambodia will be the primary reference model organised and conducted by the UN for some time to come.<sup>28</sup>

## REVIEW OF THE SUCCESSES AND FAILURE OF UNTAC

Among the failures of UNTAC highlighted by General Sanderson were the quality of civil component, delay in deployment, the quality of personnel selected for UNTAC, the ineffective police component, and the judiciary. The Civil Administration component, which was charged with the key function of supervising the administrations of the parties, in the fields of foreign affairs, defence, finance, information and public security, was to ensure neutrality. These were the provisions which had been essential in encouraging the Khmer Rouge to drop their earlier insistence on power sharing and to sign the Paris Agreements. The implementation of these requirements would mean they must be handled by personnel capable of managing and understanding the affairs of government, in particular the one party police state in which there was significant scope for corruption. Sanderson further stated that the delay in deployment of UNTAC, combined with the new dynamics in Cambodia, meant that the understaffed civil component was severely handicapped from the outset.<sup>29</sup>

Many people selected for UNTAC and were elevated to positions which they were not equipped with either training or experience. This was where the UN had to either make people of the right quality available or to be honest about the inability of the organisation to fulfil the responsibilities of the magnitude of the Paris Agreements. The Phnom Penh government had some 45,000 police, which were significant to influence political developments. UNTAC on the other hand had 3,600 CIVPOL to supervise and control the Phnom Penh police. The

<sup>27</sup> William Maley, *Reflections on the Electoral Process in Cambodia*, in Hugh Smith (ed.), *International Peace-keeping, Building on the Cambodian Experience*, Australian Defence Studies Centre, Canberra, 1994, p 42.

<sup>28</sup> *Ibid*, p 44-45.

<sup>29</sup> John Sanderson, *Op cit*, p 19



CIVPOL component, which cost the UN US\$ 250 million was a very expensive component, considering that many of them were not community police but rather border guards and para-military forces. This has led to problems of ethos, and many of the UNTAC civilian police were themselves difficult to control. Furthermore, the lack of an effective command system contributed to the difficulty of co-ordinating their efforts.<sup>30</sup> In addition, no independent judiciary was established and UNTAC had to rely on courts under the political control of the Phnom Penh government. Even though UNTAC prosecutor was established in early 1993, UNTAC was unable to curb with the deteriorating law and order situation, nor was it able to curb the political violence.<sup>31</sup>

On the positive side, General Sanderson highlighted on the alliance with the Cambodian people, unity and neutrality, diplomatic support and relations with the media and the non-use of force. The Cambodian people were prepared to place their faith on UNTAC even when their leaders were less committed. Perhaps the greatest achievement of UNTAC during the mandate was that the election was able to succeed the way it did. UNTAC managed to register 97 per cent of the estimated electorate, the people's will had already been clear, and that meant they wanted to express their will through the election process.

In November 1992, the Khmer Rouge began to notice that they had the competitor in the hearts and mind campaign, and soon they

began to increase pressure on UNTAC, through a series of detentions of UNTAC personnel designed to establish control over the way UNTAC had interfaced with the locals. The Khmer Rouge also resorted to intimidate attacks on the population and of Phnom Penh's government forces. But UNTAC continued to push into the countryside. Ultimately the Khmer Rouge launched attacks on UNTAC's posts only to be repulsed by UNTAC troops determined to defend the mandate.

**....The UNTAC  
Cambodian Mine  
Action Centre  
(CMAC) was  
reestablished in  
February 1992 by  
the Supreme  
National Council as a  
Cambodian rather  
than UNTAC  
organisation to  
institutionalise mine  
clearance operation  
by Cambodians in  
order to provide a  
channel for  
international  
donations towards  
demeaning.  
However, CMAC did  
not take over mine  
clearance until mid  
1993.**

One of the greatest strengths of UNTAC was unity and neutrality and the maintenance of momentum was critical concerns of General Sanderson as the Force Commander. The key requirements were unity of purpose, unity of command and unity of understanding. Sanderson stressed that unity and neutrality represented the true strength of a peacekeeping operation.<sup>32</sup> The Mixed Military Working Group (MMWG) which maintained continuous liaison with the Cambodian factions conducted frequent negotiations on complex issues with the military factions of all the factions and they were particularly active during crisis. The MMWG secretariat's work had enabled

General Sanderson to seize the initiative in his negotiations and made valuable contribution to the climate of trust between UNTAC Military component and all factions military of all parties, including the Khmer Rouge.<sup>33</sup>

The existence of diplomatic support dubbed as the Extended Permanent Five (EP5), which comprised the Ambassadors of Indonesia, Japan, Australia, Thailand and Germany helped to remind the Cambodians parties of their

<sup>30</sup> John Sanderson, *Op chit*, p 19.

<sup>31</sup> John Sanderson, *Op chit*, p 20.

<sup>32</sup> John Sanderson, *Op chit*, p 25.

<sup>33</sup> John Sanderson, *Op chit*, p 26.



obligations to the peace process.<sup>34</sup> The EP5 representatives often attended meetings with the MMWG and assisted in generating confidence in what UNTAC was doing. The media could be a factor in domestic politics of some contributing countries. In UNTAC, self defence was well understood by the majority of military units and as such, they were mentally prepared and equipped to comply. Ayling stated that the environment in Cambodia included many factors which were beyond the control of the Force Commander. However, the environment for success was created by the selection of personnel by efficient organisation and structures, and effective operations, co-operation and co-ordination. He also noted on the importance of the maintenance of momentum towards the objectives of the mission.<sup>35</sup>

On the other hand, Doyle highlighted UNTAC's successes as the country temporarily enjoyed for the first time the prospect of true independence from the control of foreign forces. Secondly, the mere presence of UNTAC had an impact on the whole country. The country became for the most part peaceful. Although some provinces were tense, skirmishes were limited in duration. But the pitched battles of 1990 had ended. Third, more than 370,000 refugees were peacefully repatriated from camps in Thailand, despite prognostications from experts a year earlier. In what became UNHCR "*most complex, best funded and most visible refugee repatriation*," the Repatriation Component of UNTAC organised a massive undertaking with the co-operation of the military component, the Cambodian Red Cross and other humanitarian and relief organisation. Fourth, UNTAC organised an election in a country with shattered infrastructure. Although the UN has monitored and supervised many elections, Cambodia's election was the first election that the UN directly organised from the planning stages through the writing of an electoral law to registration and the conducting

of the poll.<sup>36</sup> But Maley warned that although the successful holding of the elections could be hailed as a triumph, some literature on "*democratic crafting*," has indicated that there is more pluralism than the mere holding of elections. In particular, not to forget the four major problems of peacemaking: the political culture, leadership, institutional design and institutionalism, which peacemaking cannot address on its own, and this has surfaced in Cambodia after the elections.<sup>37</sup>

On examining the UNTAC official mandate, Doyle highlighted that the failures were in two areas. First, UNTAC was not able to achieve a cease-fire and then canton, demobilise, and disarm the military forces of the four factions. UNTAC, however, managed to disarm only 70 percent of the total military force. Second, UNTAC failed to achieve control over civil administration and to prevent breakdowns in law and order and political neutrality.<sup>38</sup>

In his explanation for the successes and failures, Thayer mentioned that the Paris peace agreements were the result of a complex negotiating process involving political compromise and unstated understandings. That being the case, the agreement fell silent on contentious matters. For example, throughout the long drawn-out negotiation process the Khmer Rouge resisted all references to genocide and enforcement measures, which might render them liable for punishment.<sup>39</sup> Thayer also noted that the UN was ill-equipped and badly structured to handle efficiently an operation of the size and scope of UNTAC. It had never been involved in civil administration before as part of a peace-keeping mandate, and no clear doctrine as to how this very important responsibility was to be carried out. CIVPOL was not staffed with personnel with community policing experience.

<sup>34</sup> John Sanderson, *Op cit*, p 28.

<sup>35</sup> Steve Ayling, "UNTAC: The Ambitious Mission", in Hugh Smith (ed.), *Peacekeeping: The Challenges for the Future*, ADSC, Canberra, 1993, p 85.

<sup>36</sup> Michael W. Doyle, *Op cit*, p 32-33.

<sup>37</sup> William Maley, "Peacekeeping and Peacemaking," in Ramesh Thakur and Carlyle A. Thayer (eds.), *A Crisis of Expectations: UN Peacekeeping in the 1990's*, Boulder: Westview Press, 1995, p 248-249.

<sup>38</sup> *Ibid.* p 34.

<sup>39</sup> *Ibid.* p 34.



Many could not speak either French or English, and some could not even drive a motor vehicle.<sup>40</sup>

Another major failure was the inability of the UN and its secretariat to adequately engage in contingency and long term planning. This was evident when the UN was "taken by surprise" that a settlement of the Cambodian conflict was reached.<sup>41</sup> Thayer quoted that the failure to deploy quickly resulted in the failure to establish a pattern of compliance with its authority. The entire UN operation almost broke down prior to the start of formal UNTAC operations.<sup>42</sup>

However, a number of lessons arise from the UN involvement in Cambodia. It is evident that if the UN were to be involved in complex multi-dimensional "nation building" and "peacemaking" enterprises in the future, it will have to conduct a thorough going reform of UN headquarters in order to enable the body to engage in long term strategic planning for such operations. Additionally, the UN must alter its recruitment and selection patterns both for senior personnel and for national contributions.<sup>43</sup> From Thayer's observations, it would appear that he was criticising the UN rather than UNTAC and its performances.

In summary, it could be determined that UNTAC greatest success lies in its ability to organise and conduct free and fair election. Unity of purpose, alliance with the Cambodian people, neutrality and impartiality were some of the strengths of UNTAC. And the diplomatic support of the P5 was also significant in the UNTAC operation. The weaknesses highlighted were rather limitations peculiar of a UN operation. Among the failures, such as the quality of personnel, slow in deployment, lack of strategic vision and the uncoordinated civil component were not the failures of UNTAC, rather it was the failures of the UN system itself. However, the conduct of cantonment and

demobilisation was indeed a partial failure on the part of UNTAC.

## CONCLUSION

UNTAC was trouble by Khmer Rouge from the offset, the organisation handled all these threats which were not anticipated by the Paris Agreements in a positive manner. The key determinance of the UNTAC operation was the outcome of the election. UNTAC was seen able to overcome the constraints and challenges of late deployment, lacklustre civil police, uncoordinated efforts within the components. Undoubtedly, UNTAC has provided the Cambodian people with the opportunity of choosing their own government in a free and fair election.

After reviewing UNTAC successes and failures, it could be determined that on the whole, the UN peacekeeping operation in Cambodia was more a success than a failure. Sanderson had expressed that Cambodia stands out as an important UN success as much because UNTAC seemed to be just the sort of activity the international community should be directing its attention to in the post Cold War climate of rehabilitation and reconciliation. In Cambodia, the UN, by its presence, lends moral authority to a majority who want peace and reconciliation. While not perfect by any means, Cambodia was such an operation.<sup>44</sup>

Lithgow observed that the UN has succeeded in giving the Cambodian people the opportunity to exercise their democratic will in a genuine act of self determination, by means of UN-organised free and fair elections. These achievements far outweigh in significance the failure of the disarmament and demobilisation process and UNTAC's failure to take effective control of the key areas of the civil administration.<sup>45</sup> Furthermore, UNTAC adhered strictly to traditional peacekeeping doctrine of

<sup>40</sup> Ibid. p 137.

<sup>41</sup> Ibid. p 137.

<sup>42</sup> Ibid. p 137.

<sup>43</sup> Ibid. p 138.

<sup>44</sup> John Sanderson, *Peacekeeping in Cambodia*, The Sydney Papers, Autumn, 1994, p 53.

<sup>45</sup> Shirley Lithgow, *Op cit*, p 53.



the minimum use of force and its use only in self-defence. Sanderson argued that to engage the KR militarily would have been to court disaster.<sup>46</sup> Cambodia stands out as a post Cold War success story in term of UN management.<sup>47</sup> And imperfect as it may be, UNTAC managed to stabilise the situation in Cambodia and prevented further violent conflicts by peaceful means, and not to become involved into externally imposed enforcement operation.<sup>48</sup>

UNTAC has succeeded in laying a foundation for a democratic Cambodia, but the future of Cambodia is for the Cambodians to decide. Perhaps the international community can continue to assist the Cambodians in

nurturing their fragile democracy and in rehabilitating and reconstructing their country.<sup>49</sup> Heder observed that as long as Ranariddh, Hun Sen and Chea Sim do not mobilise their client networks to engage in open conflict, they may be able to maintain their position against all comers. But the situation could come apart if money politics pie does not continue to grow and be divided in a manner that satisfies for private wealth accumulation in all three networks.<sup>50</sup> Having quoted that, it could be seen despite the achievements of UNTAC, the interplay of fragile internal politics will be the real test for the future of Cambodia and its people.

<sup>46</sup> Trevor Findlay, *Cambodia: The Legacy and Lessons of UNTAC*, Oxford: Oxford University Press, 1995, p 158.

<sup>47</sup> Kenneth Christie, "Peacekeeping or Peace-Enforcement?" in Ramesh Thakur and Carlyle A. Thayer (eds.), *A Crisis of Expectations: UN peacekeeping in the 1990's*, Boulder: Westview Press, 1995, p 258.

<sup>48</sup> *Ibid.* p 259.

<sup>49</sup> Trevor Findlay, *Cambodia: The Legacy and Lessons of UNTAC*, Oxford: Oxford University Press, 1995, p 160.

<sup>50</sup> Steve Heder, *Cambodia's Democratic Transition to Neoauthoritarianism*, *Current History*, Vol. 94, No. 596, December 1995, p 429.

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# IKHTISAR KEFAHAMAN

## *'Integrated Logistics Support Management'*

Mej M Ash'ari bin Hj Sidon

### MUKADDIMAH



epatah 'alah membeli menang memakai' merupakan perhitungan pertama dalam menzahirkan pengurusan Bantuan Logistik Bersepadu atau *'Integrated Logistics Support Management (ILSM)'* yang diibaratkan sebagai 'untung membeli menang memakai'. ILSM atau lebih

dikenali dengan *'Integrated Logistics Support (ILS)'* sahaja merupakan satu pendekatan pemerolehan peralatan tersebut bermula sejak percambahan idea mengenai keupayaan yang dikehendaki, pemerolehan sistem hinggalah ke peringkat alatan itu dilupuskan. Ia melibatkan komitmen kepakaran di peringkat strategik dan operasi dengan mengembangkan pengetahuan strategik, kejuruteraan, logistik, penyenggaraan, kewangan, perakaunan, latihan dan lain-lain. Semua kepakaran disepadukan, mengikut disiplin-disiplin yang ditetapkan oleh ILS untuk membantu membuat keputusan terhadap apakah keupayaan (*capability*) yang wajar diperolehi untuk pertahanan negara dengan kos yang minimum dan mendapat pulangan perkhidmatan yang optimum dari peralatan tersebut.

**Definisi ILS.** ILS boleh didefinisikan sebagai 'satu disiplin pengurusan sepanjang

hayat' yang menyatupadukan kesemua pertimbangan bantuan dan perkhidmatan untuk setiap sistem material. ILS merupakan satu program dan sistem pengurusan teknikal untuk menyokong keputusan mengenai aktiviti-aktiviti senggaraan dan penggunaan sumber untuk bantuan operasi sesuatu sistem/peralatan. Ia dibuat berdasarkan analisis yang terperinci. Kerangka pengurusan ILS dibahagi kepada sepuluh elemen yang menentukan sistem/peralatan boleh dibantu dalam perkhidmatan. ILS juga merupakan satu disiplin dengan pendekatan yang berulang-ulang. Pengulangan sesuatu aktiviti bertujuan untuk sentiasa mengemas kini sistem bantuan material sepanjang hayatnya. Antara ciri-ciri pengurusan ILS ialah:

- \* Bantuan/sokongan bersepadu.
- \* Konsep bantuan mempengaruhi reka bentuk.
- \* Maksud bantuan dijelaskan.
- \* Bantuan diperolehi.
- \* Kos bantuan adalah minimum semasa fasa masuk perkhidmatan dan fasa pelupusan.

**Elemen ILS.** Sepuluh elemen ILS adalah di Rajah 1.



|                                                                                                                             |                                                              |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Sokongan Kejuruteraan<br>(Engineering Support)                                                                              | Rancangan Senggaraan<br>(Maintenance Planning)               |
| Sokongan Pembekalan<br>(Supply Support)                                                                                     | Alat Bantuan dan Alat Uji<br>(Support and Test<br>Equipment) |
| Data Teknikal (Technical Data)                                                                                              | Sumber Manusia<br>(Manpower and<br>Personnel).               |
| Latihan dan Bantuan Latihan<br>(Training and Training Support).                                                             | Fasilitas (Facilities)                                       |
| Pembungkusan, Pengendalian,<br>Penyimpanan dan Pengangkutan<br>(Packaging, Handling, Storage and<br>Transportation - PHS&T) | Bantuan Pengkomputeran<br>(Computering Support)              |

Rajah 1. Elemen ILS.

**Kitar Hayat Peralatan (*Equipment Life Cycle*).** Setiap peralatan ciptaan manusia lazimnya mempunyai kitaran hayat mengikut peringkat-peringkat berikut:

- \* Percambahan Idea.
- \* Konsep alat.
- \* Pemerolehan.
- \* Operasi dan senggaraan.
- \* Pelupusan.

**Peringkat Percambahan Idea.** Biasanya sesuatu idea timbul dari desakan untuk mengatasi sesuatu masalah. Misalnya, kapal terbang direka untuk mengatasi kelambatan pergerakan di bumi. Manusia ingin kepantasan seperti pergerakan burung di udara. Pada peringkat ini tidak semestinya masalah tersebut terjawab dengan keputusan yang tepat. Ia boleh dijawab dengan berbagai-bagai cara bergantung kepada kebolehan dan keupayaan pemikiran dan ilham. Dalam organisasi pertahanan, idea boleh datang dari pimpinan atasan dan menjadi garis panduan

**Antara faktor penting yang menentukan pemerolehan yang menguntungkan adalah 'reliability' (kebolehpercayaan), 'availability' (kebolehdapatan) dan 'maintainability' (kebolehsenggaraan).**

strategik atau boleh juga datang dari peringkat bawahan yang mempunyai pengetahuan melaksanakan sesuatu operasi spesifik.

#### **Peringkat Konsep Alat.**

Peringkat ini terhasil dari usaha yang pragmatik dan konstruktif. Ia menjelaskan apakah guna sesuatu alat dan bagaimana ia boleh digunakan. Struktur fizikal reka bentuk sesuatu alat itu kini menjadi semakin jelas.

#### **Peringkat Pemerolehan.**

Walaupun peringkat ini bermula dengan pembinaan sesuatu alat sehingga bertukar tangan kepada pembeli dan pengguna, pada peringkat pembinaan, ia masih terdedah kepada perubahan-perubahan reka bentuk. Perubahan-perubahan ini boleh menambah baik atau buruk fungsi sesuatu alat tersebut. Penyelidikan dan pembangunan (R&D) terhadap sesuatu alatan itu terangkum pada peringkat ini. Aktiviti ini akan berterusan walaupun setelah alat itu dilupuskan. Data yang diperoleh dari R&D merupakan input penting dalam pemerolehan peralatan. Analisis data tersebut boleh membantu pemerolehan peralatan yang menguntungkan pembeli dan pengguna sepanjang kitaran hayat peralatan tersebut. Analisis data adalah antara faktor penting dalam pemerolehan peralatan. Antara faktor penting yang menentukan pemerolehan yang menguntungkan adalah *reliability* (kebolehpercayaan), *availability* (kebolehdapatan) dan *maintainability* (kebolehsenggaraan).

#### **Peringkat Operasi dan Senggaraan.**

Peringkat ini menggunakan perbelanjaan yang paling besar dalam kitaran hayat sesuatu peralatan. Justeru peringkat ini ialah yang paling penting. Pada masa ini kita mengharapkan



mendapat pulangan dari pelaburan besar yang dibuat apabila memutuskan agar sesuatu peralatan itu diperolehi untuk digunakan di dalam perkhidmatan. Pulangan tersebut ialah dalam bentuk faedah daripada menggunakan peralatan tersebut dengan cekap, berkesan dan membantu menambahbaik prestasi organisasi. Apakah gunanya sesuatu peralatan yang mahal dan canggih tetapi ia tidak berfungsi dengan berkesan? Kos yang ditanggung di peringkat ini merupakan yang paling tinggi kerana kos operasi dan senggaraan biasanya merangkumi lebih 50% daripada kos keseluruhan hayat sesuatu peralatan itu. Kebanyakan pembekal akan menggunakan strategi 'mengumpun' pembeli dengan harga peralatan yang kompetitif atau rendah tetapi mengenakan harga yang tinggi bagi perkhidmatan senggaraan terutamanya bagi harga alat ganti dan upah pembaikan. Melalui pendekatan ILS, kos peringkat operasi dan senggaraan boleh ditentukan sebelum keputusan pemerolehan dibuat. Dengan yang demikian, kos operasi dan senggaraan dapat dioptimumkan seimbang dengan faedah yang didapati dari peralatan.

**Peringkat Pelupusan.** Sesuatu jenis peralatan wajar dilupuskan kerana faktor usia efektif, faktor keusangan, dan faktor kos senggaraan. Justeru, ia turut diambil kira dalam ILS. Peringkat ini juga boleh menguntungkan jika diurus dengan kreatif.

## KEJURUTERAAN RAM

Kejuruteraan RAM (*Reliability and Maintainability - RAM Engineering*) atau Kebolehpercayaan, Kebolehdapatan dan Kebolehsenggaraan, merupakan satu analisis kritikal yang memberi petunjuk sama ada sesuatu peralatan itu untung diperolehi atau sebaliknya. Kaedah ini memperkenalkan penggunaan model matematik dan aplikasi teknik membuat ramalan dan menetapkan parameter reliabiliti. RAM mendedahkan serta memberi nilai kepada istilah-istilah kejuruteraan yang penting seperti Min Masa Antara Kerosakan (*Mean Time Between Failure (MTBF)*),

Min Masa Antara Kerosakan Kritikal (*Mean Time Between Critical Failure (MTBCF)*) dan Kebolehpercayaan Untuk Misi (*Mission Reliability*). Kejuruteraan RAM berkait rapat dengan senggaraan. Semasa beroperasi, sistem peralatan memerlukan senggaraan seperti rawatan, pembaikan dan juga pembaikan preventif. Aktiviti ini mengakibatkan 'downtime' kepada sistem atau masa apabila sistem tidak boleh berfungsi dengan sepatutnya. Peralatan yang lebih kompleks memerlukan lebih banyak masa untuk kerja-kerja diagnosis dan senggaraan. 'Down time' memberi kesan negatif kepada kesiagaan dan kos kitar hayat. Antara penyebab utama bagi 'down time' yang panjang semasa senggaraan berkait rapat dengan pembelian logistik, contohnya seperti masa yang diambil (*lead time*) untuk mendapatkan alat ganti atau alat uji. Justeru, kefahaman tentang kesan kebolehsenggaraan sesuatu peralatan itu amat penting sebelum ia dibeli. RAM boleh membantu mengelakkan 'penyesalan' akibat kesilapan keputusan memperoleh sistem peralatan yang mempunyai kebolehpercayaan rendah, sukar untuk disenggara; keadaan yang memberi kesan kepada kebolehdapatan.

Aplikasi teknik-teknik ramalan dan pengagihan (*prediction and allocation techniques*) sebagai satu bahagian dalam program kebolehsenggaraan bertujuan untuk mempengaruhi reka bentuk atau pemilihan sistem peralatan yang bersaing dalam proses pemerolehan. Ini bertujuan mengurangkan beban logistik yang terpaksa ditanggung apabila sistem peralatan tersebut diterima dalam perkhidmatan.



Rajah 2. Kejuruteraan RAM



## KOS KITAR HAYAT (*LIFE CYCLE COST (LCC)*)

Peperangan terlalu mahal harganya kerana kemuncak nilai suatu pertempuran ialah nyawa. Dengan tekad memenangi peperangan maka usaha berterusan yang gigih ditumpukan kepada perwujudan sistem persenjataan yang lebih hebat daripada yang sedia ada. Usaha ini pula wajar diikuti dengan usaha-usaha lain untuk mengatasi keupayaan tersebut. Justeru, teknologi sistem peralatan perang umumnya mendahului teknologi industri lain (*technology lead*) dan pelaburan untuk teknologi pertahanan adalah besar.

Perbelanjaan besar semasa suatu sistem dibeli tidak terhenti setakat pemerolehan sahaja. Kos pembiayaan terus ditanggung semasa sistem dalam perkhidmatan/operasi dan boleh berakhir apabila sistem tersebut selesai dilupuskan. Seorang pakar ILS Amerika, James Jones menyarankan tiga tahap kos dikenakan iaitu:

\* **Kos Pemerolehan.** Merangkumi kos bagi R&D (perancangan R&D), pengurusan R&D, kejuruteraan, ujian penilaian, peralatan R&D dan fasilitas), kos pelaburan (kos bagi pengeluaran, pengurusan, alat ganti awal, latihan, alatan sokongan, manual teknikal, kejuruteraan, ujian, fasilitas dan PHS&T pada peringkat awal).

\* **Kos Operasi dan Bantuannya.** Ia merangkumi kos tenaga manusia, barangan pakai-habis seperti bahan api dan pelincir, alat ganti, alat sokong bantu, fasilitas, senggaraan, PHS&T, data teknikal, pengurusan perbekalan, latihan dan pengubahsuaian.

\* **Kos Pelupusan.** Merangkumi kos bagi penutupan inventori, PHS&T, pengurusan data, 'refurbishment, demilitarization' dan pengurusan bahan buangan.

Umumnya, kos paling besar adalah senggaraan yang melibatkan kos alat ganti dan tenaga manusia. Pembekal mengenakan harga yang tinggi untuk alat ganti disebabkan beberapa faktor ekonomi seperti permintaan mengatasi penawaran, kos kepakaran bagi perkhidmatan senggaraan peralatan berteknologi tinggi mahal dan sebagainya. Betapa pentingnya LCC dapat dilihat di Jabatan Pertahanan Australia. Salah satu objektif '*Defence Logistics Strategic Planning Guide (LSPG)*' negara itu menyebut: 'Gunakan prinsip-prinsip LCC untuk mencapai kecekapan bantuan logistik sepanjang hayat dan memuaskan objektif kesiagaan'. Antara ciri penting dalam proses pemerolehan di negara tersebut ialah memastikan keseimbangan antara keupayaan ketenteraan dengan keupayaan kewangan.

Antara keperluan-keperluan LCC ketika sesuatu keputusan dibuat ialah:

\* Semasa dibincangkan pada peringkat strategik iaitu mengenai sesuatu keupayaan yang mahu diperoleh, LCC membantu menimbangkan pilihan yang menawarkan potensi pulangan terbaik dalam bentuk keberkesanan dan/atau kecekapan pada sistem (*system effectiveness*).

\* Apabila membentangkan sistem yang menjadi pilihan utama untuk diperoleh, satu '*statement of confidence*' dalam bentuk data LCC turut dibentangkan agar para pembuat keputusan boleh membuat pertimbangan yang terbaik mengenai sistem mana yang wajar jadi pilihan.

**Aplikasi teknik-teknik ramalan dan pengagihan (*prediction and allocation techniques*) sebagai satu bahagian dalam program kebolehsenggaraan bertujuan untuk mempengaruhi reka bentuk atau pemilihan sistem peralatan yang bersaing dalam proses pemerolehan. ... mengurangkan beban logistik yang terpaksa ditanggung apabila sistem peralatan tersebut diterima dalam perkhidmatan.**



\* LCC diperlukan semasa menyediakan Strategi Pemerolehan Peralatan dengan menyatakan bagaimana LCC boleh membantu dalam proses pemerolehan, pilihan model LCC yang boleh diguna, 'LCC Risk Management' semasa kontrak dan pengurusan LCC selepas kontrak ditandatangani.

\* Semasa penyediaan Rancangan Bantuan Logistik Bersepadu (*Integrated Logistics Support Plan (ILSP)* atau '*ILS Plan*', dinyatakan bagaimana LCC digunakan di dalam proses ILS bagi menyediakan asas persediaan kos kitar hayat dalam perkhidmatan.

\* LCC juga diperlukan semasa menyediakan dokumen tender, merundingkan kontrak, membandingkan tender, menentukan aliran tunai, menilai sensitiviti dan menilai risiko.

\* LCC masih diperlukan semasa sistem dalam perkhidmatan apabila menimbangkan perubahan dasar bantuan logistik, pengubahsuaian peralatan, penyambungan hayat dan pelupusan sistem.

Secara tradisi, kos sesuatu sistem senjata diukur melalui kos pembelian; kos bantuan sepanjang hayat peralatan diketepikan. Hakikatnya, kos yang tersembunyi lebih besar daripada kos yang ditanggung oleh alatan/sistem industri/perdagangan. Ini kerana teknologi peralatan ketenteraan biasanya lebih canggih dan ia disimpan atau digunakan untuk perkhidmatan dalam tempoh yang lebih lama. Dengan wujudnya kekangan kewangan, kos semua aspek sesuatu keupayaan itu perlu dikaji bagi mengawal perbelanjaan. Kajian menunjukkan bahawa keputusan yang dibuat pada peringkat awal sesuatu projek pemerolehan memberi kesan yang signifikan kepada kos peralatan itu semasa dalam perkhidmatan.

## Pengenalan Kepada Analisis Bantuan Logistik (Logistics Support Analysis (LSA))

**ILS dan LSA.** Melalui LCC kita boleh mengetahui bahawa kos terbesar yang akan ditanggung ialah semasa sistem dalam perkhidmatan khususnya kos senggaraan sesuatu peralatan. Dengan kesedaran ini, tentu ada pilihan-pilihan yang boleh dibuat untuk mengurangkan kos menanggung sistem berkenaan dalam perkhidmatan tanpa menjejaskan keupayaannya beroperasi. Pertimbangan-pertimbangan ini mendorong kepada keperluan Analisis Bantuan Logistik (*Logistics Support Analysis (LSA)*) sebagai komponen paling penting dalam konsep ILS. LSA menyediakan proses-proses saintifik dalam ILS yang membantu membuat keputusan mengenai pilihan sistem peralatan terbaik yang patut diperoleh.

Proses LSA mengambil kira kesemua sepuluh elemen ILS dalam proses analisisnya. Jabatan Pertahanan Amerika Syarikat (US DoD) menambah tiga lagi elemen iaitu:

\* Rekabentuk Antara Muka (*Design Interface*).

\* *Standardization and Interoperability*.

\* RAMT (*Reliability Availability Maintainability and Testability*) Interface.

Konsolidasi kesemua disiplin/elemen ILS yang begitu kompleks ke dalam satu set keperluan dan produk yang kohesif adalah sangat mencabar. Dengan menggunakan metodologi analisis, proses LSA boleh mengenal pasti dan melibatkan semua input dari setiap elemen ILS. Dengan pendekatan pengurusan yang bersepadu, analisis tersebut boleh memberikan kesan berikut:

\* Menghapus aktiviti-aktiviti bertindih (*redundancy*).



- \* Menyusun proses perancangan.
- \* Mewujudkan aliran logik.
- \* Membolehkan faktor bantuan untuk mempengaruhi rekabentuk.

Pendekatan ILS memberi tumpuan kepada keberkesanan sistem (*System Effectiveness*) secara keseluruhan, bukan keberkesanan elemen sistem bantuan sebagai unit bersendirian. Keberkesanan sistem merupakan keberangkalian (*probability*) sesuatu sistem itu berjaya memenuhi kehendak apabila ia bekerja di dalam keadaan yang ditentukan. Konsep ini nampaknya seperti mudah, tetapi apabila mengambil kira parameter prestasi dan fizikal, atur gerak operasi, faktor-faktor keberkesanan yang lain serta faktor-faktor sekeliling, maka sesungguhnya maksud **Keberkesanan Sistem** akan menjadi lebih kompleks. Kunci kata penting dalam **Keberkesanan Sistem** ialah keupayaan beroperasi dalam keadaan yang **ditentukan** (*specified conditions*) kerana ia adalah lowongan yang penting. Keberkesanan sistem adalah kombinasi tiga keberangkalian:

- \* Kebolehdapatan Beroperasi (*Operational Availability*).
- \* Kebolehpercayaan Untuk Misi (*Mission Reliability*).
- \* Kemantapan Rekabentuk (*Design Adequacy*).

Terpendam dalam ketiga-tiga elemen tersebut ialah komponen kebolehbantuan (*supportability*). Komponen kebolehbantuan ini mempunyai dua bidang utama iaitu rekabentuk sistem (*system design*) dan sistem bantuan (*support system*). Dengan perkembangan teknologi banyak kemajuan telah dicapai dalam bidang peralatan pertahanan. Prestasi peralatan semakin bertambah baik. Bersama-sama peningkatan prestasi yang canggih turut membawa bersama masalah-masalah seperti pengekal prestasi dan kesiagaan operasi, pertambahan kos pemerolehan, pertambahan kos operasi dan bantuannya. Logistik perlu sensitif dan mengikut perkembangan

perubahan sistem peralatan dengan mengubah pendekatan pengurusanannya. Antara cabaran pengurusan logistik kini ialah:

- \* Mencapai tahap kesiagaan yang dikehendaki dengan kos yang mampu ditanggung.
- \* Saling berkait antara ILS, rekabentuk, reliabiliti, kesiagaan dan pemerolehan.
- \* Menambah baik kesiagaan tanpa mengeneipkan prestasi.
- \* Mendokumenkan prestasi senggaraan, penggunaan sumber dan rekod kesiagaan.

Halatuju '*logistics supportability*' ialah:

- \* **Automasi dan Integrasi Aktiviti-aktiviti Bantuan.** Matlamatnya ialah untuk mengurangkan masa pusingan balik (*turnaround time*) dalam aliran pembaikan lantas mengurungi jumlah keperluan alat ganti.
- \* **Bantuan Yang Cekap Semasa Aman dan Boleh Bertambah** (*Sustainability*) **Semasa Peperangan.** Penekanan ialah terhadap pengurangan kadar penggunaan peralatan semasa aman tetapi kadar guna semasa perang turut diambil kira.
- \* **Integrasi Antara Kebolehbantuan Dengan Rekabentuk.** Ini merupakan cara yang terbaik untuk menambah nilai kebolehbantuan.
- \* **Aplikasi LSA Dengan Memasukkan Kesepaduan** (*Level of Repair Analysis (LORA) /LCC/Resource Optimization Model*). Aplikasi ini merasionalkan dan mengurungi ujian, pembaikan dan kos perbekalan bagi pemasangan kecil yang mahal.

LSA. ILS adalah satu pendekatan pengurusan manakala LSA merupakan



komponen utama ILS berbentuk analitikal. Secara bersepadu ILS dan LSA menyediakan pendekatan bantuan secara total dan komprehensif kepada sistem-sistem teknikal yang canggih. Secara umum, LSA adalah sebarang keputusan yang mengambil kira keperluan-keperluan bantuan untuk mencapai matlamat-matlamat tertentu. LSA mengandungi dua bahagian iaitu Proses LSA dan Rekod LSA (Logistics Support Analysis Record (LSAR) yang merupakan sebuah pangkalan data. Keputusan-keputusan LSA dikumpul secara mengisi jadual data dalam bentuk input komputer. Ia menentukan satu kaedah yang standard dalam mengumpul, menyimpan dan berkongsi maklumat berkaitan dengan logistik. Data LSA sangat besar tetapi dengan kaedah penyusunan yang standard membolehkan output dihasilkan secara tersusun. Output LSA termasuklah senarai alat ganti bagi sistem, latihan, alat uji, manual teknikal, senarai fungsi/tugas dan sebagainya.

#### Matlamat LSA.

- \* Mempengaruhi reka bentuk kebolehbantuan (*design for supportability*).
- \* Mengenalpasti masalah kebolehbantuan dan punca-punca utama kos (*cost drivers*) pada peringkat awal projek.
- \* Mengenalpasti dan membangunkan sumber-sumber bantuan logistik yang diperlukan.
- \* Mewujudkan dan mengembangkan satu pangkalan data logistik.

**Proses LSA.** Maklumat yang diperlukan untuk pertimbangan LSA diperoleh dari bidang-bidang operasi, teknikal dan bantuan. Konsep operasi dan bantuan diperlukan untuk memahami bagaimana sesuatu sistem akan digunakan semasa melaksanakan misinya. Parameter operasi seperti keperluan ketersediaan, kadar penggunaan, atur gerak dan agihan sistem merupakan maklumat penentu yang kritikal bagi LSA. Input teknikal pula

berupa struktur berkaitan dengan alat (*associated equipment structures*), mode mungkin gagal (*possible failure mode*), sementara input bantuan adalah dari aspek pembekalan dan senggaraan.

LSA menggunakan model pengoptimuman kuantitatif yang menganalisis objektif bantuan, kos kitar hayat dan jumlah serta tahap sumber yang diperlukan dalam proses bantuan. Output bagi model kuantitatif boleh memberi anggaran jumlah kos keseluruhan, keperluan sumber dan implikasi logistik bagi sistem yang hendak diperoleh.

**Tugas-tugas Dalam ILS (*ILS Tasks*).** Disiplin ILS disusun kepada lima kumpulan tugas utama yang dikenali sebagai 'Task Series 100' hingga 'Task Series 500'.

\* **Tugas 100.** Perancangan dan Kawalan Program (*Program Planning and Control*).

- **Tugas 101.** Strategi Awal LSA dan Merangka Program LSA (*Early LSA Strategy and Tailoring the LSA Program*).

- **Tugas 102.** Rancangan dan Tugas LSA (*LSA Plan and Tasks*).

- **Tugas 103.** Kajian Semula Perancangan dan Reka Bentuk (*Program and Design Reviews*).

\* **Tugas 200.** Penetapan (definisi) misi dan Sistem Sokongan (*Mission and Support System Definition*).

- **Tugas 201.** Kajian Penggunaan (*Use Study*).

- **Tugas 202.** Penstandardan (*Standardization*).

- **Tugas 203.** Analisis Bandingan (*Comparative Analysis*).

- **Tugas 204.** Oportuniti Teknologi (*Technological Opportunities*).



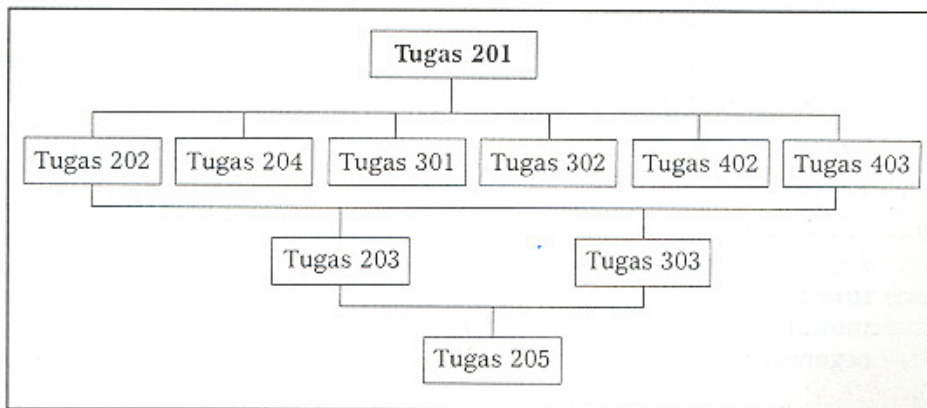
- **Tugas 205.** Faktor-faktor Kebolehbantuan dan Reka Bentuk Kebolehbantuan (*Supportability and Support Related Design Factors*).
- \* **Tugas 300.** Penyediaan dan Penilaian Alternatif-alternatif (*Preparation and Evaluation of Alternatives*).
- **Tugas 301.** Pengenalan Fungsi (*Functional Identification*).
- **Tugas 302.** Alternatif-alternatif Sokongan (*Support Alternatives*).
- **Tugas 303.** Penilaian terhadap Alternatif-alternatif dan Analisis Keseimbangan (*Evaluation of Alternatives and Trade-off Analysis*).
- \* **Tugas 400.** Penentuan Keperluan Sumber Bantuan Logistik (*Determination of Logistics Support Resource Requirement*).
- **Tugas 401.** Analisis Tugas Senggaraan (*Maintenance Task Analysis*).
- **Tugas 402.** Analisis Penempatan Awal (*Early Fielding Analysis*).
- **Tugas 403.** Analisis Bantuan Pasca Pengeluaran) (*Post Production Support Analysis*).
- \* **Tugas 500.** Ujian, Penilaian dan Verifikasi Bantuan (*Support Test, Evaluation and Verification*).

**Melaksanakan LSA.** LSA merupakan komponen ILS terpenting. Apabila sesuatu projek (projek pemerolehan sistem senjata atau peralatan) dilancarkan dan ketua ILS dilantik, salah satu tugas

dalam Tim ILS ialah melaksanakan LSA. Untuk ini sebuah sub-tim (tim LSA) boleh ditubuhkan. Tugas LSA yang boleh dilakukan mengikut urutan peringkat adalah seperti di bawah. Urutan pelaksanaan tugas ini tidak bersifat kaku dan boleh disusun mengikut keadaan dan kehendak yang sesuai:

- \* **Peringkat 1** - Tugas 201.
- \* **Peringkat 2** - Tugas 202, 204, 301, 402, dan 403.
- \* **Peringkat 3** - Tugas 203 dan 303.
- \* **Peringkat 4** - Tugas 205.

Perbelanjaan pembangunan pertahanan di negara-negara kecil seperti Malaysia terbatas oleh kekangan kewangan. Lazimnya pemerolehan sesuatu sistem diperoleh daripada sistem yang sedia ada di pasaran (*off the shelf procurement*). Sungguhpun secara idealnya sesuatu peralatan itu dibina daripada reka bentuk mengikut keperluan strategik dan taktikal sistem pertahanan negara, pendekatan ini mempunyai risiko yang besar. Antaranya ialah kos yang terlalu tinggi kerana menanggung pengeluaran yang tidak optimum serta risiko kegagalan reka bentuk. Pemerolehan dari sistem sedia ada di pasaran juga mempunyai kelebihan yang tersendiri. Selain daripada aspek kos pemerolehan, kemungkinan sistem tersebut telah digunakan oleh negara-negara lain. Keadaan ini membolehkan banyak data



Rajah 3 . Pelaksanaan Analisis Bantuan Logistik.



logistik dan operasi diperolehi daripada negara-negara berkenaan. Banyak data LSA boleh didapati daripada pembekal. Tim ILS boleh mengambil data pembekal tetapi bukan secara bulat-bulat tanpa mengkajinya. Contohnya; kos fasilitasi, alatuji, perkakasan malah kos latihan senggaraan boleh dikurangkan sekiranya organisasi telah mempunyai prasarana yang boleh menerima sistem baru ini.

#### Ringkasan Tugas-tugas LSA.

\* **Tugas 201. Kajian Penggunaan (*Use Study*).** Tugas ini mendapatkan maklumat tentang penempatan dan penggunaan sistem baru secara terperinci termasuk maklumat jumlah sistem yang mahu diperolehi, jangka waktu perkhidmatan, masa mula khidmat, lokasi penempatan, prasarana sedia ada, jumlah lokasi, sistem senggaraan sedia ada, pengangkutan, penstoran dan lain-lain.

\* **Tugas 202.** Tugas ini mencari nilai pertambahan kebolehbantuan yang boleh dicapai melalui pemiawaian. Contohnya, sekiranya perkakas yang sedia ada menggunakan ukuran SI unit sudah tentu tidak menguntungkan jika sistem baru menggunakan ukuran *Whitworth* atau *Imperial*.

\* **Tugas 204.** Tugas ini antara lain mencari rekabentuk (teknologi) yang boleh mengurangkan penggunaan sumber bantuan dan mengelakkan berulangnya masalah lama. Kesemua usaha ini bertujuan mengurangkan beban kos logistik semasa membantu sistem baru dalam perkhidmatan kelak.

\* **Tugas 301.** Tugas ini menyenaraikan fungsi-fungsi yang mesti dilakukan oleh sistem bantuan sekarang untuk menyokong program baru. Ia turut mengkaji sebarang perubahan dalam organisasi dan penstafan.

\* **Tugas 302.** Tugas ini mendapatkan konsep bantuan alternatif terbaik bagi membantu program baru.

\* **Tugas 402.** Tugas ini menganalisis kesan program baru terhadap prasarana logistik. Contohnya apakah kesan satu sistem baru yang mempunyai komponen elektronik yang tinggi dan boleh disenggara dengan optimum dipembaikan barisan pertama (di pasukan) sedangkan organisasi agensi pembaikan di pasukan tidak terdapat anggota tred elektronik.

\* **Tugas 403.** Tugas ini menganalisis tindakan yang perlu diambil bagi menentukan bantuan sistem boleh diteruskan walaupun pihak pengeluar/pembekal sistem telah menamatkan pengeluaran atau firma berkenaan ditutup.

\* **Tugas 203.** Setelah tugas-tugas pada dua peringkat pertama dilaksanakan, LSA membuat analisis perbandingan terhadap peralatan yang ditawarkan oleh pasaran. Antara persoalan yang dibincangkan ialah mengenai tahap kesiagaan sistem, kebolehsokongan, kesan kepada keperluan tenaga manusia dan kos untuk sistem beroperasi dan kos senggaraan, punca-punca peningkatan kos dan bidang-bidang potensi masalah.

\* **Tugas 303.** Tugas ini mencari rumusan bagi konsep bantuan yang terbaik bagi menentukan prestasi sistem yang terbaik.

\* **Tugas 205.** Berdasarkan kriteria rekabentuk, hasil-hasil analisis Tugas 201 hingga Tugas 204, tugas ini menentukan sifat-sifat kebolehsokongan secara kuantitatif dan kekangan kepada sistem baru untuk dimasukkan ke dalam program, spesifikasi sistem, butir-butir kontrak dan sebagainya. Maklumat ini didokumenkan sebagai Laporan Analisis



Bantuan Logistik (*Logistics Support Analysis Report (LSAR)*).

\* Membuat keputusan mengenai cadangan sistem yang patut diperoleh.

## MELAKSANAKAN ILS

Seperti yang dijelaskan pada peringkat awal kertas ini bahawa ILS merupakan satu disiplin pengurusan. Prinsip pengurusan yang mudah ialah; Merancang – Menyusunatur – Mengarah / Memimpin – Mengawal (*Planning – Organising – Directing/Leading – Controlling*). Bagi organisasi yang mengamalkan TQM seperti Tentera Darat Malaysia, pelaksanaan ILS akan menjadi mudah kerana organisasi TQM mendapat komitmen yang tinggi dari pimpinan atasan, serta budaya yang mahukan perubahan dan kemajuan yang berterusan.

Apabila sesuatu program dibentuk, contohnya Program Pemodenan Persenjaan Tentera Darat, pelbagai projek akan diwujudkan. Setiap projek akan mewujudkan Tim ILS dalam organisasi tim projek tersebut. Tim ILS akan mengurus pemerolehan sistem berkenaan. Urutan kerja yang boleh dibuat dalam bentuk pengurusan projek ialah:

- \* Menyediakan Pelan ILS.
- \* Menyiapkan Kajian Penggunaan (*Use Study*).
- \* Menyiapkan LSAR.

... secara idealnya sesuatu peralatan itu dibina daripada reka bentuk mengikut keperluan strategik dan taktikal pertahanan negara, pendekatan ini mempunyai risiko yang tinggi. Antaranya ialah kos yang terlalu tinggi kerana menanggung pengeluaran yang tidak optimum serta risiko kegagalan reka bentuk.

\* Membentangkan cadangan tim kepada Ketua/Tim Projek.

\* Membantu dalam urusan penyediaan kontrak.

\* Mengawal-selia dan mendokumenkan data sistem alat di dalam Dokumen ILS semasa ia dalam perkhidmatan sehingga pelupusan.

## KESIMPULAN

Pada kesimpulannya, ILSM adalah pendekatan pengurusan logistik material yang mengintegrasikan disiplin pengurusan dan kejuruteraan

RAM, LSA dan LCC sebagai tonggak utama. Ia bukanlah mudah dan memerlukan penelitian analitikal. Hasilnya boleh membantu membuat keputusan yang terbaik dalam pemerolehan sesuatu sistem/peralatan. Artikel ini diharap dapat membuka lebih banyak ruang persoalan mengenai pengurusan logistik agar bidang ini terus berkembang dengan positif. Banyak lagi perkara yang perlu di dalam dan dibincangkan melalui pembelajaran, pembacaan, amalan dan pengalaman. Dari sudut tertentu, ILS telah diamalkan oleh Angkatan Tentera Malaysia dan Tentera Darat khususnya. Pengalaman tersebut boleh dikembangkan lagi dengan penglibatan dan pemahaman ILS yang lebih tersebar. Matlamatnya ialah untuk mendapat pemerolehan yang 'menang membeli dan menang memakai'.

## RUJUKAN:

*Australian Defence Force Publication, Logistics Manual.*

Blanchard, Benjamin S. *Logistics Engineering and Management*, Fourth Edition, Prentice Hall, Englewood Cliff, New Jersey.

Jenes, James V, *Integrated Logistics Support Handbook*, Prentice Hall, Englewood Cliff, New Jersey.





Meji M Ash'ari bin Haji Sidon adalah bekas Putra Maktab Tentera Diraja. Beliau ditauliahkan ke dalam Kor Jurutera Elektrik dan Jentera Diraja pada tahun 1981. Beliau telah menghadiri kursus-kursus di dalam dan di luar negara dan menghadiri MTAT pada tahun 1998. Beliau telah bertugas di unit-unit JLJ, IJED, Markas 7 Bgd dan MK TD-Jabatan arah KJLJ. Beliau berkelulusan Diploma Sains Pengurusan dan Diploma Pengajian Strategik dan Keselamatan (UM). Kini beliau sedang mengikuti Kursus Sarjana Pengurusan di IPDA.

*Dan siapkanlah untuk menghadapi mereka kekuatan apa saja yang kamu sanggupi dan dari kuda-kuda yang ditambat untuk berperang (yang dengan persiapan itu) kamu menggentarkan musuh Allah, musuhmu dan orang-orang selain mereka yang kamu tidak mengetahuinya; sedangkan Allah mengetahuinya. Apa saja yang kamu nafkahkan pada jalan Allah nescaya akan dibalas dengan cukup kepadamu dan kamu tidak dianiaya (dirugikan).*

*Surah Al-Anfal : ayat 60*



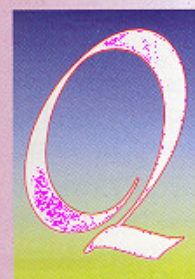
# QUALITY PERFORMANCE APPRAISAL FOR THE ARMY IN THE NEXT MILLENNIUM "A CONTEMPORARY VIEW"

Maj A Endry Nixon

**"The concept of best man for the job must be emphasized to ensure effective application of knowledge and skill of an individual"**

General Dato' Seri Md. Hashim bin Hussien  
- Chief of Army

## INTRODUCTION



QUALITY seems to be the common word emphasized at all levels of management that relates to continuous effort in achieving a world class standard. A world class organization can be defined as an "organization which has acquired the position of the best of the best in the world in its given business and continuously strives to beat its own standards so as to retain that position<sup>1</sup>". Therefore, quality must be considered as an important element that must be embedded in all components of an organization. It could be in the forms of service, product, system or human resource management. However, it is perceived that quality in any organization begins with its people who have the right attitudes and values.

Chief Executive Officers such as Jack Welch of General Electric and Bob Galvin of Motorola have emphasized that **"PEOPLE ARE ORGANIZATION'S GREATEST ASSETS"**. Similarly, our Chief of Army, General Dato' Seri Md Hashim bin Hussien has also stressed that *"the concept of best man for the job must be emphasized to ensure effective application of knowledge and skill of an individual. Men must be constantly developed to meet the challenges of a borderless society in the next millennium<sup>2</sup>."*

As we embark into the next millennium, competition will become more complex and the organization that is able to meet the challengers in the environment will have a competitive edge. Needless to say, in a fluid environment of the new era where systems, technology or processes will continually be in a state of motion, what remains constant or unchanged is the people who should be developed continuously to meet the ever growing, infinite environmental challenges in search of quality and excellence in performance. Having said that, what are the expectations of quality people in an organization? I can confidently say that effective human resource management with the view to increase productivity and excellent performance are expectations that will decide the direction of an organization. One of the important factors that will sustain productivity and performance of an individual is motivation. Like an engine of a car that requires lubrication to generate motion, people require constant motivation to keep going ... and one way of doing this is by providing regular feedbacks on their performance. Basically, people want to know how well they are performing, whether

<sup>1</sup> Strategies for Developing World Class Organization, New Straits Times February 13, 1999

<sup>2</sup> Berita Tentera Darat, Bil 74/2/99: Mac 1999



they are meeting organizational targets set for them and most importantly where they are heading.

This paper is to enlighten the need to review the current *Performance Appraisal Report (BAT D 11A/11B)* for officers in the army with a view to propose a quality performance appraisal.

In attempting to evolve a quality performance appraisal, it is not my intention to drastically change the structure of the performance appraisal currently in use. What this proposal attempts to do is :

- \* Prioritize criteria used in current performance appraisal.
- \* Instill objectivity in performance appraisal by suggesting appropriate weightage.
- \* Seek to enable an effective assessment of overall performance of an individual.

### ATTRIBUTES TO QUALITY PERFORMANCE

The factors that could influence quality performance of an individual is shown at figure 1. Theories such as of Maslow's *Hierarchy of Needs*, Herzberg's *Hygiene - Motivation Factors* or Douglas MacGregor's *X and Y Theories* are only guidelines to effective human resource management. These theoretical concepts could only work effectively if commitment and open communication are practised at all levels of management, since it is never an easy task to maintain continuity in quality performance in an individual.

Bearing in mind the factors illustrated in figure 1, I strongly believe that the most important ingredient to quality performance is 'SELF-ESTEEM'. If one prides oneself in performing a task well, it follows that self-

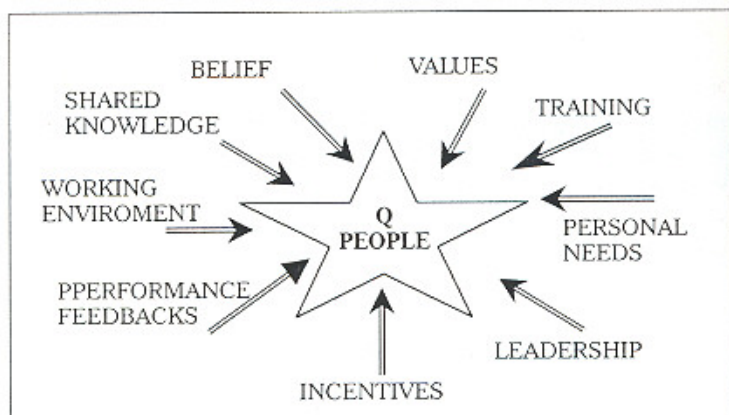


Fig 1. Attributes to Quality Performance

esteem enables a quality performance to be achieved. This concurs with Ranjit Singh Malhi who said, "Quality begins with Personal Quality. Personal quality is the degree to which an individual expresses positive personal attributes, practices good human relations and exhibits superior work performance<sup>3</sup>". It is similar to what the Army is trying to re-inculcate ... "BACK TO BASICS", both within the individual and the organization. If you have a strong base or foundation in military values, you tend to be highly disciplined and will perform towards achieving excellence in any task entrusted upon you. More so if you know what your strengths and weaknesses are, and have a sense of direction, it is most likely that you are heading towards quality performance, as illustrated at figure 2.



Fig 2. Towards Quality Performance

You may ask yourself, how am I to know my strengths and weaknesses or whether the direction I am taking is right? Well the best person to tell you will be your immediate superior through performance appraisal. In

<sup>3</sup> Understanding Personal Quality, New Straits Times, March 13, 1999



summarizing Edward Deming's *14 Points/Steps Philosophy For Improving Quality And Productivity*, he concludes that the job of the superior is to help people to do a better job constantly and continuously<sup>4</sup>. Therefore, managers have an important task to develop a person's productivity by providing quality performance appraisal.

## PERFORMANCE APPRAISAL

Performance Appraisal plays a vital role in any organization, as it is a process of evaluating an individual's performance which links to rewards such as promotion, bonus payments, merit increment and other forms of incentives. Apart from evaluating performance, performance appraisal should also be used as a tool to develop an individual. More often than not, performance appraisals are used to measure one's output by making it a tool to rate an individual rather than to develop a person through effective appraisal. It must be noted that there are no fixed set of tools to measure a person's performance. Current set of tools used for evaluating performance may not fulfill every individual's needs due to its subjectivity. However, a proper planning in terms of job specification, performance criteria and setting measurable standards could assist in minimizing subjectivity in performance appraisals. The method used in evaluating performance appraisals may vary from one organization to another, depending on the needs and goals of that organization. More importantly, appraisal methods must be clearly understood and linked to the overall objectives of the organization. Objective evaluation of individuals must have the commitment from the top management to ensure fairness in evaluation, conversely the dedication from the bottom management to work towards that single achievement of vision of the organization.

By applying systems thinking, introduced by Peter M. Senge in his book, *"The Fifth Discipline"*, a framework of interdependencies for an effective appraisal could be developed as in figure 3. The reinforcing loop indicates that each factor enhances the following factor, which leads to quality performance. With this in mind, let us look internally and view the existing performance appraisal report for officers in the army.

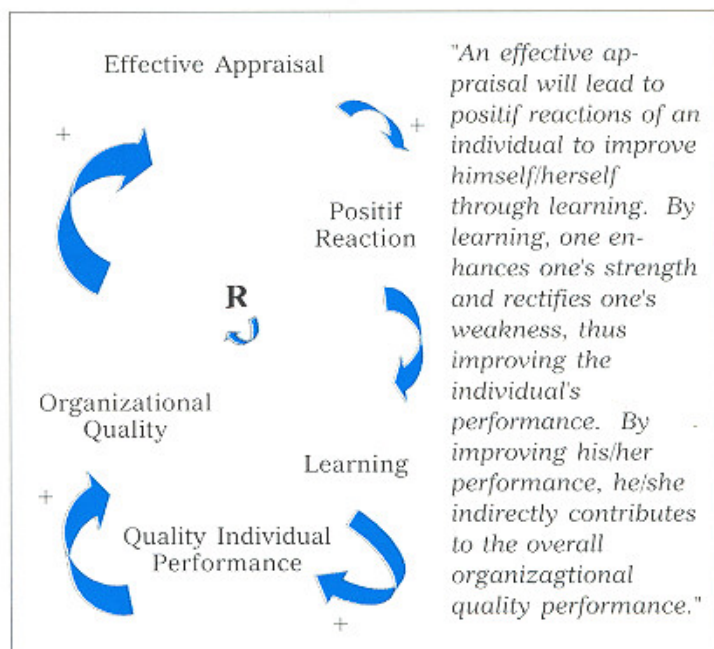


Fig 3. Framework of Interdependencies for Quality Performance

## THE CURRENT APPRAISAL REPORT

The appraisal report that is reflected in the current *Performance Report* form is in line with the needs of the *New Remuneration System (NRS)*, which was implemented in November 1993. In summary, the Army appraisal system essentially evaluates an individual from the individual and organizational perspectives as indicated in figure 4.

<sup>4</sup> *Need For Leader's Guide To Achieve Peak Performance*. New Straits Times February 5, 1999



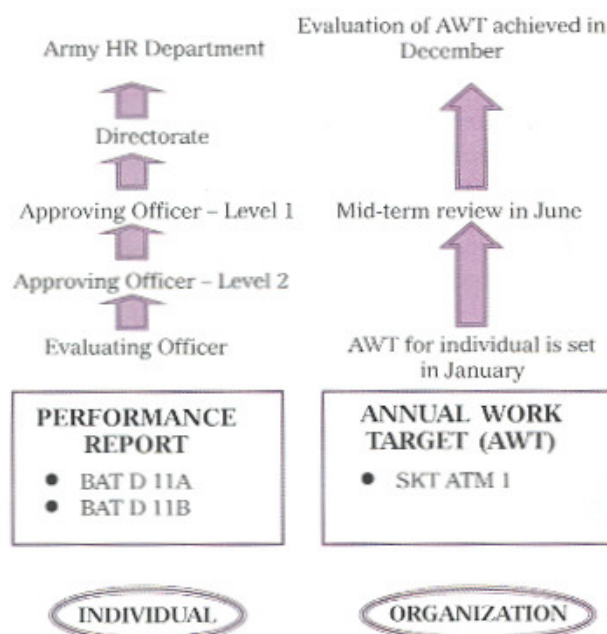


Fig 4. Current Appraisal System

The Performance Report (BAT D11A/11B) or commonly known as the "Confidential Report" is prepared on an annual basis. Normally it is used in determining promotion, salary scales, transfer of commission, course selection, medal awards and to gauge for other requirements as necessary<sup>5</sup>. These are kept by the Human Resource Department at the Army Headquarters for future reference. The Performance Report evaluates an individual under four main criteria i.e. personal traits, performance of tasks, additional tasks and sporting activities. Generally, the evaluation inclines towards an individual's performance in the organization. On the other hand, the Annual Work Target (SKT ATM 1) emphasises achievement on the quality and productivity of an individual in relation to the organizational objectives. Although the two processes are aimed towards the achievement of quality and effective performance of an individual in the organization, they seem to be conducted in

isolation and not merged as they are of a single purpose. Many would agree that annual work targets should supplement the performance report but in reality it is seldom practiced. The reason could be that annual work targets achieved is described in general and does not carry any weight, although it forms an important part of the performance report.

### PERFORMANCE REPORT (BAT D 11A/11B)

The current Performance Report comprises 34 criteria for the evaluator to evaluate an individual. The proportion in the current performance report is illustrated at figure 5. I would like to highlight that an equal proportion of percentage is distributed to personal traits and performance of task. Although it is true to say that personal traits and performance of tasks are interrelated, one can still argue on their priorities (which takes precedence over the other) in order to achieve productivity. Simply by being dedicated, disciplined or possessing initiative to name a few, does not necessarily mean that one can produce quality work on time or have a sense of responsibility towards his/her subordinates; or it could be argued otherwise.

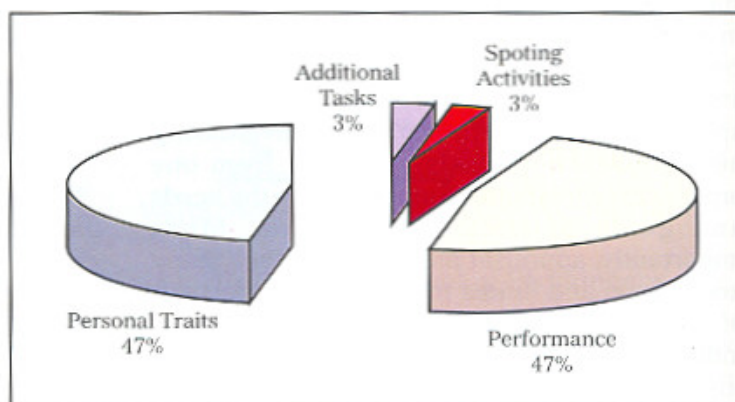


Fig 5. Current Proportion in Performance Report (BAT D 11A/11B)

Another point that is commonly debated is the standardization of evaluating an

<sup>5</sup> PMAT, Bilangan 5, 1993



individual. Since the performance appraisal uses criteria and a rating scale, it tends to result in a very subjective performance appraisal which will be inconsistent due to the differences in understanding, perception and interpretation. Basically the performance appraisal depends on the evaluator's judgement and the standards set by him/her. The performance appraisal in the army is usually conducted in November and one wonders, how the evaluator keeps track of his/her subordinates' performance throughout the year. What documents or systems are available to support the evaluator's rating? More often than not, I believe the performance appraisal is conducted on a personal judgement.

### ANNUAL WORK TARGET (SKT ATM 1)

The Annual Work Target is equally important as it relates to an individual's performance in achieving the organizational objectives. Currently, an individual is evaluated on five primary/main tasks that are set at the beginning of the year. The work targets are based on current policies issued by formation headquarters and discussed in detail between the evaluator and the one being evaluated. It aims to identify and set important tasks which are job related to be accomplished in a given frame of time. These are reviewed at mid-year to note the progress.

### PERSONAL VIEW

It is in my opinion that the annual work targets should not only view the five main tasks but must also consider the secondary tasks as described in the job specification, not forgetting the numerous additional tasks that comes along that year. It should be viewed from three perspectives as illustrated in figure 6. Presently, the achievement of annual work targets are only noted in general at paragraph 59 of the *Performance Report (BAT D 11A)*. It would be more realistic if the achievement of the annual work targets is incorporated with the

performance report as organizational performance and given more value. Hence, the *Performance Report* could be reviewed in the following manner with an appropriate value for each category:

- \* Personal traits.
- \* Individual performance.
- \* Organizational performance.

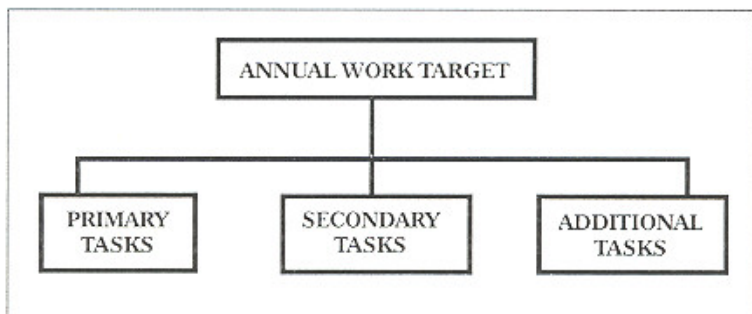


Fig 6. The Three Perspectives of Annual Work Target

In order to facilitate a clearer understanding, I would like to briefly explain the three proposed categories that I have in mind for the *Performance Report*:

- \* **Personal Performance.** These are criteria that indicate personality. Personality are characters and qualities of a person seen as a whole. It indicates a person's attitude towards work and how one interacts.
- \* **Individual Performance.** These are criteria to judge the effort, one has to put into one's work in order to produce quality work. It indicates the emphasis of one's ability to act swiftly and accurately without being constantly supervised to meet the desired standards of one's superior.
- \* **Organizational Performance.** These are criteria that indicate a person's interest and desire to improve his/her



organization without taking self-interest into consideration. It indicates one's ability to observe and take appropriate measures in any systems or procedures for continuous improvement and performance of the organization.

### PERFORMANCE APPRAISAL REPORT SURVEY

Bearing in mind the discussion on the existing performance appraisal and to confirm my views, a questionnaire survey was conducted to obtain a general view on the current *Performance Report (BAT D 11A/11B)* and the *Annual Work Target (SKT ATM 1)*. The respondents were officers who are evaluators in command, staff and instructor appointments. The survey was designed to determine the following:

- \* A general view on the existing *Performance Appraisal*.
- \* Whether the *Annual Work Target* be incorporated into the performance report and given a weightage.
- \* Which of the following categories should be given a higher priority in evaluating performance?
  - Personal traits.
  - Individual performance
  - Organizational performance

### FINDINGS

Generally, the respondents felt that the existing appraisal report is still applicable. However, the current wide range of criteria in the two main categories i.e personal traits and

performance of tasks should be reviewed to provide a more accurate evaluation of an individual. Since the *Malaysian Army Training System (MATS)* is performance oriented, it would be relevant that the individuals be evaluated in terms of performance on the job and performance as part of the organization. Apart from extrinsic rewards attached to the performance appraisal, it is also important to provide effective feedbacks so that the subordinates know their status and contribution in the overall organizational performance. The responses obtained from the survey are shown in figure 7.

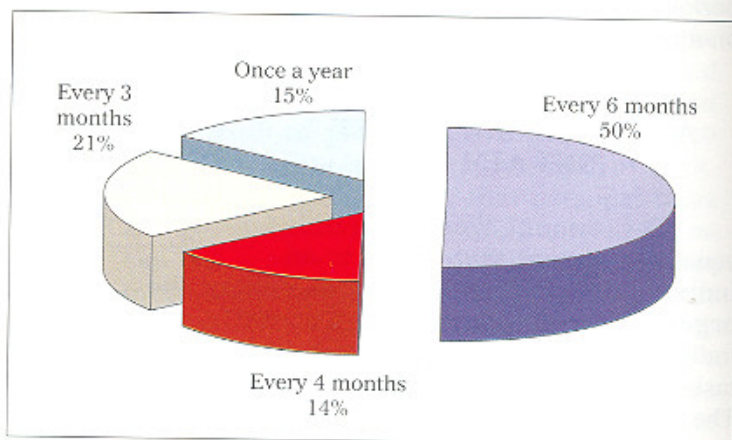


Fig 7. Frequency in Providing Feedbacks

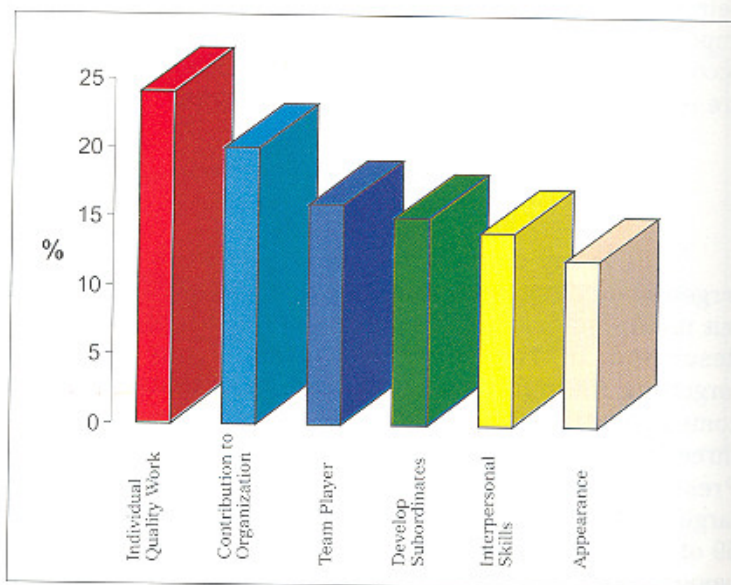
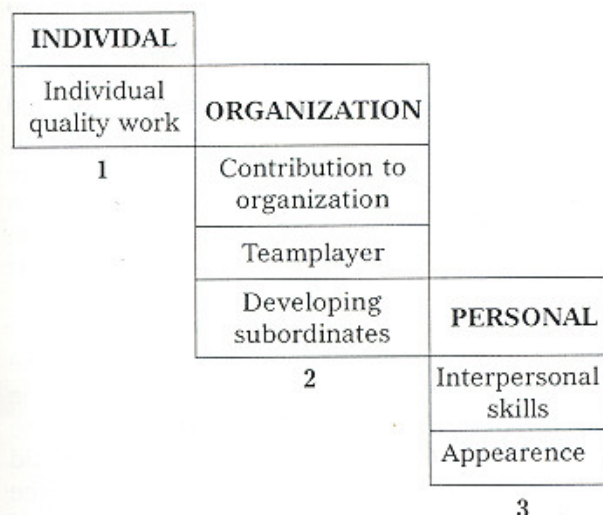


Fig 8. Performance and Character Preference



From the 250 respondents, 85% of them believe that performance appraisal should be conducted more than once in a year. The survey indicates that 50 % of them were favour that it should be conducted every six months. The half-yearly feedbacks could be incorporated with the review of the annual work target of an individual. I believe, it would be beneficial to be aware of any weaknesses at mid-year rather than knowing them at the end of the year to take corrective measures. However, it would be most desirable if immediate feedbacks is obtained after completing a task. On performance and desired characters, the survey preference in order of priority as shown in figure 8 is illustrated in the related diagram below:



On the question of prioritizing categories of evaluation, the survey clearly indicates that individual performance should be accorded the highest priority, while individual traits be given the lowest priority. See figure 9.

| CATEGORIES                 | PRIORITY 1 | PRIORITY 2 | PRIORITY 3 |
|----------------------------|------------|------------|------------|
| (a)                        | (b)        | (c)        | (d)        |
| Personal Traits            | 25%        | 25%        | 50%        |
| Individual Performance     | 67%        | 29%        | 4%         |
| Organizational Performance | 35%        | 47%        | 18%        |

Fig 9. Preference in Category

Figure 10 denotes that an average of 62% of the respondents are able to evaluate their subordinates fairly but only 35% of them are able to provide quality feedbacks for improvement. This could probably be due to insufficient information to assist in providing effective feedbacks during appraisal interview at the end of the year. The survey also indicates that 78% of the respondents feel that *Annual Work Target* achievements should be merged into the *Performance Report* and given a weightage.

| QUESTION                                                                        | YES | NO  |
|---------------------------------------------------------------------------------|-----|-----|
| (a)                                                                             | (b) | (c) |
| Able to evaluate subordinates fairly                                            | 62% | 38% |
| Able to provide quality feedbacks in subordinates' performance                  | 35% | 65% |
| Annual work target should be given a weightage as part of performance appraisal | 78% | 22% |

Fig 10. Response to Quality Feedback

Taking into account figure 9, the response as to how much weightage should be distributed among the three categories is shown at figure 11. The table indicates the following:

\* 72% of the respondents indicated that 50% be distributed for individual performance.

\* 43% of the respondents indicated that 30% be distributed for organizational performance.

\* 29% of the respondents indicated that 20% be distributed for personal traits.



| CATEGORY | INDIVIDUAL<br>PERFORMANCE | ORGANIZATIONAL<br>PERFORMANCE | PERSONAL<br>TRAITS |
|----------|---------------------------|-------------------------------|--------------------|
| PRIORITY | 1                         | 2                             | 3                  |
| 10%      | 8                         | 10                            | 34                 |
| 20%      | 6                         | 22                            | 38                 |
| 30%      | 7                         | 56                            | 20                 |
| 40%      | 15                        | 18                            | 26                 |
| 50%      | 94                        | 24                            | 12                 |
| 60%      | Nil                       | Nil                           | Nil                |
| 70%      | Nil                       | Nil                           | Nil                |
| OTHERS   | Nil                       | Nil                           | Nil                |

Fig 11. Response to Distribution of Weight  
Among the Three Categories

### SUMMARY OF SURVEY

In summary, the survey conducted concludes that:

- \* Appraisal feedbacks should be conducted once every six months.
- \* The annual work target should be incorporated into the current performance report and given a weightage.
- \* The performance report should be reviewed in the following manner:
  - Individual performance - 50 %.
  - Organizational performance - 30 %.
  - Personal traits - 20 %

In order to complete the review on the performance appraisal, I took the liberty to restructure the existing *Performance Report (BATD 11A/11B)* and modify the *Annual Work Target (SKT ATM 1)* to enable the evaluator to provide quality feedbacks. The criteria under the existing categories in the performance report are restructured and the achievement of annual work target are incorporated in relation to the weightage proposed in the survey.

- \* Individual performance.
- \* Organizational performance.
- \* Personal traits.

To assist the evaluator in keeping track of an individual's performance and to evaluate effectively, I propose a performance worksheet to be included as part of the annual work target document. The performance worksheet should include primary and secondary tasks stated in the job specification plus any additional tasks that comes along for that year. It is common in the military

environment that a person may end up doing more additional tasks than his/her primary task. Although performing additional tasks is part of the routines, it often goes unnoticed when it comes to performance evaluation at the end of the year. To reduce this factor, it is recommended that the proposed performance worksheet is reviewed by both the evaluator and the individual being evaluated every six months as part of the mid-year appraisal feedback. The proposed performance worksheet is at Annex A.

The only setback, I foresee is that the evaluator has to put in extra effort to update the proposed performance worksheet from time to time. I believe that the updating process could be made mutually by making both parties, the evaluator and the individual being evaluated responsible for it. Using the proposed performance worksheet, an individual could keep track of his/her tasks completed and assist the evaluator in providing quality feedbacks during appraisal interviews. In this manner, the individual could also participate in the appraisal system where a two-way communication is encouraged. As the saying goes, "No pain, no gain", it will be a painful effort in the initial stages. One other area that needs to be addressed is the evaluator's ability to evaluate. The evaluator must thoroughly understand the system of rating and be trained appropriately in evaluating performance. The evaluator should not be influenced by his/her standards of performances, familiarity or "last task foul-up" but to review holistically in the time



frame set. To reduce subjectivity in evaluating, the evaluators could be provided with detailed guidelines on the existing rating scale. The proposed criteria in the performance report which includes the annual work target evaluation is at Annex B.

## CONCLUSION

The effectiveness and the efficiency of any organization depends largely on the productivity and how best people are managed. As described earlier, it is self-esteem that motivates a person's desire to perform at his/her peak. To generate consistent productivity is to constantly provide feedbacks to sustain the level of performance. For this reason, I strongly urge the consideration of the results of survey which essentially involve two perspectives; that is - most evaluators believe that appraisal feedbacks should be conducted more than once in a year to improve and develop subordinates. The other is that, those being evaluated should know their performance level from their superiors more than once in a year. The survey indicates that most PEOPLE want to be observed and evaluated, not only as individual performers but also as contributors to the organization. For a quality performance appraisal, it is necessary to provide informative feedbacks and not in a general sense. It can only be conducted if records of individual performance are kept accurately.

In any battle, it is often said that the ultimate weapon runs on water and that weapon is MAN. Therefore, it is extremely important that "MAN" is justly recognized and rewarded for his/her honest day's work. I foresee the working environment in the next millenium will be more knowledge-oriented, thus making the army a learning organization, where individuals will be expected to work with minimum supervision towards achieving the organizational goal. In order to achieve this vision, individuals must be provided with quality feedbacks and developed so that they are able to react to their weaknesses for continuous improvement. I believe the Chief

of Army, General Dato' Seri Md Hashim bin Hussein has already visualized the environment he had said, *"The Army as a Learning Organization must be responsive to the changes in the environment and constantly review its policies to ensure the future of its soldiers"*.

As managers or evaluators, it is of utmost importance to bear in mind that performance appraisal is not a tool to rate individuals but is to be directed towards improving the ability of the job incumbent, identifying obstacles that restrict his/her performance and ways to improve his/her performance towards meeting organizational vision. Although the Army's current performance appraisal serves its purpose, I sincerely hope that my views and the proposal on the performance appraisal would add value to the existing system.

## RECOMMENDATION

Based on the study and survey conducted, I would like to recommend the following:

- \* A mid-year performance appraisal feedback must be conducted.
- \* The criteria in the *Performance Report (BAT D 11A/11B)* to be reviewed under the following categories:
  - Personal traits -20%
  - Individual performance -50%
  - Organizational performance -30%
- \* The proposed performance worksheet as in Annex A to supplement the *Annual Work Target (SKT ATM 1)*.
- \* To consider incorporating the restructured categories and criteria for the *Performance Report* as proposed in Annex B.

<sup>6</sup> Berita Tentara Darat, Bil 74/2/99, Mac 1999



*"Making PEOPLE feel important is the  
key to understanding recognition"*

*Mary Kay Ash*

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Kamu telah menghabiskan rezekimu yang baik dalam kehidupan duniawimu sahaja dan kamu bersenang-senang dengannya, maka pada hari ini kamu dibalasi dengan azab yang menghinakan kerana kamu telah menyombongkan diri di muka bumi tanpa had dan kerana kamu telah fasik.

Al Ahqaaf : 20



ANNEX A**A PROPOSED PERFORMANCE WORKSHEET**

Rank, Name and Number:..... Unit:.....

Appointment:..... Duration:.....

| Ser | Annual Work Target     | Ratings   |              |                | Remarks |
|-----|------------------------|-----------|--------------|----------------|---------|
|     |                        | Excellent | Satisfactory | Unsatisfactory |         |
| 1.  | <u>Primary Task</u>    |           |              |                |         |
| 2.  | <u>Secondary Task</u>  |           |              |                |         |
| 3.  | <u>Additional Task</u> |           |              |                |         |

Signature: .....

Signature: .....

Evaluator: .....

Evaluate: .....

Date: .....

Date: .....



ANNEX B

**A PROPOSED REDISTRIBUTION OF CRITERIA  
IN THE PERFORMANCE APPRAISAL (BAT D11A/11B)**

**PERSONAL EVALUATION****1. Dedication**

Hard working with commitment to duty

**2. Firmness**

Uninfluenced and firm in decision making

**3. Sense of Responsibility**

High sense of responsibility in entrusted task

**4. Sense of Discipline**

Sense of self discipline, adherence to and enforcement of policies and instruction

**5. Self-confidence**

Level of confidence in undertaking a task

**6. Initiative**

Ability to handle new task or improvements

**7. Personality**

Neatness in appearance, attire and sense of etiquette

**8. Knowledge on Service Requirement**

Knowledgeable in service's current affairs

**9. General Knowledge**

Level of general knowledge on current affairs

**10. Physical Fitness**

Level of fitness based on recent UKA/UKJ



**20. Decision Making**☐

Able to make decisions logically and with common sense

**21. Analytical Skill**☐

Ability to analyze generally

**22. Attitude**☐

Positive thinking with determination to complete task under any circumstances

**23. Leadership Skill**☐

Ability to lead and direct towards achieving objectives

Score:  $\frac{\text{Total Marks Obtained}}{(\text{No of Criteria} \times 9)} \times 50 \%$

$$= \boxed{B}$$

**ORGANIZATIONAL PERFORMANCE****24. Teamwork**☐

Willing to participate and work as a teamplayer

**25. Knowledge Sharing**☐

Willing to share knowledge with others

**26. Facilitate Subordinates**☐

Able to guide and advice subordinates towards organizational quality performance

**27. Organizational Improvement**☐

Keenness in improving current systems in the organization

**28. Contribution Towards the Organization**☐

Willing to contribute ideas and pursuing them for the betterment of the organization

**29. Contribution Towards Staff Improvement**☐

Ability to plan training for subordinates to improve productivity



**30. Attitude Towards Subordinates**

Show respect, understanding and fairness towards subordinates

**31. Achievement in Annual Work Target**

- a. Primary Task
- b. Secondary Task
- c. Additional Task

**32. Overall Achievement in Sporting Activity**

$$\text{Score: } \frac{\text{Total Marks Obtained}}{(\text{No-of Criteria} \times 9)} \times 30 \% = \boxed{C}$$

$$\text{OVERALL SCORE} = A + B + C$$



# KAUNSELING

## *Dalam* PEMERINTAHAN

Mej Zulkarnain Jaafar

### PENGENALAN



emerintahan tentera secara tabiinya keras, mengarah dan tiada kompromi dalam perintah dan arahan yang dikeluarkan. Ia bersifat demikian kerana berorientasikan misi. Misi yang mesti dicapai melalui dedikasi, pengorbanan dan nyawa.

Kaunseling pula bersifat kemanusiaan. Ia berhubung dengan emosi, perasaan, kekuatan dalaman dan fikiran. Ia berkisar dengan perhubungan sukarela dan kebebasan berkomunikasi.

Bolehkah kekerasan pemerintahan tentera menerima kelembutan kaunseling? Fungsi kedua-duanya berbeza sekali. Pemerintahan tentera berfungsi mengatur 'keganasan tersusun' untuk mempertahankan kelangsungan hidup anggota masyarakatnya (Aminuddin 1994). Manakala kaunseling pula berfungsi terhadap perubahan sikap, nilai dan pandangan manusia. Walau apapun, kedua-duanya bersangkutan dengan pengendalian manusia. Kedua-duanya mempunyai ruang dan tempat untuk berfungsi antara satu dengan yang lain.

Dalam era dunia tanpa sempadan di mana anggota tentera, seperti manusia biasa sentiasa

menerima bermacam budaya dan fikiran asing, tidak terlepas daripada pengaruh yang mengikis tatasusila dan akal budi mereka. Oleh yang demikian corak tradisional pemerintahan tentera perlu terbuka dan memberi tempat kepada unsur kemanusiaan dalam menghadapi situasi begini.

### KONSEP PEMERINTAHAN DAN KAUNSELING

Menurut T 100; Panduan Peraturan Turus Angkatan Tentera (1975), pemerintahan ialah kuasa yang diberi kepada individu untuk mengarah, mengkoordinasi dan mengawal pasukan tentera. Dengan kata lain untuk menjalankan pemerintahan, seorang pemerintah dilantik mengetuai sesebuah organisasi tentera. Seseorang pemerintah bertanggungjawab terhadap arah tuju organisasi, keberkesanan organisasinya menjalankan tugas, moral dan disiplin anggota di bawah pemerintahannya.

Dalam peperangan, beliau ialah satu-satunya yang bertanggungjawab terhadap perancangan pertempuran di samping merangsang dan mengarah anggota-anggotanya berperang (*Malaysian Army Manual Of Land Warfare* 1983). Untuk menggerakkan pemerintahannya, beliau dibantu oleh jenteranya yang terdiri dari staf-staf dan ketua-ketua bawahan dalam pasukannya.

Berdasarkan ini, pemerintah mesti menjalankan dua fungsi utama iaitu memimpin dan mengurus. Kepimpinan ialah bagaimana beliau

...matlamat  
kaunseling dalam  
pengurusan ialah  
untuk  
mempertingkatkan  
kecekapan  
menjalankan tugas,  
meningkatkan  
motivasi pekerja dan  
menambahkan  
penglibatan  
kakitangan terhadap  
organisasi.



mempengaruhi anggotanya menjalankan tugas untuk mencapai matlamat dan pengurusan ialah bagaimana beliau menggemudi anggotanya.

Pemerintah tentera, pengurus dan penyelia adalah orang yang melaksanakan kuasa dan tanggungjawab. Cara pelaksanaannya adalah sama tetapi yang membezakannya ialah nilai kuasa yang dipegang. Pengurus tidak mempunyai kuasa memerintah kerana mereka tidak memiliki kuasa yang diberi oleh kerajaan untuk menguatkuasakan undang-undang. Berbeza dengan seseorang pemerintah, mereka mempunyai kuasa memerintah iaitu kuasa yang diberi oleh undang-undang yang sentiasa berada bersamanya. Bagaimanapun dalam menjalankan kuasa, ia seperti nampak mudah tetapi kuasa tidak dapat dipisahkan dari tanggungjawab kerana lebih tinggi kuasanya, lebih berat tanggungjawabnya.

Penekanan dari aspek kuasa dan tanggungjawab antara pemerintah dan pengurus adalah berbeza. Tugas pengurus hanya berkisar semasa waktu kerja. Tamat waktu kerja maka tamatlah kuasa dan tanggungjawabnya. Tetapi kuasa dan tanggungjawab pemerintah berjalan sebilang masa, bukan sahaja terhadap tugas anggotanya yang silih berganti, tetapi terhadap kebajikan, kekuatan fizikal dan kesiagaan mereka.

Dengan kata lain, pemerintahan tentera adalah lebih berat dalam hal mengendalikan manusia berbanding dengan ketua atau pengurus organisasi awam. Ungkapan Inggeris menyebut *'there is no bad soldier but bad officers'* menggambarkan betapa besarnya tanggungjawab pemerintah terhadap anggota bawahannya.

Kaunseling boleh memberi peranan membantu tanggungjawab pemerintah dalam aspek perubahan dan perkembangan peribadi anggotanya ke arah penghasilan kerja yang baik dalam organisasinya.

Persatuan Kaunseling Malaysia (PERKAMA) mendefinisikan kaunseling sebagai satu proses perhubungan menolong yang

sistematik berasaskan prinsip psikologi yang dilakukan oleh kaunselor professional bagi menghasilkan perubahan, perkembangan dan penyesuaian peribadi klien yang baik dan menyeluruh secara sukarela sepanjang hayat berlandaskan etika kaunseling.

Dilihat dari definisi tersebut, kaunseling boleh membantu dalam prestasi kerja kerana peranannya dalam membentuk pertumbuhan dan perkembangan individu. Perkara ini amatlah mustahak dalam organisasi kerana setiap pekerja dioptimumkan kebolehan dan kemampuan mereka sekiranya ingin mendapatkan guna khidmat yang menyeluruh.

Beberapa kajian telah dilakukan untuk melihat keberkesanan kaunseling dalam organisasi. Walter Mahler dan William Wright (dalam Hill 1981) telah membuat kajian ke atas pengurus dalam tiga buah organisasi yang berbeza iaitu syarikat pembuatan, rangkaian 'supermarket' dan kemudahan awam. Beliau mendapati apabila pengurus menggunakan sebahagian masanya untuk kaunseling, sama ada secara formal, tidak formal atau temuduga secara sistematik, para pekerja akan merasa puas hati dengan kerja mereka, percaya bahawa pengurus mereka menyelia dengan secukupnya dan mereka suka dengan cara pengurus memotivasikan mereka.

Satu kajian tentang kepentingan perkhidmatan kaunseling telah dilakukan oleh Cheah dan Md Shuib (1993) ke atas 120 orang pekerja DBKL. Mereka mendapati kaunseling dapat membantu pekerja menyelesaikan masalah dan meningkatkan produktiviti atau mutu kerja.

Justeru itu, matlamat kaunseling dalam pengurusan ialah untuk mempertingkatkan kecekapan menjalankan tugas, meningkatkan motivasi pekerja dan menambahkan penglibatan kakitangan terhadap organisasi (Sulaiman Shamsuri dalam Cheah & Md Shuib 1993).

Oleh kerana kaunseling dapat meningkatkan prestasi kerja dalam organisasi



awam, ia juga boleh diguna pakai dalam organisasi tentera kerana konsep pengurusan yang hampir sama. Yang berbeza ialah kuasa dan tanggungjawab. Dalam pemerintahan tentera yang menghendaki pemerintahnya mengenali anggota kerana kuasa dan tanggungjawabnya, kaedah kaunseling adalah antara yang sesuai.

Dalam perbincangan berikutnya, kita ingin melihat hubungan kaunseling dengan pemerintahan. Oleh kerana ciri penting pemerintahan ialah kepimpinan dan pengurusan, fokus utama perbincangan ialah kaunseling dalam kedua-dua aspek ini.

### KEPIMPINAN TENTERA

Lippit dan White (dalam En 1995) mengelaskan kepimpinan kepada tiga kategori iaitu autokratik, demokratik dan bebas berdasarkan cara penggunaan kuasa dan autoriti seseorang pemimpin. Kepimpinan autokratik boleh dikatakan mempunyai ciri hampir sama dengan tingkah laku pendayautamaan struktur sementara kepimpinan demokratik pula bersamaan dengan tingkah laku timbang rasa.

Kepimpinan autokratik ialah pemimpinnya membuat keputusan bersendirian yang mana inisiatif anggota bawahannya tidak diguna dengan sepenuhnya. Tingkah laku pendayautamaan struktur ialah pemimpinnya yang menyediakan saluran jelas, penekanan prosedur kerja yang kurang mementingkan interaksi antara ahli-ahli dalam kumpulan atau organisasi (Iran & Noriah 1991).

Kepimpinan demokratik pula, pemimpinnya membuat cadangan dan keputusan bersama dengan anggota bawahannya dan memberi kadar 'discretion' tertentu kepada pemimpin bawahannya. Tingkah laku timbang rasa atau

pertimbangan merujuk pemimpin yang melahirkan semangat setiakawan, saling percaya mempercayai, hormat menghormati dan mewujudkan hubungan yang rapat antara pemimpin dengan orang bawahannya.

Kepimpinan tentera pada umumnya bergaya autokratik dan bertingkah laku pendayautamaan struktur. Corak ini amat diperlukan terutama dalam kepimpinan medan tempur yang melibatkan soal hidup dan mati anggota bawahan (Lavazos dalam En 1995). Kajian oleh En (1995) melaporkan tingkah laku pendayautamaan struktur lebih digemari oleh anggota bawahan dan boleh meningkatkan prestasi operasi di medan tempur.

Satu lagi ciri yang hampir sama dengan gaya autokratik ialah tingkah laku mengarah. Dalam kajian Aminudin (1992) mendapati tingkah laku mengarah dalam tentera boleh meningkatkan prestasi kerja di kalangan orang bawahan yang tidak autoritarian (berwibawa). Beliau juga mendapati anggota tentera yang autoritarian atau tidak autoritarian lebih selesa di bawah penyeliaan kepimpinan pendayautamaan struktur.

Nampaknya stail kepimpinan tentera yang sesuai ialah autokratik dan anggotanya pula menerima pemimpinnya yang bertingkah laku pendayautamaan struktur dan mengarah. Ini mungkin disebabkan organisasi dan pengurusan tentera itu yang sifatnya berstruktur. Setiap anggota tertakluk kepada undang-undang tentera dan perlu mematuhi peraturan tertentu dalam setiap pelaksanaan tugas. Organisasi tentera yang berorientasikan misi memerlukan anggotanya sentiasa patuh dengan arahan demi untuk mencapai sesuatu matlamat.

Bagaimanapun, kepimpinan autokratik didapati sesuai dalam suasana medan tempur dan kriket. Dalam keadaan aman, gaya ini perlu

... biasanya seseorang pemimpin yang berorientasikan pertimbangan akan mewujudkan satu hubungan 'inter-personal' yang baik dengan pekerjaanya kerana dia mudah didampingi dan dapat bergaul mesra dengan pekerjaanya.



diimbangi kerana tuntutan tugas yang tidak mendesak. Tambahan pula iklim organisasi yang tenang menyebabkan anggota berasa selesa dan senang. Dalam beberapa keadaan, fikiran anggota tertumpu kepada kebendaan dan keselesaan di mana gaya autokratik mungkin tidak memberi kesan. Oleh itu gaya autokratik perlu diimbangi dengan gaya yang bersifat kemanusiaan. Justeru, gaya demokratik dan tingkah laku pertimbangan menjadi pilihan.

Seperti tingkah laku pendayautamaan struktur pemimpin yang bertingkah laku timbang rasa juga memberi prestasi yang baik pada organisasi tentera. Dalam kajian yang dibuat oleh Aminuddin (1994) terhadap 207 anggota tentera mendapati pemimpin melalui tingkah laku sokongan (timbang rasa adalah sebahagian tingkah laku sokongan) boleh memberi kepuasan, prestasi tinggi dan komitmen kepada organisasi.

Dilihat dari keadaan semasa, kebanyakan pengurus kini menggunakan gabungan gaya kepimpinan bagi memantapkan kepimpinan dalam organisasi yang diterajui mereka. Seperti contoh, dalam satu kajian yang dilakukan oleh Iran dan Noriah (1991) terhadap 144 orang pekerja PERWAJA Steel, mendapati syarikat itu telah menggabungkan dua orientasi gaya kepimpinan iaitu orientasi pertimbangan dan pengutamaan struktur bagi menjamin keberkesanan kepimpinan. Dalam ketenteraan, pandangan yang hampir serupa ialah dari bekas pegawai tinggi Tentera Darat, Mej Jen Dato Mohd Yusuf Din (1985) *'dalam Angkatan Tentera, gaya kepimpinan autokratik di peringkat pasukan digaulkan dengan gaya demokratik di peringkat atasan adalah jawapan yang terbaik'*.

Melalui kajian-kajian ini, pemimpin tentera perlu mempelbagai stail kepimpinan mereka, sama ada autokratik dan demokratik atau tingkah laku pendayautamaan struktur dan timbang rasa kerana ia masih menghasilkan prestasi kerja yang baik. Apa yang menarik ialah kepimpinan yang berciri kemanusiaan masih mempunyai tempat dan kekuatannya dalam dalam organisasi tentera yang sifatnya autokratik.

Kaunseling bercirikan kemanusiaan. Pendekatan kaunseling lebih mirip kepada gaya pertimbangan, timbang rasa dan sokongan kerana kaunseling berasaskan rasa penerimaan, perhubungan baik, hormat dan ikhlas memberi pertolongan. Menurut Iran dan Noriah (1991) biasanya seseorang pemimpin yang berorientasikan pertimbangan akan mewujudkan satu hubungan *'interpersonal'* yang baik dengan pekerjaannya kerana dia mudah didampingi dan dapat bergaul mesra dengan pekerjaannya.

### KAUNSELING DALAM KONTEKS KEPIMPINAN

Kepimpinan tentera memerlukan kaunseling sebagai jambatan untuk mengenali hati budi anggotanya dan dari anggotanya terhadap pemimpinnya. Pemimpin yang mengenali kemampuan pasukannya boleh menjangkakan pencapaian matlamat seperti yang dikehendaknya. Personaliti dan kemampuan pemimpin pula mempengaruhi jangkaan anggota bawahan terhadap pencapaian matlamat. Jadi kaunseling membantu pemimpin mengenali individu pasukannya dan pasukannya secara keseluruhannya. Dalam masa yang sama menjadi model perangsang kepada anggota bawahannya.

**Perhubungan Peribadi.** Proses kaunseling mewujudkan hubungan emosi istimewa antara kaunselor dan klien yang berlandaskan etika. Pemimpin yang bertindak sebagai kaunselor akan mewujudkan *'perhubungan peribadi'* dengan anggotanya. Melalui *'perhubungan peribadi'*, pemimpin akan mengetahui kemampuan anggota bawahannya. Ini amat penting kepada pemimpin atasan yang mendelagisasikan tugas kepada pemimpin bawahannya yang berlandaskan kepercayaan dan keyakinan.

Aspek yang penting dalam kaunseling ialah membina kefahaman antara pemimpin dan anggotanya. Dalam semua peringkat kepimpinan, kefahaman membataskan antara jawatan dan kawan, antara tugas dan rehat dan antara ketua dan pekerja perlu jelas.



Perhubungan peribadi mewujudkan kefahaman pemimpin anggota yang baik, saling mempercayai dan kerjasama yang kuat antara pemimpin dan anggota bawahannya.

**Penghormatan.** Penghormatan adalah satu perkara yang dituntut daripada anggota bawahannya kepada pemimpinnya. Memberi penghormatan kepada pemimpin bermaksud mengiktiraf kuasa pemimpin dan menunjukkan kedisiplinan dan kepatuhan anggota bawahannya. Penghormatan yang baik diberi atas dasar sukarela. Kaunseling dibina atas dasar penghormatan iaitu penerimaan tanpa syarat terhadap individu, menghormati pandangan dan idea; dan memelihara kerahsiaan. Anggota bawahannya yang menerima kaunseling dari pemimpin akan mendapati dirinya dihargai. Dengan ini kaunseling mewujudkan penghormatan yang unik iaitu kuasa pemimpin dan kepatuhan anggota.

**Pemandu.** Kaunseling bukanlah sebagai satu jalan penyelesaian masalah yang muktamad kerana ia bukan bersifat direktif. Kaunselor sebagai pemudahcara akan mencari kekuatan klien untuk membina celik akal. Sesudah mendapat celik akal yang sewajarnya, klien akan berusaha sendiri untuk berubah. Dengan ini pemimpin (kaunselor) akan dapat memandu anggota bawahannya menggunakan inisiatif untuk menjalankan tugasnya dengan baik dan berkesan.

**'Role Model'.** Pemimpin (kaunselor) juga secara langsung bertindak sebagai 'role model'. Dalam proses kaunseling, kaunselor adalah pemangkin perubahan klien iaitu orang yang dimodelkan oleh klien sebagai inspirasi untuk berubah. Oleh itu kaunselor harus menunjukkan kewibawaannya supaya klien mendapat sesuatu dari diri kaunselor. Seorang pemimpin yang berwibawa dalam menjalankan kaunselingnya akan disegani anggota bawahannya dan yakin terhadap kepimpinannya.

**Kesesuaian Tugas.** Proses kaunseling biasanya bersifat peluahan perasaan iaitu kerelaan memberitahu tanpa sekatan kerana kerahsiaan diutamakan. Melalui proses ini

kaunselor akan mengetahui sifat peribadi, kelemahan dan kekuatan kliennya. Aspek yang mustahak dari segi ini ialah pemimpin boleh mencari orang yang sesuai dalam sesuatu tugas mengikut kemampuan mereka.

## KAUNSELING DALAM KONTEKS PENGURUSAN

Dalam pengurusan, pengertian kaunseling mengkaitkan prestasi kerja anggota hasil dari pertukaran idea dan pandangan di antara dua orang, kaunselor dan klien atau di antara orang yang memberi pertolongan dengan orang yang menerima bantuan (pemimpin-anggota). Oleh sebab perkhidmatan kaunseling membantu pekerja mengatasi masalah dan cabaran hidup dengan lebih gigih, seharusnya suasana bekerja, kesihatan, mental dan prestasi organisasi makin meningkat (Zuraidah, 1994).

**Pengurusan Masalah.** Dalam menghadapi pengurusan, pemimpin sering berhadapan dengan anggota yang memberi masalah dan sentiasa berusaha mencari jalan menyelesaikan masalah. Kebanyakan pemimpin bersungguh-sungguh menyelesaikan semua masalah anggota. Cara itu adalah baik kerana anggota tidak perlu memikirkan cara penyelesaiannya, tetapi akhirnya anggota akan tersekat di tengah jalan kerana hanya beliau saja yang mengetahui masalahnya yang sebenar. Berbeza dengan pemimpin yang mengamalkan kaunseling, anggota digalakkan menyelesaikan masalah sendiri setelah bimbingan diberi. Pemimpin ini tidak mengambil beban memikul masalah malah menggalakkan anggota bertanggungjawab mencari ikhtiar dan sentiasa memberi sokongan yang diperlukan.

Apabila anggota tidak lagi bergantung pada pemimpin, bermakna pemimpin tersebut telah berjaya melatih anggotanya dalam kemahiran penyelesaian masalah. Kemahiran menyelesaikan masalah oleh anggota sebenarnya boleh membantu organisasi. Menurut Hill (1981), dengan meningkatkan kemahiran penyelesaian oleh pekerja, organisasi akan mendapat keuntungan dari berbagai aspek:



\* Pekerja akan dapat menyesuaikan diri dengan tuntutan kerja. Ketidakhadiran yang berpunca dari masalah tekanan dan kesihatan akan dapat dikurangkan.

\* Prestasi pekerja bertambah dan pekerja berpuashati kerana mereka lebih dapat mengawal tugas harian dan kehidupan seharian.

\* Kebingungan kerana melakukan kesalahan dan tertekan dari 'yang terbaik' dapat dikurangkan kerana anggota cenderung menggunakan kemahiran penyelesaian masalah dari daripada menyalahkan orang lain.

\* Anggota yang dapat meningkatkan kemahiran penyelesaian masalah akan dapat pula menyelesaikan masalah yang berkait mengait.

**Menyayangi Organisasi.** Kaunseling mewujudkan sikap menyayangi organisasi. Melalui perhubungan yang tulus antara pemimpin dan anggota, anggota akan merasai sifat kepunyaan dan sebahagian dari organisasi. Apabila dilihat dirinya penting dalam organisasi, kecenderungan untuk ponteng, THTC dan tinggal tugas dapat dikurangkan. Sikap menyayangi organisasi akan membentuk anggota-anggota bekerja sebagai satu tim dan saling bergantung. Inilah corak tugas yang sangat diperlukan dalam organisasi tentera.

**Mengetahui Keperluan Anggota.** Aspek penting dalam pengurusan ialah mengetahui kehendak anggota. Dalam suasana tentera yang berfomaliti, berbirokrasi dan berhirarki tinggi, adalah sukar untuk mengetahui kehendak anggota. Pemimpin hanya mengetahui kehendak anggota melalui perbincangan dengan ketua bawahan, laporan-laporan dan mendengar dari pihak ketiga. Interaksi

bersemuka sama ada secara formal, tidak formal atau bermesyuarat juga belum tentu dapat mencungkil kehendak mereka. Melalui proses kaunseling yang mengutamakan perhubungan yang selamat dan selesa, kehendak anggota dapat diketahui dengan mendalam. Dengan itu pemimpin dapat menguruskan pemerintahannya mengikut pertimbangan antara kehendak anggota dan keperluan organisasi.

**Menangani Disiplin.** Kaunseling adalah satu alternatif lain menangani disiplin. Walaupun pemberian hukuman sebagai satu langkah berkesan dalam menegakkan disiplin tetapi mungkin berkesan dalam jangka masa pendek. Pelanggaran disiplin yang disebabkan oleh pandangan dan sikap yang tidak selari dengan organisasi adalah sukar ditangani dengan hukuman fizikal. Oleh kerana matlamat kaunseling ialah terhadap perubahan dan pertumbuhan individu maka pendekatan kaunseling dapat memberi kesan yang panjang.

**Meningkatkan Perhubungan Komunikasi.** Kaunseling meningkatkan lagi perhubungan komunikasi antara pemimpin dan anggota bawahan. Kaunseling memerlukan perhubungan aktif dan komunikasi berkesan. Melalui perhubungan ini anggota bebas meluahkan perasaan dan pendapat. Pemimpin boleh menggunakan peluang ini untuk menerangkan organisasi, masalah dan hasrat organisasi. Pemimpin juga boleh menyatakan dalam memenuhi kehendak, perasaan dan masalah mereka, anggota harus juga faham tentang kekurangan dan kesulitan organisasi. Dengan ini mewujudkan kefahaman yang baik antara pemimpin dan anggota bawahannya.

**Meningkatkan Motivasi Kerja.** Kaunseling membantu meningkatkan motivasi dalam sudut memberi dorongan, galakan dan penghargaan kepada anggota. Melalui proses kaunseling, anggota akan mengetahui kelebihan dan potensi

Kaunseling menyediakan motivasi bagi pekerja untuk memperbaiki diri dan mendapat pembalasan dan penghargaan dalaman (*intrinsic rewards*) dan penghargaan luaran (*extrinsic rewards*).



diri untuk menghadapi pekerjaan, justeru merasa lebih yakin. Dengan kata lain kaunseling menyediakan motivasi bagi pekerja untuk memperbaiki diri dan mendapat pembalasan dan penghargaan dalaman (*intrinsic rewards*) dan penghargaan luaran (*extrinsic rewards*). Penghargaan dalaman menggalakkan pembinaan rasa bangga dan puas terhadap prestasi kerja (Zuraidah 1994).

## KESIMPULAN

Walaupun kaunseling dan pemerintahan berbeza dari segi rentaknya tetapi keduanya boleh berfungsi seiringan antara satu dengan yang lain. Pemerintahan melibatkan kuasa untuk mengarah manusia untuk mencapai matlamat. Kaunseling membantu menjana manusia untuk mencapai matlamat.

Pemerintahan memerlukan kaunseling dari sudut peningkatan prestasi kerja anggotanya. Peranan kaunseling dalam prestasi kerja ialah membentuk pertumbuhan dan perkembangan individu selari dengan matlamat organisasi. Ini penting dari segi mengguna secara optimum kemampuan anggota dalam organisasi.

Pemerintahan juga memerlukan kaunseling dari sudut tanggungjawab yang besar terhadap anggota-anggotanya. Pemimpin perlu mengenali anggotanya dalam semua aspek sama ada fizikal atau dalaman. Ini ialah kerana setiap anggota adalah nadi organisasinya. Jika terputus nadinya, maka pincanglah matlamatnya. Kaunseling menyediakan pendekatan yang mana pemimpin dapat melihat kemampuan dan ketaatan anggota secara individu dan keberkesanan organisasi keseluruhannya.

Dalam dunia kepimpinan tentera yang autokratik, kaunseling boleh memainkan peranannya. Sama ada tingkah laku pendayautamaan struktur, tingkah laku

timbang rasa atau gabungan kedua-duanya, masing-masing mempunyai kekuatan tersendiri untuk meningkatkan prestasi kerja. Gaya autokratik begitu penting di medan tempur dan di ketika kritikal, manakala tingkah laku timbang rasa memberi prestasi kerja yang baik semasa aman dan tenang. Gabungan kedua-duanya dikatakan terbaik tetapi perlu mudah-mudahan mengikut keadaan dan suasana. Dengan kata lain, kepimpinan yang bersifat kemanusiaan (timbang rasa) masih mempunyai tempat dan di sinilah kaunseling menjalankan fungsinya. Kaunseling dalam kepimpinan menyediakan pemimpin itu satu kaedah mengurus dan memimpin manusia yang bersifat kemanusiaan.

Kaunseling dalam kepimpinan mewujudkan kefahaman yang baik antara hubungan pemimpin-anggota. Pemimpin mengenali anggotanya dengan mendalam, memandu mereka dan menjadi contoh. Dalam masa yang sama anggota mengiktiraf kuasanya dan sebagai ketua. Tugas akan berjalan secara harmoni yang berlandaskan hormat menghormati.

Kaunseling dalam kepimpinan menjadikan pemimpin bertindak berbagai peranan. Pemimpin boleh berperanan sebagai guru yang memberi maklumat dan arah; sebagai pendidik yang menolong mengajar untuk belajar; sebagai penyiasat untuk mencungkil rahsia; sebagai pengawas untuk mengawasi keupayaan bekerja dan sebagai katalis iaitu membantu memulakan cara baru bekerja dan fikiran baru.

Kaunseling diperlukan dalam pengurusan untuk meningkatkan prestasi kerja. Melalui kaunseling, anggota diajar kemahiran menyelesaikan masalah supaya dapat mengawal diri di antara tuntutan kerja dan kemampuan diri. Kaunseling mewujudkan iklim organisasi yang tenang kerana pemimpin melakukan sesuatu berdasarkan keperluan anggota, organisasi dan dalam masa yang sama anggota memahami peranan mereka dan kekurangan organisasi.



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# THEORIES OF WARFARE:

## Sir Basil Henry Liddell Hart

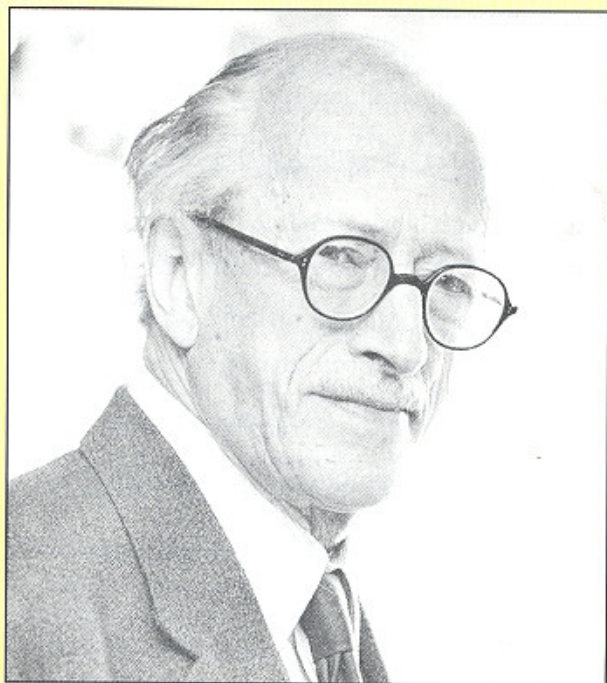
Mej R Anthony Raja Gopal

*"History is a catalogue of mistakes. It is our duty to profit by them"*

B.H.Liddell Hart  
1895 - 1970

### Synopsis

The Malaysian Army, in line with the advancement in technology and tactical doctrines, attempts to inculcate the concept of combined arms in its operations. As a precursor to the Airland Battle practised by the American Armed Forces, combined arms concept essentially integrates the highly mobile armoured forces to somewhat lesser mobile infantry and supporting arms. Liddell Hart, the foremost British military thinker, through his "Strategy of Indirect Approach" enunciated the integration of armoured forces mobile infantry, air power and other mobile elements in waging a successful war in the modern era. His theory is very valid in that it seeks to create a strategic paralysis on the enemy; an important criterion for waging wars in the 21<sup>st</sup> Century and beyond. This short essay attempts to analyze the related tactics.



### INTRODUCTION



Journalist, commentator, historian, critic, advisor on defence, army reformer, tactician, strategic theorist and military philosopher". These are some of the accolades that were bestowed upon British Captain Sir Basil Henry Liddell Hart during and after his long and

illustrious career as an observer and student of warfare. In fact in the realm of military history he is arguably the second best only to Clausewitz. Within Britain, he was considered the foremost historian, having had the benefit of serving in both the World Wars as an active



soldier and an official historian. Throughout his illustrious but tumultuous career he had his share of ups and downs; recognized, envied and despised all the same. His scrutinies and analyses of his predecessors, both in the military and political had been found to be both sharp and accurate for he had the dexterity of saying things without fear or favour.

## BACKGROUND

Liddell Hart was born the son of an Anglican pastor in Paris on October 31, 1895. He returned to England with his family in 1905. He attended a series of preparatory schools beginning at eight. His academic interests were in the field of geography, English and especially in history. He acquired a keen interest in military and tactical pursuits since his boyhood days. In his memoirs he had indicated thus, "It is a mystery to me how my military bent developed, and why my boyhood games were predominantly tactical. One possible influence was that when kept indoors by a cold, my favourite companion was a large illustrated volume on the Franco-German War of 1870 in my father's library, composed of the German generals' account of the campaign ... a more certain influence was the Russo - Japanese War of 1904-5 which I followed with absorbed interest devouring war correspondents' reports"<sup>1</sup>. Liddell Hart learnt much about life from a celebrated British master named Horace Elam. This eccentric clergyman had often impelled Liddell Hart to question conventional ideas.

By 1909, Liddell Hart was interested in aviation. In 1913, having entered the Corpus Christie College at Cambridge, he seriously studied History and Tactics though they were not part of his curriculum. Unlike his many colleagues in the university, Liddell Hart had not thought of what he wanted to do upon graduating. When Britain entered the war in 1914 he quit college and promptly joined the Officers Training Corps. Upon completion of a

rather short period of training at Sandhurst in 1914, he obtained a temporary commission and was gazetted as a second lieutenant in the King's Own Yorkshire Light Infantry (K.O.Y.L.I.) and was sent to France in September 1915. During the great *Somme* offensive, his battalion was destroyed. He temporarily took command of a neighbouring battalion when all of its officers were killed or wounded but was back with his own company then reinforced as the offensive was relentlessly continued. He participated in a limited objective attack planned and conducted by the Fourth Army Commander General Sir Henry C. Rawlinson. *The significantly different tactics employed in the attack made a lasting impression on young Liddell Hart's later military thought.*<sup>2</sup>

In that operation, Liddell Hart's company came under the German gas attack while withdrawing and Liddell Hart himself became a stretcher case, and when he reported to the dressing station for a hand wound, he was sent back to England immediately. While convalescing at the hospital back in England, he occupied himself writing his impressions of the *Somme* battle. He was disheartened by the casualties of the offensive not because of lack of bravery but the appalling conditions under which men had to act in the face of bad generalship, if any there was. He wrote critically on the weaknesses of the infantry tactics employed. Liddell Hart's harsh indictment of leadership in France grows out of his own battle experiences of 1915-1916. He, as a young officer, liked the army, respected the generals and had every intention of remaining in the army.

By 1917, he was medically classified as unfit for service with the front-line units. He was denied appointment with the historical section, Committee of Imperial Defence, and a commission in the Army Educational Corps due to his medical condition. He was instead offered a regular commission through the efforts of his friends at high quarters. For a moment, he

<sup>1</sup> Sir Basil Liddell Hart, *The Memoirs of Captain Liddell Hart*, Cassell & Co, London 1965, Volume I, p 7.

<sup>2</sup> Jerry D. Morelock (Major), *The Legacy of Liddell Hart*, Military Review, May 1986, p. 68.



wanted to return to the infantry, but was dissuaded by the Trainer of British Armies in France, Lieutenant General Sir Ivor Maxse who quickly recognised his talents. Upon the General's initiative, Liddell Hart was appointed to the staff of Brigadier Winston Dugan commanding the 10<sup>th</sup> Brigade, to help compile the first post war "Infantry Training Manual". It was while serving with Brigadier Dugan that he first met J.F.C. Fuller and this association led him to an interest in mechanization. Though his attempt to transfer to the tank corps failed, he nevertheless became a zealous advocate for mechanization. In 1924 Liddell Hart was placed on half pay and was subsequently retired from the army in 1927. By the time he retired, Liddell Hart had established himself as a prolific writer and critic on military theories. Upon his retirement, he continued to write actively. Having been "condemned" to retirement early, Liddell Hart was offered jobs with the "Daily Telegraph" and "Times" as military correspondent at various stages of his life. He had also acted as military advisor and editor in several editions of *Encyclopedia Britannica* and had his articles published in several leading magazines of the time. He served the Second World War as the military correspondent to the "Telegraph". Liddell Hart was a firm believer that lessons should be learnt from history; he was fond of quoting Bismarck's dictum "Fools say that they learn from their own experience, I have always contrived to get my experience at the expense of others".<sup>3</sup> Liddell Hart died in 1970.

*...you might be able to seize points, which the enemy, sensitive to the threat, will be constrained to attack. Thus you will invite him to a repulse which in turn may be exploited by a riposte. Such a counterstroke, against an exhausted attacker, is much less difficult than the attack on a defended position.*

## EARLY CONTRIBUTIONS

Liddell Hart's early contributions to warfare were in the field of infantry tactics. This stemmed from his own interest in tactics since his early schooling days and the subsequent active involvement in the First World War. The keynote to Liddell Hart's system of infantry tactics is simplicity.<sup>4</sup> He had analogized the attack by which a man seeking to attack an enemy in the dark would naturally adopt: He would seek out his enemy, grope for some vulnerable spot, then hold the enemy at arm's length while striking him with his other fist at some unguarded point, and finally follow up any initial advantage gained by taking whatever steps necessary to render his adversary powerless. This has become Liddell Hart's "Man in the Dark" theory of warfare which proposed that, a force must first find the enemy, fix him, manoeuvre to threaten him and then exploit to attack any opening available. In this, Liddell Hart was attempting to do what Fuller; the famous proponent of mechanization was trying to accomplish for the whole science of war.

The friendly rivalry that developed between Fuller and Liddell Hart enabled a fruitful and intellectual exchange of ideas on tactics between the two. While Liddell Hart was much impressed with Fuller's original theory on armoured warfare, there existed certain disagreement over the interpretation of certain related theories. It was however, Liddell Hart, being a later convert to mechanization who gained much insight and inspiration through this relationship. His essay in 1922, which he wrote while was employed as an instructor to the

<sup>3</sup> Liddell Hart, *Thoughts On War*, pp 97, 120, 127-128.

<sup>4</sup> Luuvas, Jay (ed), *The Education of an Army: British Military Thought 1815 - 1940*, (London: Cassell and Company Ltd, Ch 11, p 381.



volunteers entitled "*The Development of the New Model Army*" argued for the mechanization of the army was fully endorsed by Fuller. Though this essay was rejected by the "*Journal of the Royal United Services Institution*" as too radical and did not win any awards, it eventually appeared in October 1924 in the "*Army Quarterly*". It was followed up keenly by the Germans where it fed the interest of progressive young officers like Guderian in the possibilities of armoured warfare.<sup>5</sup> Liddell Hart, in a sense was beginning his conception of the "Lightning War" - *Blitzkrieg*.

Based on the infantry tactics and the experiences he gained in the fields of the *Somme* and *Ypres*, Liddell Hart was already moving towards his later development of the *Strategy of Indirect Approach*. From the "*Man in The Dark*" analogy he was developing the theory of alternative objectives. From the study of the American Civil War especially the campaigns of Sherman, Liddell Hart drew the lessons of the baited gambit, alternative objectives, offensive strategy and defensive tactics, mobility and flexibility. The *expanding torrent* method of attack, which he had initially developed as an infantry tactics, was derived from the long-range independent operations of the Mongol Armies of Ghengis Khan which he later adapted for mechanised tactics. On mechanization of the army, Liddell Hart initially remained convinced that the infantry would still be the decisive arms only as long as it was modernised and its mobility restored by the adoption of the tank. He opined that the armoured forces are only good to be employed as infantry weapons for breaking trenches but not as the dominant striking force.

### THE INTER-WAR YEARS

Liddell Hart was converted to the Fullerite armoured warfare sometime between 1921 and

1923.<sup>6</sup> As he was no more in active service, he had ample time and opportunity for writing, and often his writings were regarded as too radical, non-conforming and contrary to the then existing beliefs and theories. By 1927 his "*condemnation*" to retirement provided him the freedom and time to write. In fact it was during this period of retirement between the inter-war years that Liddell Hart had been most productive. His friends who were still serving provided him with the necessary scopes for writing on the current thinking of the military hierarchy. He was most of the time, able to pre-empt his criticism on the probable lines of action of the British High Command. There was much dissension for an "*outsider*" to meddle in the affairs of the military. The high point of this dissension arose when he vehemently opposed earlier agreements reached on the establishment of the model armoured force suggested by Fuller and had been agreed upon by the High Command. Nonetheless, his association with people higher up in the British bureaucracy then, namely Duff Cooper and Lloyd George, among others, enabled him to overcome the many difficulties that arose from time to time.

### THE STRATEGY OF INDIRECT APPROACH

*The Strategy of Indirect Approach* is considered central to all other theories expounded by Liddell Hart. It appeared initially as the *Decisive Wars of History* in 1927. It was expanded and published as the *Strategy of Indirect Approach* in 1946 (and a new revised edition entitled "*Strategy: The Indirect Approach*" in 1964), just after the explosion of the first hydrogen bomb. In the initial edition in 1927, Liddell Hart had originally surveyed the 12 decisive wars in the ancient times and 18 of modern history to 1914, to which he had added the First World War. Essentially, it was a condensed history designed to bring out salient

<sup>5</sup> Liddell Hart, *The Tanks : The History of the Royal Tank Regiment and Its Predecessors Heavy Branch Machine Gun Corps, Tank Corps and Royal Tank Corps 1914 - 1945*, (New York, 1959), Ch II, p 224.

<sup>6</sup> Higham, Robin, *The Military Intellectuals in Britain 1918-1939*, (New Brunswick : Rutgers University Press, 1966) Ch V, p 84.



points about war for professional soldiers in order to enable them to learn from the experience of others. Liddell Hart, had pointed out in *Strategy* that, in warfare, the only thing that remains constant is the human element while the means and conditions for waging war are invariably inconsistent. In formulating the theory of the *Strategy of Indirect Approach*, he owed much to the study of the entrenched deadlock of the First World War (1914-18) and of ways and means an earlier case of deadlock was overcome by Sherman in the Western theatre during the American Civil War.

### GRAND STRATEGY, STRATEGY AND TACTICS

Liddell Hart, viewed *Grand Strategy* as an all encompassing element in which strategy, (i.e. the application of military means) and other resources of a nation or a band of nations are integrated and utilised towards obtaining the political object of the war. Essentially he suggested that to be a grand strategist one needs to have the expertise in strategy and philosophy due to its all-encompassing nature. Strategy, according to Liddell Hart, is defined as "the art of distributing and applying military means to fulfil the ends of policy."<sup>7</sup> Consequently, tactics is essentially a form of strategy but on a lower plane. Tactics, according to Liddell Hart is "the application of military instrument (strategy) into actual fighting, the dispositions for and control of each direct action"<sup>8</sup> In other words, tactics essentially includes the actions and manoeuvres conducted to support a strategy. Though strategy and tactics could be defined easily as separate entities, in reality both these elements not only influence each other but merge into the other. Hence, he opined that in an order of ascendancy, tactics supports strategy which in turn supports *Grand Strategy*.

Arguing along this line of definition, Liddell Hart had concluded that the aim of strategy is to produce a decision without any

serious fighting in the field. Alternatively, strategy seeks the dislocation of the enemy without fighting but when the fighting starts it is the tactics that comes into play. In this, he concludes that as long as the forces are not in physical contact, it becomes strategy but once contact is made in the fighting it becomes tactics.

### BASIC CONCLUSIONS ON INDIRECT APPROACH

Liddell Hart's basic conclusions on the *Strategy of Indirect Approach* surmised that:<sup>9</sup>

\* *A direct approach to one's mental or physical objective along the lines of natural expectations for the opponent usually produces negative results.* This is because while the strength of an enemy country lies outwardly in its numbers and resources, it depends upon the stability or equilibrium of control, morale and supply. He analogised that the numbers and resources are like the flesh covering the framework of bones and ligaments.

\* *To move along the line of natural expectation will consolidate the enemy's equilibrium, stiffens him thereby augment his resisting power.* Attacks along the line of natural expectation will only self-exhaust oneself and victory is only possible through applying superior strength and may lose decisiveness. To stress this point he gave examples of all the decisive campaigns in which the dislocation of enemy's psychological and physical balance has been the pre-requisite to overthrow him.

\* *The strategy of indirect attack can be crystallized into two simple maxims; the positive and the negative.*

<sup>7</sup> Liddell Hart, *Strategy: The Indirect Approach*, p 335.

<sup>8</sup> Ibid.

<sup>9</sup> Summary of Liddell Hart's conclusions listed in *Memoirs*, Volume I, p 162, 163, 164.



The positive maxim requires that no direct attack upon the enemy entrenched in a firm defensive position should be launched. The negative maxim requires that instead of seeking to upset the enemy's equilibrium by a direct attack, it must be upset before a real attack is launched. This is further discussed as principles/axioms in the following paragraphs.

\* *The incalculable aspect in war is the human will, which manifests itself in resistance (which is a province of tactics). The aim of strategy is to reduce the possibility of resistance and this is done through exploiting the elements of movement and surprise.* He further explained that movement generates surprise, and surprise in turn speeds up the movement. A movement with speed in sudden changes of direction produces surprise even if it is unconcealed.

\* *Strategic dislocation is produced through physical or logistical and psychological spheres.* In the physical or logistical sphere, the dislocation produced is normally a result of a move which:

- Separates the enemy's forces.
- Upsets the enemy's disposition and by compelling a sudden change in front, dislocates the distribution and organisation of the enemy's forces.
- Endangers enemy's supplies.
- Menaces the resupply and withdrawal routes of the enemy.

A physical dislocation can be produced due to any of the above factors but frequently it is the result of the consequence of several. In the psychological sphere, the dislocation is the

result of the impression on the commander's mind of the physical effects that are listed above. Essentially, it creates a sense of being trapped. He illustrated this further by noting that a force, which has its flanks or rear threatened by an adversary, is physically dislocated; which in turn leads to the psychological dislocation of the force. Hence, a manoeuvre around the front of an enemy against his rear while avoiding a direct resistance results in the adoption of a line of least resistance. In the psychological sense it becomes an adoption of a line of least expectation. The net result of this activity is one of strategic dislocation or what is termed as a strategic paralysis. From this, it is clear that the Strategy of Indirect Approach is fulfilled only when both the physical and psychological elements are adhered to dislocate the opponent's balance. This was amply illustrated in the Second World War when Guderian's panzer forces, racing ahead of the German armies, severed the Allied armies' communications which crossed the far back line of the Somme, at Amiens and Abbeville.

Simply put, the aim of strategy is to paralyse the enemy by physical or psychological dislocation. Liddell Hart had explained that the line of least expectation attributed to dislocation through physical elements stated, is equivalent to the line of least resistance in the psychological sense. They are indeed akin to two sides of a same coin. Being an active advocate of mechanisation, he argued that dislocation is best executed as a "lightning war" with armoured forces using their superior mobility and flexibility, acting in tactical combination with the aircraft.

## PRINCIPLES OF WAR

In analysing the principles of war, Liddell Hart suggested that all the principles of war could be condensed into the principle of "Concentration" of strength against one's weakness. Exemplifying this further, he derived at the positive and negative axioms as follows:<sup>10</sup>

<sup>10</sup> Ibid, p 348,349.



\* The six positive axioms are:

- **Adjusting One's End to One's Means.** This essentially tells that one should plan and execute things within one's capability. One should take care not to "bite more than one can chew".

- **Keeping the Object Always in Mind.** One should remain focused on one's objects. Though there may be more than one means available for the attainment of the aim, whatever decision taken eventually should ensure that the aim is achieved.

- **Choose the Line (or Course) of Least Expectation.** This requires one to appreciate the object from the opponent's point of view. In doing so one should be able to identify the probable course that will be least foreseen happening.

- **Exploit the Least Line of Resistance.** The weakest point of the enemy should be identified and all efforts should be made against this point. In tactics this involves the employment of reserves while in strategy it involves the exploitation of any tactical success.

- **Take a Line of Operation Which Offers Alternative Objectives.** In order to force the enemy into the "Horns of Dilemma", the line that offers the alternative objectives provides a better chance of success since it tends to deceive the enemy as to where your effort is directed.

*...flexibility and deception were essential to the success of a strategy of indirect approach, for even a stroke against the enemy's flank or rear, by the very directness of its progress becomes a direct approach once the opposing commander changed fronts to meet it.*

- **Ensure that Both Plans and Dispositions are Flexible/Adaptable to Circumstances.** This in essence requires that a plan should be able to cater for any eventualities since in warfare nothing remains constant or certain or goes according to plan. To enhance this axiom, it is rudimentary that forces are dispositioned in such a manner as to allow exploitation or adaptation at the shortest possible time.

\* The two negative axioms are:

- **Do Not Throw Your Weight Into a Stroke Whilst Your Opponent Is On Guard.** In essence, this axiom proposes attacking or conducting operations against the enemy when he is weak and least expects it. There is utterly no point in conducting an operation against an enemy when he is expecting you since he is well placed to repel or evade it.

- **Do Not Renew an Attack Along the Same Line (or In The Same Form) After It has Once Failed.** An attack should not be repeated in the same manner, if the initial attack has failed. This is because, morally and physically the enemy would have strengthened himself after the initial gains he had made.

## TACTICS OF EXPANDING TORRENT

The tactics of expanding torrent was initially promulgated by Liddell Hart as part of infantry tactics much earlier when he was still clamouring for infantry as the principal arm in war. The concept was further developed following his analyses of the campaigns of Sherman in the American Civil War. The tactics of expanding torrent is easily illustrated by torrent of water,



rushing from an earthen dam through weak spots (a point of concentration). The torrent of water that gushes out expands with such a speed that it flows in a wide direction engulfing all that lie in its path of flow. Similarly, a force that moves speedily from a point of concentration, should disperse and roll-up the enemy in its path. *Blitzkrieg, in essence is, but a little more than an adaptation of the expanding torrent method of application by forces which had mechanised mobility.*<sup>11</sup> Liddell Hart had further explained that the expanding torrent method of attack is applicable at any level; company, battalion or brigade and it ensures the speed and continuity of local exploitation while automatically provides ready reserves to back up whichever subunit that is making better progress. Thus, Liddell Hart surmised that the expanding torrent method of attack is suitable for aggressive continental countries employing armoured forces. The tactics of infiltration in the attack, further developed by Liddell Hart much later in the thirties is essentially a derivative of the expanding torrent method. Though this theory was developed nearly seventy years ago, it still remains one of the cornerstones of modern warfare and an essential element of AirLand Battle doctrine. Liddell Hart had also expounded on the advantages of using night attacks as a means to achieve wholesome victory in the battlefield. He had realised the difficulties in conducting operations at night, regardless, he concluded that with sufficient training this could be overcome. One of the suggestions he made was the introduction of "artificial moon light" vis-a-vis illumination.

### TACTICS OF CONTRACTING FUNNEL

A natural answer to the offensive tactics of expanding torrent is the defensive counter-measure, the contracting funnel. Liddell Hart had opined that the concept of *fix and manoeuvre* is equally applicable to the defence as in the attack to the smallest combat unit.<sup>12</sup>

Essentially, the tactics of contracting funnel is trapping the enemy through a series of depth positions that should exist in a defence. As the attacker keeps pushing through, he has to fight through objectives in depth which are laid out in a such a way that they funnel him in into a narrower space that the enemy will have to face stronger concentrated forces as he breaks through. Another clear advantage afforded by the tactics of contracting funnel is that it reduces the manoeuvre area of an attacking force thus restricting the force to operate within a limited space. Consequently, the effect produced is one of channelising the attacker to face relatively stronger defensive positions located in depth.

### TACTICS OF ALTERNATIVE OBJECTIVES

Liddell Hart had argued that war is a two-party affair. It is inevitable that when one hits, the other must naturally guard against the strike. He further explained that in war, every problem and every principle is a duality. It follows that if the enemy is certain as to your objectives, he has the best chance of defending himself while at the same time can blunt your efforts. As further progression of the tactics of attack, Liddell Hart pointed out that the expanding torrent should be able to reach out to multiple of objectives contrary to the concept of the "maintenance of the objective" which was defined and enshrined in official doctrine after 1918, as the primary "principle of war".<sup>13</sup> He had analogised that in aiming to strike alternative objectives, the plan is much alike a tree. A tree should have branches for it to bear fruit; a tree without branches is like a barren pole. Thus, in choosing a line of advance, a commander should select a line that offers him alternative objectives. Further enhancing the cause for mechanisation, Liddell Hart maintained that mechanised mobility provides the mobility and flexibility hence an advantage over the enemy.

Liddell Hart's tactics of alternative objectives in essence extols the advantages that could be gained by striking the enemy's depth

<sup>11</sup> *Ibid*, p 164.

<sup>12</sup> *Ibid*, p 44.

<sup>13</sup> *Ibid*, p 167.



and flanks and aims to disrupt his reserves, supplies, headquarters and lines of communications. As a consequence to operating on a line that provides alternative objectives, Liddell Hart further explained that "flexibility and deception were essential to the success of a strategy of indirect approach, for even a stroke against the enemy's flank or rear, by the very directness of its progress becomes a direct approach once the opposing commander changed fronts to meet it".<sup>14</sup> Consequently, there is a necessity to pursue "alternative objectives" to threaten two or more points to force the enemy to abandon one in defence of the other or to become overextended in effort to defend both. Liddell Hart, suggested that, in order to achieve flexibility in execution, the advance should be on a wide, loosely grouped formation "like the waving of tentacles by an octopus" to distract or draw the enemy. The resultant uncertainty of the enemy enables the attacker to force a decision on the defender. Simply put, the attacker retains the initiative since it provides him with the choice of selection of objectives and concentration of force as and when required. It follows that, at the tactical level, where the enemy's dispositions are based on the nature of the terrain, one should endeavour to gain advantage by adopting a course that suits one's line of action while exploiting any weakness that may be found. The tactics of alternative objectives provide but one of the opportunity to gain at least an objective.

### TACTICS OF BAITED GAMBIT

*Baited gambit* is essentially a defensive-offensive tactics. Liddell Hart termed it the luring defensive in which a defence should attempt to lure the attacker into a trap by

...speed is an essential element in maneuverability, but only one element. Cross-country mobility matters more than speed on the road; it might be defined as a loco-mobility, or agility".

combining offensive strategy with defensive tactics or an elastic defence by a well-timed riposte. This tactics was a result of Liddell Hart's reminiscence of the Great War 1914-1918 which he desperately wanted to avoid. Respecting the ever-growing superiority of the defence he envisaged that, by rapidity of advance and mobility of manoeuvre "you might be able to seize points, which the enemy, sensitive to the threat, will be constrained to attack. Thus you will invite him to a repulse which in turn may be exploited by a riposte. Such a counterstroke, against an exhausted attacker, is much less difficult than the attack on a defended position."<sup>15</sup> The tactics of baited gambit differs from that of the contracting funnel in that the contracting funnel is essentially a defensive tactics while the baited gambit combines both the offense and defence.

### CASE FOR ARMS AND SERVICES

Liddell Hart never claimed to have invented the *Strategy of Indirect Approach*; alternative objectives, the baited gambit were simply stratagems that had been used before in history. What he effectively did was, to relate these strategy and tactics in relation to the campaigns, analysed them with a view to read the future nature of war. On the naval aspects, he conceded that his knowledge is very limited and during the inter-war years had to depend on his friends at the admiralty on their nature of employment. He, however had a good grasp on the potentialities of air power. His views on the infantry had also affected the later improvements to these arms. His views could be summarised as follows:

\* **Argument for Air Power.** Liddell Hart while noting that tank is a truer

<sup>14</sup> Luuvas, Jay (ed.), *The Education of an Army: British Military Thought 1815-1940*, (London: Cassell and Company Ltd., Ch 11, p 397

<sup>15</sup> Liddell Hart, *The British Way in Warfare*, (London 1932), p. 107.



instrument which brought the true military objective within reach, the airplane is even more better in reaching the objectives. He surmised that the airplane can "jump" over the enemy which shield his government, industry and people. Thus, employing the airplane will enable one to strike at the seat of the opposing will and policy. Enumerating that targets in the rear are sensitive to sudden, overwhelming blows from the air, Liddell Hart argued that airplanes when used strategically in conjunction with the armoured forces would result in the strategic paralysis of the enemy. His much noted book *"Paris, or The Future of War"* which emphasized the air power, was a much welcome literature whence Sir Hugh Trenchard, the British Chief of Air Staff made it a compulsory reading for the R.A.F Staff College.

\* **Infantry.** Being an infantryman himself, Liddell Hart strived to make the high command realise the limitations and the capabilities of the "straight legged" soldier. He had, in his numerous articles and books over the inter-war years, attempted to make a case for the reduction of carrying weight by the foot soldiers in an effort to improve their mobility. In this he had been successful with the assistance of some of his supporters who were still serving in the army. Liddell Hart had reiterated that the infantry soldier should be seen in the same light as any other soldier. In his memoirs, he had indicated *"It is a fallacy that the infantry is the most easily trained arm. None needs more thought, more skill, if it is adequately to play its part. Infantry is difficult to train because it is less armed with material elements than other arms. The use of an infantryman's weapons is complimentary to his use of tactics and ground to approach the objective. Training infantry is an art, training other arms is an application of*

*science. An infantry soldier is less of a technician but he is a field-crafts man. Herein lies his honour"*.<sup>16</sup>

\* **Armoured Forces.** Essentially, the thrust of Liddell Hart's numerous propositions in the realm of tactics argues for the mechanisation of forces since it provides the mobility. It is quite clear that the other important characteristics of armour such as fire power, shock action and protection were of secondary importance to Liddell Hart, at least in the initial stages of the formulation of his theories in *Indirect Approach*. This was due to the fact that Liddell Hart's theories as he had confided were as a result of his studies principally from the campaigns of Genghis Khan and later the American Civil War especially those of Sherman's. However, the lessons of World War II made him realise that the other characteristics of armour as mentioned above are of equal importance in the employment of armoured forces. In addition to the employment of armour for deep strategic penetration, Liddell Hart expounded on the saturation principle (concentration of armour), the need for a heavier punch, maneuverability including amphibious capability and the necessity for general improvement in tank technology. On maneuverability, he had indicated that *"speed is an essential element in maneuverability, but only one element. Cross-country mobility matters more than speed on the road; it might be defined as a 'loco-mobility,' or agility"*.<sup>17</sup> The necessity for other arms operating with the armour to have similar mobility to that of the armoured forces was of prime concern to Liddell Hart. On the infantry forces, he had envisaged that while they remain an

<sup>16</sup> *Memoirs*, Vol I, p. 222.

<sup>17</sup> Liddell Hart, *Have Armoured Forces A Future?* An article in the *Armor*-May-June 1951, p 41.



important element in eventually laying claim to the success or failure in a battle, they should be used as "tank marines", having the same protection and mobility to that of the armour. The artillery too, should as far as possible be self-propelled to support the armoured forces.

### CONCLUSION

The contributions of Liddell Hart to military strategy are immense. His ability to relate and grab the essentials of strategy and analytically present them had been one of his main assets. Though the validity of his theories on strategy was characteristically being questioned in his homeland, they nevertheless,

were greatly sought by the German high command especially Heinz Guderian. It is not far fetched to say that much of the German victories of World War II on land were a direct result of *Blitzkrieg*, an epitome of the Strategy of Indirect Approach vehemently proposed by Liddell Hart.

Liddell Hart's assertions on the dextrous application of the *Strategy of Indirect* approach in all levels of warfare; strategic, operational and tactical in one way or other had led to the conduct of warfare in an all encompassing manner in that it involves the use of resources both military and non-military for the successful conduct of battles. The currency of his theories having withstood the tests of World War II and contemporary times, undoubtedly will influence strategy of warfare in the new millennium.



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# INDONESIAN DEFENCE POLICY AND ITS STRATEGIC CULTURE

Mej Amirudin bin Dato' Sulaiman

## SYNOPSIS

*'Different from the old conventional concept that equated security with a nation's capability to defend its territory against external threats, Indonesia's experience since independence has shown that the term 'security' denotes and connotes all aspects of national life, i.e. ideology, politics, the economy, society, culture and the military.'*

Gen. A. Hasnan Habib

## INTRODUCTION



Indonesia lies to the south of its ASEAN members and to the north of Australia. Its importance comes from its size with well over 16,000 islands and its strategic location on the sea routes that connect the world shipping from the west and the east in the Indian and Pacific Oceans. The seas that surround the country and the distance of major powers from its shores, gives the country a considerable protection from possible external threats. It is the largest country in Southeast Asia in both land and population with vast natural resources<sup>1</sup>. It is now the leading power in Southeast Asia, and is a middle power within the wider Asian regions<sup>2</sup>. There has been an increase in its participation with regional and world affairs.

Since the problems of independence and Confrontation, it has shifted its focus of having internal stability which has provided the impetus for economic development. The era of Suharto has been successful in the sense that the country's economic growth was averaging between six and eight per cent annually<sup>3</sup>. Additionally, his tenure as President is unique as it covers over three decades, the longest in the region, with a stable government which has brought about the development of a strategic culture internally, regionally and globally. However, that has changed when he stepped down on 21 May 98 and reluctantly handed over power to Vice President B.J. Habibie. More recently, after the first general elections since independence, Abdurrahman Wahid was elected President on 20 October 99 with Megawati Sukarnoputri as his Vice President elected on the following day. The recent financial crisis has aggravated further Indonesia's economic, political and social turmoil's with uncertainties

<sup>1</sup> Haseman J., *Country Briefing Indonesia*, Jane's Defence Weekly, 13 November 1996, p.31

<sup>2</sup> Gary Klintonworth, *Less Uncertainty, New Opportunities?*, Asia-Pacific Security, Martin's Press, New York, 1996, p. 94

<sup>3</sup> Op Cit, p.31



and issues such as that of East Timor and Aceh, political, economic and social reforms and the influence of the military regime. It is these concerns that are worrying its neighbours as it may bring internal instability in the country which may affect the stability of the region.

This paper is to enlighten Indonesia's defence policy with regards to its strategic culture, its capacity towards the achievement of its security objectives and its approach to future security issues in the region.

## INDONESIAN DEFENCE POLICY

### HISTORY

Indonesia's defence policy has been much affected by external intervention since independence from the Dutch. For example in Irian with regards to the Moluccans Independence Movement where in 1958, the US was suspected to be involved with the Indonesia Revolutionary Government. The formation of Malaysia which was perceived as a Western plot and the Indonesian Communist Party with its linkages to the USSR and China from the 1950s to 1990s<sup>4</sup>, which resulted in a continued pursuance of guerrilla warfare in the country and a defence policy concerned with internal security.

### 'PANCASILA' IDEOLOGY

The *Pancasila* ideology is designed to unite the country by providing an indigenous Indonesian ideology or concept of social and political norms. The five values which are stated in the *Pancasila* are to promote national resilience which provides the basis for internal

and external security. It was a compromised formula to appease those that favoured an Islamic state and those that favoured a more secular nationalism in 1945<sup>5</sup>. However, there are parties that oppose this ideology through militant means<sup>6</sup>. This brought about the importance of the military by becoming the guardians of *Pancasila*, safeguarding and ensuring the continued pursuance of this ideology which in turn is incorporated in its defence policy.

### 'SISHANKAMRATA'

The defence policy is based on *Sishankamrata*, or 'total people's defence and security system', self-reliance, national mobilization, and a hybrid military strategy of conventional and guerrilla warfare<sup>7</sup>. It also provides for internal security and regime maintenance<sup>8</sup>. This defence policy as mentioned earlier was developed from Indonesia's earlier experiences. Over the years, going into Suharto's New Order, the defence policy has been concerned with self-reliance to ensure that its security is somewhat assured if no assistance were available from other nations.

### 'WAWASAN NUSANTARA'

Indonesia's geopolitical concept is spelled out in a national document known as 'Wawasan Nusantara' (The Archipelagic Principle), which is to bind the differing vastness of its people and culture in the thousands of islands spread

...defence spending in recent years has had a lower priority with recent figures showing defence expenditure at AS\$8.00 per capita, ranking Indonesia 115<sup>th</sup> and at 1.5 military personnel per 1,000 inhabitant, the country ranks 122<sup>nd</sup> in the world.

<sup>4</sup> Robert Lowry, *The Armed Forces of Indonesia*, Allen & Unwin, 1996, p.1

<sup>5</sup> *The Policy of the State Defence and Security of the Republic of Indonesia*, p.12

<sup>6</sup> Dewi Fortuna Anwar, *Indonesia's Strategic Culture*, Centre for the Study of Australia-Asia Relations, Papers No.75, May 1996, p.7

<sup>7</sup> Robert Lowry, *The Armed Forces of Indonesia*, Allen & Unwin, 1996, p.2

<sup>8</sup> *Ibid.*, p.3





## SOUTH EAST ASIA



throughout the country<sup>9</sup>. On the other hand, it is also a source of weakness as the unity of its people through this principle cannot be taken for granted. Consequently, the government and the military are concerned that external forces may take the opportunity to exploit this weakness and cause political instability resulting in possible fragmentation of the country. A very good example is the issue on East Timor where Indonesia was suspicious of Australia's real intention for its participation in the INTERFET (International Force for East Timor). The Australian participation was perceived by Indonesia and most of the ASEAN nations as an extension of US and Western influence to safeguard its interests in East Timor and the region.

**...estimates expected the number of jobless to reach 20 million by the end of 1998 out of a labour force of 90 million, not including the underemployed.**

the military with the population, though its effectiveness is doubtful. To further strengthen the concept, regional resilience is pursued by engaging countries in the region through bilateral and multilateral ties, for example, ASEAN, APEC and ASEAN Regional Forum (ARF). Globally, this is achieved through the UN and NAM where it is a leading exponent. This means that its foreign policy is an important part of its defence policy. It is used to assist in the country's development effort, to enhance its regional and international status and strengthen its own security by having a peaceful region and co-operating in areas that brings about stronger beneficial ties whether be it political, economic or military.

## SUMMARY

Indonesia's defence policy and strategy are biased to its historical experience and geography, which is more concerned with internal security. It is bounded by the *Pancasila* ideology and the policies of *Sishankamrata*, *Wawasan Nusantara* and *Ketahanan Nasional* which enforces the unity of the nation. Its foreign policy further enhances its defence policy by ensuring the security of its own borders through diplomatic means. These ideology and policies have influenced Indonesia's strategic culture since its independence.

## INDONESIAN STRATEGIC CULTURE

### DEFINITION

According to Jacobsen, the concept of strategic culture holds that different countries and regions approach the key issues of war, peace and strategy from perspectives which are both quite distinctive and deeply rooted, reflecting their different geostrategic situations, resources, history, military experience and

### 'KETAHANAN NASIONAL'

The adoption of a non-aligned foreign policy has led to avoidance of formal alliances and multilateral security arrangements<sup>10</sup>. The colonial experience showed that other nations could not be relied upon to come to Indonesia's defence, for example, the Japanese invasion of 1942 and struggle for independence in 1945-49<sup>11</sup>. The concepts of defence can be divided into three areas, namely, national resilience, Asia and Australia-form inter-relationships with other countries and finally, to influence on global perspective to serve own aspirations; reject outside interference, forestall global nuclear threats, hostile trading regimes, environmental degradation and others which may affect national and regional defence and security<sup>12</sup>. National resilience is pursued by uniting the people through the *Pancasila* and integrating

<sup>9</sup> *The Policy of the State Defence and Security of the Republic of Indonesia*, p.12

<sup>10</sup> *Op Cit.*, p.2

<sup>11</sup> *Ibid.*, p.2

<sup>12</sup> *Ibid.*, p.3



political beliefs. These factors profoundly influence how a country perceives, protects and promotes its interests and values with respect to the threat or use of force<sup>13</sup>. On this premise, the discussion below would provide some light on Indonesia's strategic culture and its linkages to its defence policy.

## GEOGRAPHY

Indonesia believed that its geostrategic location is an important factor in its strategic culture<sup>14</sup>. It is a great challenge for its government to unite the various islands under one political, economic and security system. The vastness of its territory is difficult to contain from unfriendly activities such as political and social upheavals, smuggling, piracy and poaching on its untapped resources in its waters. The intervention of foreign elements on these issues could further make it more difficult. Thus, the government and the military regime has undertaken steps of ensuring the security of the country by implementing policies of *Wawasan Nusantara*, *Sishankamrata* and *Ketahanan Nasional* in its defence policy. These policies have been moulded as part of its strategic culture because they were developed over time to suit what Indonesia perceives as its national security standing internally, regionally and globally.

## ECONOMY

The Indonesian economy has grown with an average between six to seven per cent annually the last twenty years<sup>15</sup>. By 1991 Indonesia had passed two significant 'turning point' in the long sweep of economic development; manufacturing output exceeded that of

agriculture, and manufacturing products (broadly defined) accounted for more than half of merchandise exports<sup>16</sup>. For the first time in the nation's history, it experienced a quarter century of economic growth, resulting in a trebling of per capita GDP. Structural change has been equally rapid over this period, with the share of agriculture now less than 40 per cent of that in 1965 and manufacturing's share rising some 250 percent<sup>17</sup>. However, since the financial crisis in mid 1997, for the first time since independence, its GDP has experienced a negative growth of 13% to 15% in 1998<sup>18</sup>. It is also the worst contraction of any of Asia's crisis-hit economies. All sectors except agriculture were affected, particularly construction, services and manufacturing.

Indonesia also experienced the largest depreciation, the highest inflation, the highest nominal interest rates and the widest fluctuations in confidence<sup>19</sup>. As in other Asian countries, huge foreign debt and a weak banking sector were the primary causes, though Indonesia added one more: domestic political turmoil. The crisis threatened social cohesion. Official estimates expected the number of jobless to reach 20 million by the end of 1998 out of a labour force of 90 million, not including the underemployed<sup>20</sup>. Those below the poverty line were expected to increase to 14% of the population this year, from 11% in 1995, according to the World Bank. The government reckoned it would be more like 40%<sup>21</sup>.

Negative growth of 2% to 5% is predicted for 1999, with positive growth not expected until 2000<sup>22</sup>. The economy will bottom out towards the end of 1999 provided the new elected government is able to control and stabilise the country. Furthermore, significant flows of private investment will resume only after the

<sup>13</sup> Carl G. Jacobsen, *Strategic Culture in Theory and Practice, Strategic Power: USA/USSR*, Macmillan, London, 1990, pp. 3-12

<sup>14</sup> Dewi Fortuna Anwar, *Indonesia's Strategic Culture, Centre for the Study of Australia-Asia Relations, Papers No.75*, May 1996, p.4

<sup>15</sup> Asia-Pacific Security, *Less Uncertainty, New Opportunities*, p.100

<sup>16</sup> Hal Hill, *Indonesia's New Order, The Dynamics of Socio-Economic Transformation*, Allen & Unwin, 1994, p. xxxi

<sup>17</sup> *Ibid.*, p. xxxi

<sup>18</sup> Far Eastern Economic Review 1998 Year Book, Indonesia, p. 129

<sup>19</sup> *Ibid.*, p. 129

<sup>20</sup> *Ibid.*, p. 130

<sup>21</sup> *Ibid.*, p. 130

<sup>22</sup> *Ibid.*, p. 130



policy direction of the new government becomes clear. It will take at least until 2002 before normal growth of 5% to 6% could be achieved<sup>23</sup>.

Indonesia seems to have realised that socio-economic development is important for the country in this age of information technology. This can clearly be seen from the successes achieved by its neighbours in the region. It knows that it has to change but it will do so in its own time and in its own way.

## MILITARY INFLUENCE

Since the crackdown of the Indonesian Communist Party (PKI), the military has established itself in every aspect of the Indonesian livelihood. However, the contributions of the military towards political, economic and socio-cultural development are intended to increase the welfare of the people and therefore complement national security (*dwifungsi*)<sup>24</sup>. An example would be a programme called Indonesian Defence Force (ABRI) *Masuk Desa* (AMD) where the target of an AMD project is always on isolated and deprived community often identified as a poor village<sup>25</sup>. It is a programme that combines physical projects (usually construction of village infrastructure), health services and education, as well as various other activities aimed at improving the quality of life of the villages. The civil administration machinery has a parallel military organisation down to village level where ABRI is represented by a non-commissioned officer<sup>26</sup>.

ABRI has an interest in parliament, representing 20% of the seats in all three levels of the legislature (national, province and district)<sup>27</sup>. However, ABRI's interest continue to

decline due to the sweeping political reforms in the last 2 years. There has been a reduction in the political role of ABRI from 100 to 55 seats in the People's Representatives Assembly<sup>28</sup>. The *Golkar* Party being dominantly military saw its political influence deteriorating with the recent national and Presidential elections going for the opposition parties. This could only mean that the military would have to adapt to the changes in Indonesia's domestic issues.

**ABRI has an interest in parliament, representing 20% of the seats in all three levels of legislature (national, province and district).**

## SUMMARY

It is difficult to explain all the ingredients of Indonesia's strategic culture but to focus on the important factors. However, its strategic culture is interrelated and intertwined with its defence policy. It follows that the *Pancasila* ideology is embedded with the concepts of *Wawasan Nusantara*, *Kefahaman Nasional* and *Sishankamrata* which are then influenced by a culture which has developed over the years through its unique history, politics, geographical location, the changes in its country's leadership, the military contribution towards this culture and Indonesia being Indonesia. In the end it's strategic culture and its defence policy is concerned with its sovereignty and internal challenges. However, this could change with the country's sweeping reforms in the political, economic and social arena.

## INDONESIAN DEFENCE FORCE CAPACITY TO ACHIEVE THE NATION'S SECURITY OBJECTIVES

### SECURITY OBJECTIVES

Based on the discussion above, it can be deduced that Indonesian security objectives are concerned with internal stability in the short term. This is to provide the platform for the new government to facilitate the economic growth

<sup>23</sup> *Ibid.*, p. 131

<sup>24</sup> *The Policy of The State Defence and Security of the Republic of Indonesia*, 1995, p. 53

<sup>25</sup> *Ibid.*, p. 14

<sup>26</sup> *Ibid.*, p. 54

<sup>27</sup> Robert Lowry, *The Armed Forces of Indonesia*, Allen & Unwin, 1996, p. 186

<sup>28</sup> *Far Eastern Economic Review 1998 Year Book*, Indonesia, p. 126



it badly needs. There might be a possibility that policies implemented in the Suharto's regime be modified to suit the new environment to hold the country together. In the longer term, the security objectives maybe to provide stability in the region and further enhance its participation in international issues as it is a part of its defence and foreign policies of national and international resilience.

## DEFENCE FORCE PLAN

Militarily, Indonesia's five-year plan to 1999, does not provide any drastic changes in its force structure<sup>29</sup>. The aim for the turn of the century is to develop a force which is modern and modest, finances permitting. It is increasingly shifting in emphasis from a guerrilla warfare force towards a conventional force<sup>30</sup>. Its defence spending in recent years has had a lower priority with recent figures showing defence expenditure at ASS\$8.00 per capita, ranking Indonesia 115<sup>th</sup> and at 1.5 military personnel per 1,000 inhabitants, the country ranks 122<sup>nd</sup> in the world<sup>31</sup>. Indonesia does not foresee any threats from the region except possibly from the People's Republic of China but that is not plausible for PRC is not as yet capable, over time that may not be the case. Concerns about China has been highlighted particularly because of the Chinese aggressive posture in the South China Sea. It must be remembered that the Indonesian Island of Natuna, which is rich in gas deposits, borders very closely on the Spratly Islands, currently regarded as the primary flash point in the region. China has claimed the entire South China Sea as its territory, and the recently published Chinese map of the area apparently also shows Natuna as within the Chinese territorial sea<sup>32</sup>. This can only mean that, ABRI will focus its capacity to safeguard the nation's security goals in the short term but in

the longer term will depend on the performance of the economy and the threat perception in the region.

## BORDER ISSUES

Indonesia has a long-standing border disputes with Vietnam, Malaysia, the Philippines and PRC. It also faces significant cross-border criminal activities along its land borders with Malaysia and Papua New Guinea (PNG) and a persistent low-level insurgency along its border with PNG. Illegal fishing by foreign vessels is common and smuggling, piracy, and unauthorised migration in and out of the country are continuing problems. Environmental pollution from transiting vessels is becoming a concern and pollution disputes with neighbouring countries are possible, for example, in the Straits of Malacca. But the country faces no credible serious armed threat from its immediate neighbours. There is no major external threat but there is concern that border and regional disputes could result in Indonesia being involved. Despite these concerns, efforts are being made by countries in the region to settle disputes peacefully. At the same time defence ties are also established with countries in the region to develop the defence capabilities and to share security burdens in ensuring peace in the region. In this regard, ABRI do have the capacity then of achieving its security goals through diplomatic means.

## FUTURE SECURITY ISSUES

Future security issues are the border disputes, Indonesia's position in ASEAN and stabilising its domestic issues. The border disputes are showing encouraging signs of peaceful settlements, however, the question of PRC claims to the Spratly islands may cause future conflict. Indonesia is very active in its involvement in ASEAN and also with the UN. It would continue to do so to gain and be recognised by the international community as a friendly country. The recent elections ensured that President Wahid would be in power in the

<sup>29</sup> Derek da Cunha, *The Evolving Pacific Power Structure*, Institute of Southeast Asian Studies, 1996, p. 94

<sup>30</sup> Haseman J., *Country Briefing Indonesia*, Jane's Defence Weekly, 13 November 1996, p. 35

<sup>31</sup> Ibid., p. 35

<sup>32</sup> The Star, *Focus Spratlys - A Thorn In Asia's Side*, 22 Jul 99, p. 21.



next five years but health wise, it is difficult to predict and it is unlikely that any change will happen in the military regime in this period of time. Disunity in the regime could happen after this succession and this will also depend on the political, economic and social development. However, the military has been influential for a long time in the organizational structure of the country and this will probably see that ABRI will continue to retain some control of the country. Only time will be able to tell the changes the country will undergo after the succession.

## SUMMARY

Any changes to the security objectives in the future must depend on the new government to stabilise the political, economic and social problems of the country. It is interesting to see how the military would play its role with the changing situations in Indonesia in the coming years. Despite all the setbacks in domestic and international issues, ABRI will continue to expand and improve its effectiveness albeit in a more modest way in the future. It is seen as necessary to provide with the changing security perceptions in the region and it will have the capacity to fulfil its security objectives well into the 21<sup>st</sup> Century.

## CONCLUSIONS

Indonesia's strategic culture is bounded by the ideology of *Pancasila* and the policies of *Wawasan Nusantara*, *Ketahanan Nasional* and

*Sishankamrata*. These ideology and policies are meant to provide the unity needed for the country due to the expansiveness of its land and the diversity in the ethnicity of its people, and thus are incorporated in its defence policy to ensure the country's security. Through the implementation of these ideology and policies, Indonesia has developed its own unique political, economic, social and geographical environment. During his tenure as President, Suharto were able to achieve political, economic and social stability in the country which brought about economic growth that helped to develop and increase the welfare of the people. However, all has changed due to the financial crisis and the political, economic and social reforms that went through Indonesia these last 18 months. It would be interesting to see whether these changes will bring about a new strategic culture and how it may be incorporated in its defence policy for Indonesia. Only time will tell.

The Indonesian Defence Force is comparatively small in comparison to its population and size of the country and its national budget. Despite that, its defence force is undergoing modernization and is quite capable in achieving the country's security objectives in the short term and should not be underestimated. The future security concerns with Indonesia are its domestic issues to hold the country from disintegrating. The border disputes with its neighbours could also result in future instability. Indonesia will continue to play an active role in ASEAN and in the UN as it is part of its defence and foreign policies of national and regional resilience.

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