

# Sorotan DARAT



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## THE JOURNAL OF THE MALAYSIAN ARMY

- **Awareness, Attitude and Behaviour of The Malaysian Army Young Officers Towards Maintaining The High Standard of The Officers Value**  
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*Mej Ahmad Fadzil bin Hassan*



**SOROTAN DARAT**  
JURNAL TENTERA DARAT MALAYSIA  
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**KETERANGAN**

Sorotan Darat ialah Jurnal rasmi Tentera Darat (TD), diusahakan bagi mempertingkatkan budaya ilmu di kalangan warga TD. Jangka masa pengeluaran ialah setiap 6 bulan iaitu pada bulan Jun dan Disember. Segala isi kandungannya termasuk sebarang ilustrasi, gambar, jadual, dan rajah tiada dibenarkan dicetak semula dalam corak apa sekalipun tanpa mendapat kebenaran Kementerian Pertahanan terlebih dahulu.

Selaku sebuah jurnal TD, Sorotan Darat adalah bertujuan mewujudkan satu forum bagi perbincangan perkara yang boleh menimbulkan minat profesional terhadap seorang perajurit. Artikel pelbagai isu dan tema adalah dipelawa dari segala peringkat dan sesiapa sahaja yang mempunyai pengetahuan khas atau minat terhadap hal ehwal ketenteraan. Isu-isu kontroversi biasanya menjadi nadi penggerak sesebuah jurnal profesional yang mana ia dapat menimbulkan pemikiran dan perbincangan yang sihat. Artikel-artikel seperti ini akan diberi keutamaan, manakala artikel-artikel mengenai operasi-operasi, idea-idea latihan atau kegunaan peralatan adalah antara topik-topik yang diidam-idamkan.

Semua pertanyaan mengenai Sorotan Darat mestilah dikemukakan kepada Kol Doktrin, MK Latihan TD

Semua idea yang dikemukakan oleh penulis melalui artikelnya dalam jurnal ini, sama ada sebahagian atau seluruhnya adalah pendapatnya sendiri. Ianya bukanlah pendapat oleh Kementerian Pertahanan Malaysia atau pihak-pihak lain yang berkaitan.

## KANDUNGAN

<b>DARI MEJA KETUA EDITOR</b>	<b>2</b>
<b>Awareness, Attitude and Behaviour of The Malaysian Army Young Officers Towards Maintaining The High Standard of The Officers Value</b> <i>Mej Mohammad Rashdan bin Abdul Razak</i>	<b>3</b>
<b>Level of Knowledge Among the Promotion Candidates and It's Relation Toward High Failure Percentage</b> <i>Mej Mohd Zaher bin Azizan</i>	<b>14</b>
<b>Women, Diversity are Military Mission Critical: Do We Need Women in Combat?</b> <i>Mej Khartina binti July</i>	<b>25</b>
<b>Yang Mulia General Tan Sri Raja Mohamed Affandi bin Raja Mohamed Noor: Figure of The New Era of New Leadership Style of The Army Chief</b> <i>Mej Farizan binti Md Rathi</i>	<b>36</b>
<b>Terrorism in Southeast Asia</b> <i>Mej Mohammad Jafizul bin Mohammad Jafferi</i>	<b>47</b>
<b>Separatist Movements in Southeast Asia and Their Implication to National Security. An Analysis From Human Security Perspective</b> <i>Mej Herdiyanto bin Helmi</i>	<b>58</b>
<b>The Threat of Cyber War in Malaysia</b> <i>Mej Hirmawan bin Dayat</i>	<b>71</b>
<b>Leadership Problem at The Battalion/ Brigade/ Division/ Army; Yesterday, Today and Tomorrow</b> <i>Mej Khairul Iskandar bin Kamanoorizahar</i>	<b>80</b>
<b>Fitness Erafication: Army Policies and Challenges to Eradicate Soldier Fitness in The Malaysia Army</b> <i>Mej Haslina binti Ab Hamid</i>	<b>89</b>
<b>Discuss The Effectiveness of Recruiting The Various Indigenous Groups Into The Malaysian Armed Forces (MAF) as Part of National and Racial Integration</b> <i>Mej Ahmad Fadzil bin Hassan</i>	<b>97</b>
<b>Panduan Untuk Penulis</b>	<b>108</b>
<b>Artikel Terbaik Siri 68 dan 69</b>	<b>109</b>

**DARI MEJA KETUA EDITOR**

Assalamualaikum Warahmatullahi Waabarakatuh dan Salam Sejahtera.

Kami dengan bangganya membawa ke meja anda **SOROTAN DARAT, *The Journal of The Malaysian Army* Volume 2, Number 70**. Edisi kali ini terbit lebih sebulan awal kerana di jentik semangat Edisi Khas 1 Mac 2017. Dalam Edisi Khas yang lalu, Sorotan Darat menghidangkan anda dengan pemikiran penulis-penulis terdahulu berkaitan dengan perkara 'ON COMMAND'.

Edisi kali ini meneroka idea dan pemikiran daripada Komander Rendah. Kami telah merangsang dura Komander Rendah dalam Tentera Darat untuk menulis artikel. Hasilnya Sidang Redaksi telah menerima 100 lebih artikel daripada pegawai-pegawai TD berpangkat Mejar ke bawah. 10 daripada artikel-artikel tersebut telah dipilih berdasarkan isu, daya upaya penghujahan, lajur pemikiran kritikal dan desus persekitaran. Anda jangan terkejut kerana idea dan pemikiran daripada Komander Rendah adalah berbeza. Nyatanya mereka adalah kelompok i-Gen yang terkenal dengan sikap berdiam diri dan hanya akan bersuara apabila hak-hak mereka tidak dipenuhi. Nyatanya juga terbukti mereka berupaya menulis dengan baik menjadi satu lektur yang berfaedah kepada pembaca.

Edisi kali ini membincangkan lima isu domestik perkhidmatan, dua isu kepimpinan, dan tiga isu luaran. Antara isu-isu domestik yang wajib anda baca ialah sikap, dan tingkah laku pegawai muda; kegagalan calon dalam peperiksaan kenaikan pangkat; cabaran polisi tahap kesihatan, dan cabaran ketua pasukan. Manakala bagi isu kepimpinan, kami memilih mantan PTD Ke-25 sebagai 'role model' untuk mengupas ciri-ciri pemimpin alaf baharu. Kupasan isu ini tidak boleh tidak mesti anda baca. Dua isu lagi yang agak menarik ialah keperluan askar wanita atau pranita khususnya di perbatasan dan isu keberkesanan pengambilan perajurit muda dalam kalangan anak-anak muda kaum asal. Bagi isu luaran pula, ia masih berpaksi kepada 'terrorism' dan implikasi kepada keselamatan negara, dan ancaman perang siber yang semakin menular di Malaysia.

Harapan kami agar semua artikel dalam SOROTAN DARAT edisi ini menjadi wadah pemikiran kritikal kepada Tentera Darat dan memenuhi ekspektasi semua. Terima kasih kepada semua penulis dan semoga SOROTAN DARAT akan menjadi panduan dan pencetus perbincangan berkaitan perkara-perkara yang kritikal dalam usaha membangunkan ketumbukan Tentera Darat yang satu kerana bersatu.

**Kol Dr Mohd Radzi bin Hj Abdul Hamid**  
Ketua Editor

**AWARENESS, ATTITUDE AND BEHAVIOUR OF THE MALAYSIAN ARMY YOUNG OFFICERS  
TOWARDS MAINTAINING THE HIGH STANDARD OF THE OFFICERS VALUE**

**By Mej Mohammad Rashdan bin Abdul Razak**  
Royal Malay Regiment

**INTRODUCTION**

The military profession is one of the best professions throughout the world. According to MM 0.1. 1A TD, military profession is one of the early professions in the world history (Markas Latihan Tentera Darat, 2010). It is full with disciplines, expertise, custom, tradition and values that must be fulfilled in the soul of every officer and soldiers. For the officers, it demands a higher standard of qualities as they will need to train, guide and lead their subordinate in every activity in their working compounds and most important during the war time. The level of knowledge, discipline and competency of a soldier is a shadow of reflect of his or her officer.

This essay will discuss about why the awareness, attitude and behavior of new-generation officers are lower compared to the former generation in maintaining the high standard of the officers' value. In the beginning, this essay will explain some of the important terminology that used in this essay. The values to be achieved by the young officers will be discussed followed by some examples to prove that the levels of awareness are decreasing. At the end of this essay, some of the steps to overcome this problem will be listed as the guidance.

**DEFINITIONS**

From the Oxford Dictionary, awareness means a concern about and well informed interest in a particular situation or development. Attitude brings the meaning of manner, disposition, feeling or position with regard to a person or thing; tendency or orientation, especially of the mind. Behaviors mean the way in which one acts or conduct oneself, especially towards other. Value means the regard that something is held to deserve, the importance, worth, or usefulness of something.

Malaysia Army was formed on 1 March 1933 with the newly-formed Experimental Company of Royal Malay Regiment in Port Dickson, Negeri Sembilan. This marked the birth of the Malaysian Army, and 1st March is now observed as our Army day. The idea to form the Malay Regiment was proposed by the Sultan of Perak, Yang Di Pertuan Besar Negeri of Sembilan, Raja Di Hilir of Perak and the Undang of Rembau as early as 1920 at a meeting of the Federal Council in Kuala Lumpur.



Since that time, Malaysia Army has expanded to bigger force formed by various corps that has their own expertise.

In defending Malaysia and to support its development as well as to raise its flag at international level, Malaysian Army has proven that the roles they played are big enough to be informed. As their main task and roll, the army has involved in different combat incidents in defending the sovereignty of our motherland since the era of Second World War (1941 to 1942), First Malayan Insurgency (1948 to 1960), Malaysia - Indonesia Confrontation (1963 to 1966), Second Malaysia Insurgency (1968 to 1989) and until now, it still gives the contribution in varied ways and task (Urusetia RAMD, 2008).

The courage and fearless characteristic of its officers and soldiers were shown in the Battle of Kota Bharu, Segamat, Pasir Panjang and Bukit Chandu during the occupation of Japan Forces in Malaya. Their courage has been filmed to demonstrate how they fought the 14 Japanese Imperial Army bravely even with the limited equipment and support from friendly unit due to large scale attack from the Japanese.

*The resistance of the Malay Regiment angered the Japanese, and when they captured Lt Adnan, they dragged and pushed him into a gunnysack. The Japanese soldiers after that hung him by his legs on a cherry tree and then bayoneted him repeatedly. His throat was slit repeatedly. After the battle, no one was allowed to bring his body for burial. No one dared (Hoon, 2002).*

*The First and Second Malaysia Emergency also gives 'the birth' of other Malaysian Army heroes in denying the resistance of Malaysia Communist Party. At the international level, as an evidence of Malaysian Army, heroic act has been shown in Bakara Market incident and Mogadishu Civil Court.*

*If we go through all the events happen, the heroes behind the scenes were the officers. It didn't deny that the senior ranks and soldiers also played important roles in guaranteeing the glory of the battles as they fought in the group. However, it can't be argued that the main actors were the officers who had led, commanded and trained their soldier for the successes. The levels of soldiers' readiness, knowledge and competency are the reflect on the quality of their officers.*

*"The most important thing I learned is that soldiers watch what their leaders do. You can give them classes and lecture them forever, but it is your personal example they will follow."— General Colin Powell*

## DISCUSSION

With the development of the army, more demanding quality of an officer is needed to comply with the current situation. The target to achieve the objectives in the Army Development Program (Army 2 10 plus 10) that has been introduced in 2008 and has been enhanced with the 4DMAF Strategic Plan in 2015 required Malaysian Army to equip all its personnel with knowledge, equipment and expertise to face new dimension of warfare. The focus groups which will lead this transformation, and modernization are the young officers whom are the modern generation that have the great potential to excel with good academic background.

To fertilize their potential, Malaysian Army has listed some of the criteria and values that need to be owned by military officers. These criteria will differentiate between a good and a less quality officer. Some of the criteria and values are believed in god, discipline, self-value, courage, integrity, professionalism, unity, sacrifice and loyalty. It has become the ethos to be firmly held by every officer to become a good leader whom will lead his/her soldiers during war or peace time. These criteria listed are some of the examples. More criteria are needed to ensure that the military officers are capable enough to lead their men as this career demands a high-quality person to manage the men, machine and method in their daily work. However, Malaysian Army has faced challenges that are the awareness, attitude and behaviors of its young officers to maintain the high value of the officers' value. These challenges became hot issue that has been discussed in the highest level of Army meetings and discussions, which recognized to become barriers to achieve the organization missions and visions.

### Different Education Background and Qualification

First element that can be discussed is about the education background and qualification. The new era soldiering requires the officers to be updating themselves with education qualification that has upgraded. The qualifications needs for the early generations cannot be compared to the existence of higher-education centers and facilities of that time were scarce compared to what we have now. Before the year of 2012, the entry requirement for military officers is as low as Malaysia Certificate of Education (SPM) with credit in Malaysian language, Mathematics and history for Army Cadet Scheme and Diploma Certificate for Army Graduate Scheme. However, to adhere to the requirement of the Public Service Department (JPA) in order to comply with the new salary scheme, the entry requirement has been upgraded to Bachelor Certificate for the Army Graduate Scheme. The Army College also has been disbanded. All entry points to the army are only through National Defense University of Malaysia or Graduate Cadet Scheme. For the officers who served the army for eight years of service, they need to continue their

study either as a full-time student or as a part-time student to be the holder of Bachelor Certificate holder. This step is taken, in spite to adhere with the JPA's requirement, is also to at least to a level the education level of the army soldiers who are more advances in terms of certificate holder and the thinking quality. With the higher certificate holding, the higher commanders hope that the thinking and working quality of the officers will be higher and can be relied to lead the new-generation soldiers.

Most of the current soldiers are the Millennial Generation or Y Generation that has different style of thinking that sometimes becomes somewhat a big problem for the officers. These Y Generations claimed that they easily get what they want from their parent, thus they become more demanding compared to Baby Boomers, who are a workaholic and very devoted to their organization and X Generation that can be devoted to the organization but not so attached as per previous generation (Fleweling, 2014). With this character, the soldiers are tending to question the orders that given to them, and the officers need to have an excellent brain to give good acceptable answers and argument to ensure the soldiers to adhere to the orders. Table 1 shows the differences of belief between the four generation in Malaysia.

Generation (Birth Years)	Defining Moments (Historical, Economics & Social Influences)	Beliefs
Silent Generation (1925 - 1945)	Great Depression British administration World War II / Pearl Harbour / Japanese occupation Communist insurgency	We must pay out dues and work hard (adaptive / work first)
Baby Boomers (1946 - 1964)	Indonesian confrontation May 13 incident New Economic Policy Industrialization John F. Kennedy assassinations Moon landing Vietnam War	If you have it, flash it (idealist / live to work)
Generation X (1965 - 1980)	Fall of Soviet Union Women Liberation Birth of computer / Internet AIDS Look East Policy Mergers and acquisitions	Whatever (reactive / work to live)
Generation Y	MTV	Let's make this place



(1981 - 2001)	Internet September 11 Princess Diana's Death Facebook (social networking) Iraq War	a better place (civic) (live first, then work)
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Table 1: The Four Generations (Tay, 2012)

Lack of Awareness on Intangible Factors

Secondly, lack of awareness on intangible factors. Customs and tradition is one of the core values in the army. This is an intangible value that can create cohesiveness and esprit-de-corps among the officers and soldiers in a unit. The unity will bring the loyalty, courage and sacrifice element into the spirit among its members. They will strive for the excellence of their team or unit. History has shown that the force with high unity in them will win the war. The Regimental Directive System (SPR) and Officers' Mess lifestyle are the examples of the customs and tradition that still applied in the army. However, these values are more or less had been forgotten or less applied by the new-generation officers. With the quality of education that is advancing, the new generation of officers have a different view about how the army is managed. They are less sensitive about the customs and traditions, but relatively more concerns on the logic and practicality. What they are forgotten that the customs and traditions are the quality that differentiates the army organization with the other organization. The relevancies of maintaining the tradition that have been practiced in a unit for a long time sometimes are questioned by them. The execution of Regimental Parade, Mess Night or sports occasions, are managed without adhere to the basic requirements of those occasions. Even at this moment, some of the young officers didn't know that they have to give a salute as a respect when the National Anthem is sung, when three or more artillery guns moving without the barrel covered and when the corpse of a heroes is going to be buried. It is an anxiety that the traditions will be forgotten in the future.

In accordance of it, as a result, lot of the younger officers have no sense of proud of their service. Worse than that, they feel ashamed to serve in this noble high profile career, try to deny that they are military officers and feel down wearing uniform in public. It is different if we can compare with the military officers in the other countries whom walking proudly with their service uniform, the situation we hardly can see in our country. This attitude needs to be vanished. Every single serviceman/woman needs to be proud as we are serving our country and have been honored with responsibility to protect the nation. Respect of the citizen will be with us as their protector.

## **Lack of Real Experiences**

Third, lack of real experiences. The main task of a soldier is to kill or to be killed during war. During the peace time, the army will train for war with all the assets and equipment that they have. At the same time, army role has been expanded in assisting the government to develop the nation. Last experienced by the Malaysian Army to commit in the battle with the known enemy was during the involvement in United Mission Operation in Somalia (UNOSOM II) which has portrayed the Malaysian Army quality. Two incidents in this mission; one incident in the Old Port Civil Court and one in the Bakara Market; It caused the death of one of the Armored Personal Carrier (APC) drivers. One soldier, the one who died, has awarded with the highest medal of courage, Seri Pahlawan Gagah Perkasa medal where else four officers and two soldier have been awarded with Panglima Gagah Berani medal (Urusetia RAMD, 2008). More critical and dangerous experiences during the operation were faced by the early generation during the war time in Malaysia.

Our nation policy as the neutral country has been decreasing the probability to commit in war. With the nation standing to refuse the aggression and war, it led Malaysian Army with the green inexperienced officers and soldiers. The only tool to measure them is during exercises that can't indicate the actual quality of the army personnel. The situation during a existent operation conducted in real location is totally different compared to the exercises. In actual situation, one will need to face the real bullet that fired upon them, the yelling soldier who injured and critical limited time to make a decision. Soldiers will rely on their officer during the havoc situation. With less experience, new officers will have a great difficulty to choose which one of the blinking options is the best one. Fail to make a right decision means dead to him/her or his/her subordinate.

We have to admit this situation, and nobody wants to be involved in war. Sufferable ness and rigorous that have been faced by the early generations during World War 2, emergency and confrontation era need to be taken as a lesson learnt. War will harm life, destroy the belonging and hinder the development throughout the country. However, the existence of the army is still relevant. We'll become the protector of the nation and her citizen.

## **SOLUTIONS**

### **Practice Correct Military Pedagogy**

To overcome the challenges, proper planning and steps need to be taken by the Malaysian Army authority to ensure the credibility of our force in the future. First

of all is to provide a good learning condition and training facilities as well as to practice correct military pedagogy for the new officers. Action needs to be taken at the early stage since the first day when they join the military life as a cadet. What have been done in the prestige well known military college as in the United States Military Academy (West Point), the Royal Military Academy Sandhurst, United Kingdom, Special Military School of St Cyr, France and PLA National Defense University, China can be exemplified to form a better requirement for our military pedagogy system. Their approach of developing their officers is using the best-known system with the combination of academic studies as well as the military training. This system also came to the reassessment phase where the system will be improved from time to time depend on the existing needs. They manage to combine the Sparta Model and Athens Model of military pedagogy and blend them with the current situation needs to invent a near to perfect education systems that fulfill the needs of war and peace situation (Juhari, 2015).

National Defense University of Malaysia (NDUM) and also known as Universiti Pertahanan Nasional Malaysia (UPNM), the only tertiary military based education center that exists in Malaysia. This university had absorbed some of the criteria of what has been implemented in West Point and the Australian Defense Force Academy Canberra in terms of format of education and military training (Juhari, 2015). The effectiveness of the education systems in both of this defense academy portrayed with successes in the battle during their involvement in real war around the world. With the aim to produce the graduates that have six attributes; to become graduate officers, commissioned officers, sportsmen/women; master of unarmed combat, Imams/Khatibs and officers and gentlemen/ladies; NDUM is relied to produce future leaders who relevant to the needs of the army. They will be "transformed" from a school's student to a tough reliable leader who has the quality as well as up to date with the new sophisticated technology.

### **Enhanced Quality During Service in The Respected Unit**

Second, the quality of the officers will need to be enhanced during their service in their respected unit. As what they learned theoretically in NDUM, their first impression of their practical capability will need to be assessed in the unit, and corrective act needs to be taken so that they can improve themselves. They are demanded to act and learn to become good military officers who have three elements; command, leadership and management. These three interrelated and interdependent functions need to be blending together. They can't be a good commander, a good leader or a good manager. They must be all three (Headquarters Malaysia Army Training Commands, 2007). To learn, as a military officer, they must be going through the process.

In the 0.3.5 TD Individual Leadership Training, it has been stated how the young officers need to be developed. They should be given the opportunity to gain as much as the entire practical experiences as well as regimental life experiences. These experiences are very important to them before they are required to leave the unit for further employment. They must be guided to have an active participation in all the activities conducted in the unit, how to manage the soldiers, how to fulfill service requirement and how to act as an officer. The tough training and the well-behaved according to the manner can be combined to obtain the good result. However, the guidance must have the limit, which without severely affecting their mental and physical.

The mentality of the new officer needs to be developed to ensure them to have positive action and thinking. They need to be trained to become an owner of character strength such as leadership, integrity, bravery and fairness that will ensure further development of their career. With all the positive element in themselves, we'll be ensured that the army will succeed in their management in the future.

Besides the common element of intangible factors that focus more on external aspects, the officers will need to be possessed with the internal aspect that is religion. As the Malaysia National Religion is a concern, the Muslim officers need to engage actively with Islamic thought and its practices. Despite it, for other religions that existed in Malaysia such as Buddhist, Hindu, Christian and Sikh, they must be given the opportunity to practice their own religion freely. The expanded Islamic consciousness among the officers and soldiers is influenced by 2 factors; the piousness of existing military personnel, military leaders and new recruitment input as well as the degree of motivational influence from the head of state who encouraging Islam (Khairan, 2004). Even though there are some arguments that the military Islamization will lead to an aggressive manner due to bad perception of Islam related to extremist group actions, the true teaching of Islam will lead to a better quality of an officer who works hard for both his life and death. This sort of betterment will produce high-quality officers who have unique characteristics and can be relied on.

### **Continuous Training**

Third, young officers need to go through continuous training then to be involved in operation. It continues training with own platoon/troop will increase the confident level, level of cooperation with subordinate and also command, leadership and management skills. The training objectives as stated to achieve five fields of achievement; military discipline, health, strength and endurance, technical proficiency, teamwork and tactical proficiency; along with fundamentals of training,

need to be stressed to maximize the skills that needed to be achieved (Headquarters Malaysian Army Training Command, 2005). There are few of training that must be completed including individual, team collective, operational specific and command training. These trainings are to be conducted as a whole and integrated with each other, continuous and considerable overlap.

### **Self Awareness**

Fourth, the young officers need self-conscious to improve themselves. The guidances from the senior officers are nothing if they are not willing to change. They have to seek advices if they face any hesitation or problem in their work compound. References of advices can be their senior officers or even the books related to their career. An officer needs to know his/her own weakness in order to change himself/herself. They need to motivate themselves intrinsically by building the enthusiasm for their work rather than extrinsically motivated by the salary, praises or interjected regulation (Deci, 2000). The sense of belonging to the nation, service, assets and its members can be developed by continuously motivating own self to give full contribution to the country. Willingness to change and strive to betterment can be achieved by Stages of Change or Tran theoretical model develops by Prochaska that consists of six steps; pre-contemplation, contemplation, preparation, action and maintenance (Jake Morris, 2012).

An officer needs to develop themselves to excel in their career. The power of knowledge is the main factor for them to become the best among the best in this era. The knowledge gain from reading as well as practical experiences can be the indicator for the higher commander to recognize his potential reliable officer. This will influence the career path of the officer, whether he/she will be selected to move faster in his/her career under the Fast Tracking Policy or moving through the career path under the Placement Policy. The aim of the Army is not to produce an exam oriented officer whom only excels in his courses but to have a reliable officer good knowledge and skill in managing the soldiers, and assets are the main concern.

### **CONCLUSIONS**

Day by day, the Malaysia Army has been expanding from a quantity of 25 men in its early establishment, until now, with the quantity of 80,000 active personnel and 40,000 reservists. The officers are facing a lot of challenges to manage the soldiers and equipment. The element of trainings, knowledge, experiences and self consciousness can be the factors for the officers to be able to manage their soldiers and asset. Good officers will strive to be updated in this globalization era, while some of them drifted with the old histories. The challenges are possible to overcome with proper planning, good military pedagogy, and



cooperation from every layer of command structure and also from the young officer itself. The young officers who are the future military leaders need to be guided to enhance themselves in their career. With good academic qualification, good guidance from senior officers and willingness to change, the expected qualities from an officer and gentleman/ lady can be achieved.

Adoption of current military pedagogy that blended with the Malaysian way then strengthen with values from the religion thought is believed to produce best future military officers. However, how the combination will function is still rely on the officer itself. No one can change him/her, but he/she needs to work for that.

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Major Mohammad Rashdan bin Abdul Razak was commissioned on 22 September 2004 under the Graduate Scheme intake 21/2004 and served in 12th Battalion Royal Malay Regiment (Mechanized) as a Platoon Commander, Intelligence Officer, Adjutant and Assistant Company Commander. He served in United Nation Interim Force in Lebanon under Malaysia Contingent East 3 in 2008 before being posted to 4th Brigade (Mechanized) Headquarters in 2010 as Staff Officer 3 operations. He shifted back to his mother unit and served as Company Commander and Operation Officer from 2013 to 2016. He won the third prize in Army Essay Writing Competition in 2012. Now he is continuing his study in Malaysian Armed Forces Staff College.

**LEVEL OF KNOWLEDGE AMONG THE CANDIDATES FOR PROMOTION AND ITS  
RELATIONSHIP TOWARDS PERCENTAGE OF HIGH FAILURE**

**By Maj Mohd Zaher bin Azizan**  
Royal Engineer Corps

**INTRODUCTION**

In our life from school to entering the working world, every human being will go through an assessment or examination. This system has been established for so long to evaluate the level of understanding and wisdom of someone. The purpose of conducting this method of gate keeping than what has been said; it also aims to identify individuals who really deserve to achieve the objectives which have been outlined. In concerns, examinations are meant for individuals who have passed are for the purpose of promotion, salary price, performance grading and so on.

The examination in the military is also not excluded and it also has the same objectives as for purpose of promotion, employment and income. Each branch of service in the Malaysian Armed Forces such as the Army, Navy and Air Force also organize promotion examinations especially for officers at the intermediate level. Each year, the Army also conducts promotion examinations such as the Lieutenant to Captain and Captain to Major examinations. These examinations are divided into two modules, practical and written. Practical examinations include Map Reading, Signaling and Tactics while the written examinations cover Military Law, Military History, Military General Knowledge and International Affairs. Based on the results of these examinations, the officers who have passed both modules of the examination will be awarded a promotion and appointment by their respective Corps.

However, the promotion examination for Captain to Major in the year 2016, has both practical and written; recorded a sharp percentage of decline compared to previous years. This has led to the top achieved of the Army questioned and requires the HQ to identify the cause of lower percentage of candidates who passed the examination in each module. Events that have occurred do not allow us to point our fingers to find out who should be held responsible for what has happened. However, we shall take it from the positive side so that the best solution can be matter out.

## TYPES OF PROMOTION EXAMINATION

The Promotion Examination for the Army are divided into two types of examination, which one is the Promotion Examination of Lieutenant to Captain and the rest is Captain to Major. The examination from Lieutenant to Captain was just created back in 2013 after a few years was abolished. This is due to the entrance into Malaysian Armed Forces has been revised and updated. Regarding to these examinations, it divided into two modules, namely practical and written in which each candidate who has sufficient conditions will be allowed to sit for the examination. Each examination will be held according to the following modules:

### 1. **Promotion Examination from Lieutenant to Captain and Captain to Major.**

#### a. **Practical subjects.**

- (1) Military Tactics.
- (2) Signaling.
- (3) Map Reading.

#### b. **Written subjects.**

- (1) Military Law.
- (2) Military General Knowledge.
- (3) Military History.
- (4) International Affairs.

Although both examinations are seen displaying the same subjects, but the questions submitted are in accordance to their level of understanding and also ranks. Each syllabus is designed based on certain aspects such as the administration, operations, training, logistics, history and international relations. In addition, candidates are also required to learn and understand the lessons of history and international affairs. These syllabus also are according to an appointment as follows (Markas Latihan Tentara Darat, 2010):

1. Company Commander.
2. Staff Officer Grade 2 in Formation Headquarters.
3. Small Unit Commander.

## ACADEMIC LEVEL AMONG THE CANDIDATES

In line with the modernization of the Armed Forces in general and the Army in particular, the Army has also improved the academic qualifications which are applied that apply to the recruitment of officers. This means, the minimum academic qualification must be at least a bachelor's degree in a particular field before they serve in the military. This is to ensure that the intellectual level of officers is equivalent with other government agencies as well as the private sector.

Generally, there are three types for recruitment of officers who will serve in the Army as follows:

1. Cadets from the National Defence University (UPNM).
2. Graduate Scheme.
3. Reserve Officers' Training Unit.

From the entry level which are discussed above, there is no doubt that level of academic among officers is high and meets the conditions set. This is because they will have an academic background in engineering, administration and etc. These officers, will then continue their career in the Army with attending various courses in order to increase their knowledge and experience. In this article, I like to express the level of knowledge among the candidates who set for Promotion Examination; especially from Captain to Major. Generally, the majority of candidates have served between five to seven years in the service. If we discuss in detail, all candidates had attended the courses as follows:

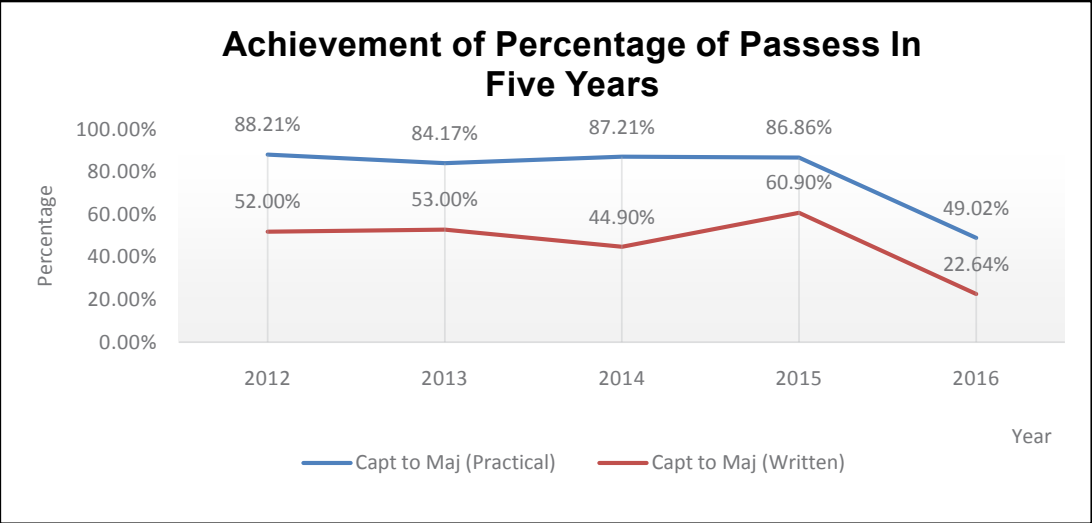
1. Young Officer Tactics Course.
2. Corps Basic Course.
3. Additional Courses such as Admin Officer Course, Service Accounting Course and etc.

In addition, they will also carry out tasks in their units either in operations, training and administration. All of these are intended to increase their experience and knowledge as an officer and also to be a leader. Therefore, why do the candidates who sat for the examination have produced high failure of percentage as compared with their level of knowledge?

## COMPARISON OF PERCENTAGE OF PASSES FROM PREVIOUS YEARS

In this topic, I would like to share , the percentage of passes in both promotion examinations from the year 2012 to 2016. In this article, I will only focus on the Captain to Major promotion examinations. The aim that I want to highlight here is to make the academic comparison on the achievement every year.





**Chart 1. Achievement of Percentage of Passes In Five Years (Fairus, 2016)**

**Chart 1** shows from year 2012 to 2015, we can conclude that there was an average achievement of percentage of passes in both promotion examinations. There was about 86.61 percent of percentage of passes on the practical module, meanwhile in the written module, the average of passed percentage is about 52.70 percent. So, we can make an assumption that the achievements were still acceptable. However, in the year 2016 the percentage of passes for both module have dropped drastically compared to the previous year's. Hence, it has surprised many sides especially the Army's leadership. Various assumptions have been made as well as also the negative perceptions of whether the fault lies in the candidates or types of questions are too difficult or not on par with the knowledge of the candidates. For the examination officials report year of 2016, studies have been carried out for each subjects in order to ascertain the issue regarding the high percentage of failures.

Ser	2014		2015		2016	
	Pass %	Fail %	Pass %	Fail %	Pass %	Fail %
Military Law	281 (63.4)	162 (36.6)	126 (49.8)	127 (50.2)	30 (21.58)	109 (78.41)
Military History	134 (44.8)	165 (55.2)	224 (100)	Nil	30 (47.61)	33 (52.38)
International Affairs	203 (69.3)	90 (30.7)	166 (98.8)	2 (1.2)	33 (62.26)	23 (31.39)
Military General Knowledge	245 (95.7)	11 (4.3)	75 (74.3)	26 (25.7)	5 (11.1)	40 (88.9)
Total Average	68.3	31.7	84.58	15.42	35.63	64.37

**Table 1. Comparison of Achievement in Year 2014/2015/2016**\_(Noor, 2016)

## Writing Module

**Table 1** shows a comparison achievement in year 2014 until 2016 where in year 2016 the average passed percentage of four subject papers is dropped drastically. Writing module is paper designed to evaluate knowledge of the candidates four different subjects such as Military General Knowledge, Military Laws, Military History and International Affairs the questions are level to intermediate officers or equivalent.

## Paper on General Military Knowledge

Regarding to the reports, almost 80 percent candidates just scored an average marks in subjective parts where they noticed that the average marks is cannot assist to get higher marks to pass the paper. Most of the candidates is unable to answered correctly especially the compulsory questions which is it higher weight age among of the questions. We can see that in the table in year 2016, there is only 11.10 percent passed and 88.90 percent was failed. The weaknesses of candidate are they were unable to explained briefly about the topic, but most candidates answered the questions just in a point form. Candidates also only answered three questions, even though they know have to answer five questions to passed this paper.

## Paper on Military Laws

Most of the candidates will face difficulties to answer the questions in this paper. Because it requires candidate to familiar with *Undang-Undang Angkatan Tentera 1972*, *Warta Kerajaan* and to fill in the Charge Sheet in correct ways. Even though it is an open book test, candidates are still unable to answer it correctly.

From the analysis, candidates are unable to understand the requirements to answer the questions. Candidates also trapped on a same question from previous years that most of them are wrongly to select a best section in *Undang-Undang Angkatan Tentera 1972* according to questions.

### **Paper on Military History**

Paper of Military History required candidates to understand needs of the Majority of the candidates unable to answer correctly because of lack preparation and not ready sit for examination. Candidates also did not study a books or reference that related to topic such as Malaysian Campaign.

### **Paper on International Affairs**

As shown in **Table 1**, we can see that the percentage of narrer was above average where almost 62.26 percent of them passed. From the official report, it was analyzed that most of the questions are not too difficult to be answered. However, most of the candidates could not score with high marks in this subject because they answered in a shallow manner, not thorough answers given. The candidates also mostly answered the same questions, which means that the candidates are not well prepared to sit for examinations.

### **Practical Module**

The practical module consisted of three components. These components have been conducted in the field where the candidates have used all of the elements in the field. They have to present the solutions on each subjects to respective evaluator. In this module, most of the candidates were not facing difficulties to pass the examination. This module comprised of three components and was easy to focus by candidates especially in Map Reading, Signaling and Tactics. However, in the Tactics paper most of the candidates fail due to they were unable to finish to answer in respective time.

### **Paper on Map Reading**

Majority of the candidates have passed this subject for once because this subject is related with our core business. However, even though the subject is categorized as easy, there are certain numbers who will fail. Most, who failed during to the test, were unable to find the exact location on the ground while conducting intersection and resection during Map Reading.

## **Paper on Signaling**

In year 2016, this subject recorded an average of passes of up to 60 percent percentage. From analysis, most of the candidates cannot produce the correct answer or being unable to decode or encode the message from the signaler within time allocated.

## **FACTORS THAT CONTRIBUTE TO HIGH PERCENTAGE OF FAILURES**

In our life, it is normal about failing while performing our tasks or in the examination. There are some factors which were highlighted that contribute to the high percentage of failures.

### **Not Ready for Examinations**

The candidate who serves in four to six years or service is often still lacking of knowledge, experiences and normally is not ready for examination (Webcast, 2013). There are many of assumptions that the candidate are not well prepared because of their personal issues or have a lot of tasks to be executed within that time. So when the day arrived, they were totally not ready for the examination and only hoped for the tips.

### **Lack of Effort**

The next category in my opinion is the lack of effort. Most of the candidates have assumed that an open-book examination means that they can revise the material while taking the examination; especially for Military Laws (Dunning, 2014). In other cases, some candidates do not care if they fail because they think that they can sit for many times.

### **Lack of Motivation or Interest**

In this category, the candidates have no clear goals as to where about their career in the future. They do not know what they want in life and also their career. So, it will be the unit commander's responsibility to nurture and provide motivation for the candidates to pass the examinations.

## MEASURES TO OVERCOME

### Coaching Course

Normally in every year, the Army has organized the coaching course in order to ensure the candidates are well prepared before they sit for exam. There are two types of coaching course, the practical exam coaching course and written exam coaching course. These courses are under responsibility of the Army Field Command Headquarters to organize the courses before the promotion examinations. Coaching Course are the best methods that can be applied to teach the candidates the techniques to answer questions. It can train and assist the candidates to answer the questions because most of the questions submitted were not significantly different compared to the previous year. Candidates are required to attend the coaching course specifically to answer the questions contained in the exam.

This is due to the weaknesses in complying with the prescribed form of answer such as the paper of Military Law in which most of the candidate is confused and weak to distinguish the Charge Sheet and the Report Sheet. Therefore, the proper course guidance is implemented in order to nurture and provide knowledge to the candidates to answer questions.

### Practice Makes Perfect

The proverb "practice makes perfect" has been applied to many kinds of learning, from school until we work. This proverb is widely used around the globe which means whatever we do in our lives such as in training, sports and others, it will become perfects as a result of training. Also in the military, practice is strongly emphasized in order to ensure every personnel are ready for any deployment regardless terrain and weather. What I mean regarding to this proverb is, once a candidate is qualified to sit for examinations, he/she must make a complete preparation for the examinations. It means that, he/she must practice answering the previous questions because most of the graded questions are not much different from the previous one.

This is because especially in Military Law paper, the techniques to answer the question is concerned with acts; means that it requires good understanding by candidates to answer the questions. This includes filling in a Charge Sheet, but it is totally, hundred percent correct although neither of us had seen nor fill it before. The exercise must be practiced with other practical and written examinations, such as Map Reading, Signaling and also Tactics. Almost all subjects in both modules require practice to answer those questions.



## **Mentoring Systems**

Normally in the unit, there will be senior officers and junior officers. The lowest rank of a designated refer is a senior Captain and they has already passed the promotion examinations and has the experience of it. Therefore, a unit commander can create a mentoring system for the promotion examinations. This is because the senior can provide guidance to them before sitting for the exams. This system has been proven successful in assistaining candidates to sit for the examination because they will provide valuable tips for the questions. This system can also have a positive impact and fostering closer relationship between one another.

## **Attitude**

Each individual has a different attitude, so the attitude is not is a fixed measurement. Arguably attitude is innate, nature of someone to evaluate aspects of a symbol or a feeling of joy and sorrow. Associated problems with aspects of academic achievement are Self-Candidates. Failed candidates are usually associated with the candidates' own internal attitude. Candidates wanting to obtain an academic excellence. Therefore, each student must be diligent in study. Lazy attitude to learning will prevent them to pass the promotion examinations. Attitude is the behavior that demonstrated either good or evil. Attitudes are acquired through experience and attitude greatly influences work and learning in a variety of ways.

A positive attitude will bring goodness while a negative attitude will encourage them to become dissidents. Negative attitude may interfere with the duties and learning of an individual. If there is disturbing attitude development is learning and duties of an individual, that attitude need to be changed. This means some bad attitudes need to be changed to ensure fulfillment of tasks and learning progress. If attitude that does not change, it will probably lead to emotional disturbances and disruptive tasks and individual learning.

## **Effective and Direct Study**

The candidates should revise extensively in order to learn something. There is not only just reading, but it is reading for learning. The candidates should too know how to study effectively and to study more in little time. Directed study means that they must study according to the way it should be learned.

### **Making Good Notes**

Candidate also should know how to make preparation of notes. This is because by making notes it can reduce time to open the whole book and it is easier to remember. Preparation for examination is not a task of a day or two days. It needs daily revision and candidate should know all the tactics for preparation in examinations. A point to remember, notes are used for revision in future examinations.

### **Time Management**

Time management enables the candidates to utilize time more productively. The candidates should be able to manage their time to revise or practice in order to pass the exams.

### **CONCLUSION**

A problem troubles us in almost all categories is that all the candidates who sat for the examinations with for the examinations without necessary preparation. They over lack of knowledge and were not well prepared in their general knowledge, law, history, tactics and so on. So, when they sat for the examinations, they were unable to answer the questions and it were proven when it was recorded that low percentage of passes the in this year 2016 compared to previous years.

Besides that, the candidates also need to care about themselves and also must be well prepared by regularly revisit practicing. The unit commander must also play their role by regularly motivating their candidates to want to learn and work hard in order to ensure they succeed in their promotion examinations.

Lastly, the most important point is that the candidates must have good attitude. It means that with good attitude, the candidates will prepare early for their examinations. However, the candidates with negative attitude, I am really sure they will study and learn at the key last minute.

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Major Mohd Zaher bin Azizan is a bachelor holder in Civil Engineering from Malaysian Armed Forces Academy (ATMA-UTM), Kem Perdana Sungai Besi. He was commissioned as a Lieutenant on 27 October 2001 after finished his study in Malaysian Armed Forces Academy (ATMA) and served in 7th Squadron Royal Engineer Regiment as a Troop Officer. Then he served as a Troop Commander in 92 Park Squadron Royal Engineer Regiment in 2007 until 2010 and being as an Officer Instructor in Army Field Engineering Institute (IKEM), Kluang, Johor from 2010 until 2014. He also served as Staff Officer Grade 2 in Engineer Branch at Army Field Command Headquarters in 2015 and later posted out to 8th Royal Engineer Squadron, Kluang, Johor as an Officer in Command until 2016.

**WOMEN, DIVERSITY ARE MILITARY MISSION CRITICAL: DO WE NEED WOMEN IN COMBAT?**

By Maj Khartina binti July  
Royal Intelligence Corps

*"Diverse teams make better decisions".*  
(Sheryl Sandberg, Pentagon)

**INTRODUCTION**

Diversity has become the "mission critical" to the top branch of leadership, not only in the armed forces, but also in other organizations. Nevertheless, studies have been done, and it is proved that the diversity within a group can generate better decisions. In order to create a powerful force, the military itself should take the challenge in breaking down the inequality against women and diversity, for the nation betterment. When talking about the involvement of women in a team, whether in the military or other organization, women are often associated with a childish attitude or spoiled as like they are whining, complaining, or asking for special treatment. Women's abilities are often underestimated or misunderstood without giving any chances for them in doing other challenging works, as what have been assigned to the alpha male. Successful women bring different meaning compared to successful men. Power and success will be viewed positively for men, while otherwise negatively viewed for women. A man with power might be classified as someone who is very talented and has very good leadership skills. However, when women get more powerful and successful, they might be described as too ambitious, an aggressive person, or someone who just got lucky.

Those perceptions need to be taken away from the minded of all nations. The women capabilities in the military today have been proven are equal to the male soldiers. This ability has been proved by placing women in combat forces according to their expertise such as being a pilot for a fighter jet, attached to submarines, being in the front liners and so on. Among the countries that have recognized the potential of women in combat forces, including Australia, Canada, Germany, Israel, New Zealand, Denmark, Norway and United States. It is not to question whether we need women in combat, but the thing is their capabilities to be assessed either they are qualified enough or not to be placed on the combat team, together with the men. No doubt, they may have a better workmanship rather than the men because women have good discipline and hardworking. There is very sure, everyone will get the benefit from women and diversity, just like when the men lead the team.

## WOMEN IN MILITARY

The participation of women in the military has begun as early as during the American Revolutionary War (1775 – 1783), in the US Army. During that time, they served as tailors, cook, and nurses in the camps. Anyhow, some of them who are brave to enough have become spies and smugglers. The number of roles open to women in the armed forces has gradually increased over the years. During the operations in Afghanistan and Iraq, women pushed to the frontline doing a variety of roles such as medical, bomb disposal operators, engineers, pilots and many others more. Such of these opportunities given, it has change other's perception towards women capabilities.

Military women are not different from military men. They joined the armed services for similar reasons with the other gender. Anyhow, most policy of Defence Department all over the world still limiting the contribution of women by prohibiting the women from being assigned to infantry, special operation's commandos and some other roles. On whatever reason, the women of the armed forces may still find themselves in situations that require combat action, such as defending their units and the country itself once threatened or attacked by external threats.

## DIVERSITY IN MILITARY

Diversity in the military is a complex subject, either conceptually or practically, which has given big implications, especially to its management. It is one of the most significant and difficult challenges for the human-resource management that the military leader has to confront in the last two or three decades. Greater diversity in recruitment, development, and employment has challenged traditional military institutional norms, values, beliefs, and attitudes. Human-resource philosophies, policies, programs, and practices have been adapted and revised. This volume adds to the accumulating evidence of the progress that has been made in understanding and managing diversity in the armed forces and the problems that remain unresolved. The categories we use, for example, Army, Navy, Air Force; operational or support, come from a set of assumptions and attitudes toward the people within a given group. These attitudes influence how we think of the people within a group, how we feel about them, and how we are likely to behave in their presence. Leaders who understand this principle will be able to anticipate how followers will react to the presence of other groups and be able to use this as an advantage when necessary, for example, when group membership becomes critically salient at sports events.

As indicated earlier, diversity is about differences, real or perceived, among groups. The consequences of belonging to a particular group are likely to be political, social



or economic. In any social context, for examples a nation, a community, an institution, or an organization, one group may become dominant. A well-known dichotomy holds that dominant cultural and social groups (in-groups), regardless of how they may have gained such status or legitimacy, tend to view their own norms, values, outlooks, and ways of doing things as normal, right, or even superior, and those of others (out-groups) as deficient or inferior, at least in some respects. Throughout recorded history, various in-groups have used these views, and other justifications, to be discriminate against others in a variety of ways, to deny them access to certain resources, or to treat them as irrelevant to the on-going affairs of nations, communities, institutions, or employment organizations.

Differences of continuing importance include those of age, gender, sexual orientation, family status, disability status, language, race, national or ethnic origin, and religion. Some are biologically determined such as skin color, gender and so on. But virtually, all of the differences that are important to the workplace such as work ethic and habits, leadership and managerial capability, preferences for certain type of work, and intellectual orientation are developed through education, training, and other forms of socialization and experience. Moreover, there is such wide variation within apparently homogeneous groups that a general impression or stereotype of a group tells us very little about any given individual. The same holds for generalizations from an individual in a group. These considerations apply to gender differences, whereby the attention of discussion will be to the involvement of women in combat forces.

## **WOMEN AND DIVERSITY ISSUES IN MILITARY**

The traditional reasons for excluding women from combat roles are focusing on the physical and mental suitability of women, their impact on cohesion and effectiveness, readiness to deploy on short notice, public and personal attitudes toward women in combat, and their interest in entering combat roles. There are doubts about the assumption that women cannot meet the requirements in terms of physical and mental requirements for combat; women have shown themselves to be superior to men in such areas as physical endurance with appropriate training and development, they can increase their physical abilities.

It also has been proved that, despite differing standards for men and women, physical fitness tests in Canada provide fair predictions of the ability of each to perform to a military occupational standard.[1] Further, the distinct differences in physical strength and stamina between men and women are largely irrelevant to meeting the demands of military performance. With regard to the long-standing traditional notion that women's participation in combat roles would have a negative impact on cohesion and operational effectiveness, many of the anticipated

problems such as fraternization and sexual misconduct, either have been overstated or can be handled by appropriate education and human-resource policies. Recent studies in the U.S. and U.K. show that the presence of various proportions of women affects 'cohesion in distinctly minor ways, if at all.[2] Maintenances of cohesion and operational effectiveness are determined more by other factors, such as leadership and teamwork, and there are examples of women serving successfully in combat roles without degrading cohesion and operational effectiveness.

The arguments stating that the role of women in combat is more acceptable in militaries that do not frequently go to war such as Canada and Scandinavia compared with countries like the United States and Russia.[3] Overall, the concerns to allow women in combat are seen more to the cultural and religious factors. With respect to readiness to deploy in short notice, the pregnancy and its role as a mother may be among the issues that constrained the women. Pregnancy has made it necessary to remove women. However, there are also a number of administrative and other medical conditions that affect both genders, for example, heart disease, which is usually suffered by men. For replacement, it is easier to replace a combat soldier rather than replacing a soldier with technical expertise. Although the possibility for a woman than a man to choose between family and duty to raise the children as an excuse not to join the military, women who choose to join the military have the same reason as the man. Furthermore, tasks and responsibility towards children and families have become the responsibility for both mother and father. These issues are important for the motivation and inspiration to all military personnel in the services that have a negative view of women's participation. Human-resource policies aimed at reducing problems such as the lack of them during maternity leave, and their replacement are an integral part of the contemporary military.

## DO WE NEED WOMEN IN COMBAT?

From the issues that have been discussed at earlier part of this paper, I do agree that we need women in combat. Two reasons to include or exclude women from combat would be based either on values or on the capability of women. Capability, both psychological and physical, can be measured. It can also be changed by re-conditioning and training. "A Chinese military strategist, Sun Tzu, wrote in 500 B.C. that even the palace courtesans could be turned into effective warriors if the right training were used". Furthermore, job tasks can be designed to accommodate both the physical and mental abilities of the employee. For these reasons, it may have been true that in the past, women were not capable of combat. Their upbringing did not develop the psychological or physical attributes necessary to succeed in combat. Equipment and tactics are required more brawn

than brain. As the role of women is changing, more of our female youth are being imprinted with different expectations and are competing on the sports field, in the classroom, and in different arenas. At the same time, military occupations are shifting emphasis from brawn to brainpower as technology pervades our weapon systems.

The military is tough on anyone, but it's much tougher on women. Nevertheless, as the Malays idiom said, "The hand that swinging the cradle able to shake the world". The roles of women in the military expanded considerably in the early 1980s such as that women could serve in combatant ships and fly combat aircraft. Of the dozen or so countries that allow women to be part of combat units, here are those with the fewest restrictions on what women can do:

- **Australia.** Adjacent to the United State, Australia is the nation that had as of late evacuated the boundaries to its front liner units, by including those women who meet the physical requirements. In 2011, Australia's barrier serve reported that the last 7 percent of positions that had been shut to ladies, including Special Forces, infantry, and artillery, would be opened up to them. Driven in huge part by a string of sex embarrassments, the move incorporates a five-year move arrange. At its stature, Australia had a bigger number of troops in Afghanistan than any non-NATO nation, and they as of now conveyed around 10 percent of women out of all Australia's deployed troops.
- **Norway.** In 1985, Norway became the first country in NATO to allow women to serve in all combat capacities, including submarines. Norwegian women are also subject to the draft in the event of a national mobilization. The Commander of Norwegian forces in Afghanistan in 2012, Col Ingrid Gjerde stated that those women whom are attracted by the infantry and cavalry did a very good job in the Norwegian Army. He also remind all of them that the job that both women and men have to face are still the same, no compromised. Therefore, they have to make sure that they fulfilled the physical standards that have been given to make sure they are significant with the job. He is really sure that it won't become a big deal because women who go into the fields know the standards, and it's not that hard for them to train up to the standards if they really want.
- **Denmark.** Since 1988, Denmark has had a policy of "total inclusion," which came on the heels of 1985 "combat trials" exploring the capabilities of women to fight on the front lines. Although they open all the posts to the

women, the physical requirements still become the constraint and prevented them from joining the Special Operations Forces.

- **Canada.** In 1989, the Canada armed forces had opened all the combat roles except for those involving submarine warfare to women. However, in 2000 the chances to serve as the submarine opened to the women as well. Three years later, the first female was assigned to serve as captain of a Canadian warship, while another woman became the first female deputy commanding officer of a combat arms unit. Roughly, about 15 percent of Canadian military forces are now women, while 2 percent out of 99 combat troops consist of female. Canada has lost their first female soldier who has been tasked as the forward artillery scout during the combat with Taliban forces.
- **France.** Women make up almost twenty percent of the French military and can serve in all posts except on submarines and in the riot-control gendarmerie. Even though they were allowed to join the combat infantry, but most of them decided not to do so. In conjunction with that, only less than two percent women of French military in the combat force.
- **Israel.** In 1985 the Israeli Defence Force (IDF) began locating their women into the combat positions. By 2009, the women began serving in the artillery units, rescue forces, and in anti-aircraft forces. While women must take part in compulsory military service, they are conscripted for only two years, versus three for men. A study on the integration of female combatants in the IDF between 2002 and 2005 found that women often exhibit "superior skills" in discipline, motivation, and shooting abilities, yet still face prejudicial treatment stemming from "a perceived threat to the historical male combat identity."
- **New Zealand.** In 2001, the women have been able to serve in all defence units, including infantry, armoured, and artillery units, since the country passed a law to that effect. A report four years later found that the values women that the women have are as well as the men. However, that the integration of women into the combat trades needed a deliberate and concerted effort. As the result, the British MOD report concluded with admitting that variable success in attracting and recruiting women to these areas.
- **Germany.** The Germany Armed Forces had opened the German combat units to women in year 2001, dramatically increasing the

recruitment of female soldiers into the ranks. As of 2009, roughly it is about 800 women soldiers were serving in combat units which is quite a big number.

During the early began of Islam, the women also involved in combat. They are a few names who have been mentioned in the history of Islamic war during the leadership of Prophet Muhammad. One of them is Nusayba, daughter of Ka'b, also known as Um 'Umara, is said to have gone out to help the wounded during the Battle of Uhud, which was the Prophet's major defeat, but then took up a sword and received 12 wounds. She is quoted saying that there were four women with her, and she took up a sword, whereas another, who was pregnant at the time, had a knife, and they fought alongside the men. Another four of the women cited by al-Maqdisi were Safiya, the aunt of the Prophet Muhammad, who during the Battle of the Khandaq took refuge in one of the strongholds of Medina together with other Muslim women and children. At a particular time, some Jews attacked their stronghold, and one of the Jews climbed the wall and came to the fort. Safiya took up a sword and cut-off his head, and threw it back at the Jews outside, who hastily dispersed. This clearly shown that women did take part in the fighting at front liners and can bring in the glory to the force as well as the men.[1]

Malaysian Armed Forces (MAF) itself opened the opportunities to the women to be a part of the combat team. Such as in the Malaysian Air Force, we have a Mej Patricia Yapp, a lady pilot for a fighter jet. She is the pilot for MiG-29 and has become the first asian lady to drive the combat air craft. Other than that, Malaysian Armed Forces also sending their women to join the UN mission in Lebanon to do a variety of jobs such as intelligence, medical, and so on. This shows that women also recognized and the requirement of having the women in combat in order to gain the diversity for better productivity and excellence.

## PROS AND CONS WOMEN IN COMBAT

The first woman who led an infantry company in combat, Major Eleanor Taylor from Canadian Military shared her experienced on the equality principles in leadership applied to both gender. In order to maintain the standard, all bad assumptions that have been thrown to women must be avoided. *Those are some of the pros on the involvement of women in combat:*

- **Ability vs Gender.** As long as an applicant is qualified for a position, they should be given the opportunity. It is easy to recruit and deploy women who are in better shape than many men who are not qualified enough into combat. It is possible to calibrate recruitment and training standards to women. Extra training for them to develop their ability are required to achieve the standard

and at the same time, must be able to reduce their injury rates. Furthermore, high technology battlefield technical expertise in the era of modernization and also the skills in making a decision are much more valuable than simple brute strength.

- **Military Readiness.** Diversity in gender by allowing a mixed gender force will produce a better and stronger military. The all-volunteer forces are severely troubled by falling retention and recruitment rates. Widening the applicant pool for all jobs guarantees more recruits that are willing. Women, who choose to become a combat soldiers, will surely avoid being pregnant at early stage of their contribution in combat. They will give their very best in and commit with their duty as they have chosen their path in the military.

- **Effectiveness.** The way of women doing their job with the most high motivation and commitment will produce a better and effective work. There should not have any restriction for women to show their ability so that the commanders can make a better decision to pick the most capable person for the job.

- **Custom.** Training will be required to facilitate the integration of women into combat units. Cultures change over time and the masculine subculture can evolve too. Many previously masculine professions have been successfully opened to women over the past century. In addition, there are so many of examples out there that have proved the women abilities.

- **Modern Warfare and Public Support.** In the modern world of combat, all women serving in the military are exposed to front line risks, same goes to the men. Support for women serving in the armed forces has not wavered as warfare has changed. Since the modern technologies have change the way of conducting the war, it can be the best reason or sign that the necessity of women serving in combat is recognized since the women easier in adapting those new technologies.

- **Cultural Differences and Demographics.** Cannot be denied that women are more effective in some circumstances than men. By allowing women to serve in the environment that need more talent and interpersonal skills which not every soldier has, the outcome much be better because women have a very high willingness to try new field and on the other hand, to increase their skills.

- **Career Advancement.** As combat duty is usually regarded as necessary for promotion to senior officer positions, Women have to be given the same opportunities as men. Therefore, in order to have the same opportunities, they have to be exposed to the same risks so that their promotion will be recognized by all the military personnel.

*The US Marine Corps, Captain Katie Petronio, who had served in Afghanistan and Iraq said that some of his women colleagues had shown their capabilities through their physical, mental and morale during conducting their roles as a combat team in the operations. There are no more questions on their capability but the thing that he really, concern is the longevity. On the other hand, can women sustained their physical and psychological endurance during the operations and do men accept any issues raised by the women who may be jeopardized the operations. Those are some of the cons on the involvement of women in combat:*

- **Physical Ability.** While the majority of jobs in the armed forces are open equally to men and women, there are some them that not physically suited to women. Most of the physical fitness standard has been set to suit men. For women who attempting to reach the standard, they will over-stretch themselves and cause higher injuries rate.
- **Efficiency.** Some of the women might be able to meet the requirement that have been given. However, sad to say that most of them were not. While integration of women into combat is possible for those qualified, the small number versus the additional logistical, regulatory and disciplinary costs associated with integration do not make it a worthwhile move.
- **Morale and Cohesion.** In some situation, by having women in direct combat will affect the morale of the units. For some of them, having women in their troops will only burden them with so many problems that caused by the women such as their fitness and strengthen.
- **Military Readiness.** Pregnancy can give effect to the ability of a unit during their deployment. This can be happened when the unit has a disproportionate number of women or lack of personnel to replace the women.
- **Custom.** Men, particularly those prone to enroll, keep up customary sexual orientation parts. In a few circumstances, men are may act stupidly to ensure ladies in their battle units. Badgering and hatred of the nearness of ladies in a hyper manly military subculture would likely turn into an issue.



- **Abuse by Enemy.** Both male and female have the same risk once they caught as the prisoners. They will face equal level of torture. However, sadly said that they might be more willing to abuse women rather than the men because of the character of the women themselves.
- **Career Development.** Men and women are both offered chances to join the armed forces, yet with the understanding that different roles need different physical and traits. It means that there are many ways to gain the promotion but the women must be given the same chances without needed to fight to involve in combat.

## CONCLUSION

As what have been discussed above, yes, we need women in combat. From histories and current situation that been mentioned during the discussion, women capable women with enough and suitable training will provide a better combat team once integrated with the opposite gender. This is because diversity within a group, such as the combination of women and men can make better decisions. The most important in having diversity in military are the capabilities and enough qualification to be with the team. The opportunities for both women and men must be equal and women should be given the chances to show their professionalism in the military. However, it cannot be denied, there are some common problems faced by a woman who cannot be changed by anyone. This causes difficulties for some of the leaders to accept their participation in combat forces. Nevertheless, this is not a big issue and can be solved by replacing them during a certain period until they come back working as normal. Furthermore, replacing a combat soldier is easier than replacing a soldier who has specialist in technical.

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Major Khartina binti July was commissioned into Royal Intelligence Corps under Graduate Scheme on 7 Jan 2004. As a military officer, she underwent regimental duties and career course while assuming a variety of staff appointments. She is a graduate of the Universiti Putra Malaysia with a Bachelor in Computer Science. She has also attended variety of courses and seminars. Major Khartina career has included various staff appointments. Started from 2004, she had served as ICT Officer at Intelligence Training Centre, Sungai Buloh, Selangor, Staff Officer 3 Secretariat at Defence Intelligence Staff Division (DISD), Kuala Lumpur and Staff Officer 2 intelligence at 12 Bde HQ, Setapak, Kuala Lumpur.

**YANG MULIA GENERAL TAN SRI RAJA MOHAMED AFFANDI BIN RAJA MOHAMED NOOR:  
FIGURE OF THE NEW ERA OF NEW LEADERSHIP STYLE OF THE ARMY CHIEF**

**By Mej Farizan binti Md Rathi**  
Royal Intelligence Corps

*“Leadership is lifting a person’s vision to high sights, the raising of person’s performance to a higher standard, the building of a personality beyond its normal limitations”*

*Peter Drucker<sup>1</sup>*

## INTRODUCTION

A leader is someone who can direct and influence group of people or an organization to work towards achieving a goal. A leader usually portrays himself with a goal or vision and will then convince his followers to pursue this common goal.

In this context, Yang Mulia (YM) Gen Tan Sri Raja Mohamed Affandi bin Raja Mohamed Noor is one of the most respected and popular military leaders as he took over the command of the Malaysian Army on 14 June 13 as the 25<sup>th</sup> Chief of Army of the Malaysian Armed Forces (MAF)<sup>2</sup>. Both vast experience and knowledge that he has in terms of academic and in the military field generates confidence to all Army that he will lead the Army to the pinnacle of higher success. YM Gen Tan Sri Raja Mohamed Affandi bin Raja Mohamed Noor is entrusted to ensure the capability and a variety of skills adopted by the Army personnel based on the former leaders are very much relevant in order to pursue the outlined vision and mission.

In order to formulate the right strategy on his leadership style in the Malaysian Army, YM Gen Tan Sri Raja Mohamed Affandi has pointed out with an external analysis on environmental of Malaysia and the internal analysis on Malaysian Army leadership development on its organizational structure, vision, mission, roles and tasks. From the finding on the external analysis of Malaysian environment, there are some factors that may affect his leadership either political, economy, security, and technology and government budget. These factors will shape the strategic direction of the Malaysian Army and his leadership style as well as to ensure that

<sup>1</sup>Ken Mitchell (2013, May). *Thought of Leadership*. Retrieved 2016, Nov 1 from <https://www.soa.org/news-and-publications/newsletters/the-independent-consultant/2013/may/thoughts-on-leadership.aspx>.

<sup>2</sup>Jastin Ahmad Tarmizi (2013, June 14). Datuk Raja Mohamed Affandi is Malaysian Army Chief From Today. *The Star Online*. Retrieved 2016, Nov 1 from <http://www.thestar.com.my/news/nation/2013/06/14/>.

he could adapt the challenging and demanding changes of the Malaysian environment to fulfill its roles and tasks especially on its expanding tasks and to keep it relevant from the public perception.

In terms of the political factors, there are certain programs and initiatives that should be considered for his leadership role such as Defence Policy formulated by the government, expanding roles on managing National Service Training Program, participation in National Blue Ocean Strategy (NBOS) and involvement in United Nation (UN) missions. On this note, YM Gen Tan Sri Raja Mohamed Affandi has initiated his Maiden Speech also known as 'Perintah Ulung' to ensure the implementation of all the outlined initiatives.

## BACKGROUND

YM Gen Tan Sri Raja Mohamed Affandi bin Raja Mohamed Noor was born in June 1957 in Besut, Terengganu. He was commissioned as a Second Lieutenant (2<sup>nd</sup> Lt) into the Royal Malay Regiment (RMR) after graduating from the Officer Cadet School, Port Dickson in May 1977. Following the graduation, he was assigned to the 18<sup>th</sup>RMR. There, he served as Platoon Commander (PI Comd), Company Second-in-Command (Coy 2 IC) and Staff Officer. Later he reported to 15<sup>th</sup>RMR and served as Coy 2 IC before being assigned as Company Commander (Coy Comd) in the same battalion. During his tenure as PI Comd to Coy Comd, he actively participated in Counter Insurgency Operations against Communist Terrorists (CT)<sup>3</sup>.

After his tour as the Coy Comd with the 15<sup>th</sup> RMR, he had served as Malaysian Military Liaison Officer (MMLO) in Balikpapan, East Kalimantan from January 1988 to December 1990. Follow on that year, he attended Malaysian Armed Forces Staff College (MAFSC) in 1991. Upon completion of the course, he served in Army Headquarters for various staff appointments. In 1994, he had a tour of duty to serve under UN Peacekeeping Operation in Mozambique (UNOMOZ). He was promoted to Lieutenant Colonel (Lt Col) as the Chief of Instructor at Malaysian Army Basic Training Centre (PUSASDA) on completion of his UN Mission. In April 1997, he was assigned to the 18<sup>th</sup> RMR as the Commanding Officer. Whilst commanding the 18<sup>th</sup> RMR until January 1999, he attended Australian Defence Force Peacekeeping Seminar in 1988 and reassumed command of the 18<sup>th</sup> RMR until January 1999<sup>4</sup>.

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<sup>3</sup> Chief of Army (2015, Jan 15). *Official Portal Malaysian Armed Forces Headquarters*. Retrieved 2016, Nov 1 from <http://www.mafhq.mil.my/index.php/en/commander-s-profile/malaysian-army/chief-of-army>.

<sup>4</sup> Ibid.

Following Battalion Command in January 1999, he was selected to attend Master of Defence Studies at University of New South Wales, Australia. After graduation in December 1999, he reported to the National Security Council as Staff Officer Grade 1 (SO 1) Administration. Later in 2001, he was selected to attend Malaysian Armed Forces Defence College (MAFDC). Upon graduation, he was then appointed as the SO 1 Administration at Army Headquarters, Human Resource Department. In August 2002, he reported to the 3<sup>rd</sup> Infantry Division as the Chief of Staff (CoS) where he was promoted to Colonel (Col). In August 2003, once again he was selected to continue his military professional study at National Defence College (NDU), Pakistan<sup>5</sup>.

After the graduation, he held an important appointment as the Director of Development at Army Headquarters, Planning and Development Department and later promoted to Brigadier General (Brig Gen) holding the appointment of Assistant Chief of Staff at the same department. Following his promotion to Major General (Maj Gen) in April 2006, he assumed command of the 2<sup>nd</sup> Infantry Division. In May 2008, he was promoted to Lieutenant General (Lt Gen) and commanded the Army Field Command. Later in October 2009, he was appointed as the Chief of Staff at MAF HQ. He is married to Datin Norlida bte Hj Abdul Mubin and blessed with three daughters and a son. He loves reading and golf during his leisure<sup>6</sup>.

## STRATEGY FORMULATION

As the Chief of Army of the MAF, YM Gen Tan Sri Raja Mohamed Affandi has developed the vision, mission, roles, tasks and functions based on the Armed Forces strategic guidance and eventually Malaysian Defence Policy as the main role is to defence the country from external threats and the secondary roles to perform additional tasks.

Through his 'Perintah Ulung', four main cores namely the Unity, Professional, Competent and Skilled, Readiness and Military and Public Relations<sup>7</sup> were emphasised. To ensure the effectiveness of all the cores the following aspects should be focused:

- **Unity.** To foster stronger unity among the officers and soldiers, all segments of leadership in the Army should improve the practice of Regimental System in formation and troops while encouraging interaction and commitment between the

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<sup>5</sup> Ibid.

<sup>6</sup> Chief of Army (2015, Jan 15). *Official Portal Malaysian Armed Forces Headquarters*. Retrieved 2016, Nov 1 from <http://www.mafhq.mil.my/index.php/en/commander-s-profile/malaysian-army/chief-of-army>.

<sup>7</sup> Perintah Ulung Panglima Tentera Darat Ke-25 (2013, June 20). *Official Portal Malaysian Army Headquarters*. Retrieved 2016, Nov 5 from <http://army.mod.gov.my/index.php/bm/mengenai-kami/profile/perintah-ulung>.

Commanders and their subordinates, so that the sense of belonging, teamwork, esprit de corps and morale is improved. United esprit de corps and unit cohesion are essential characteristics of an effective fighting organization. In this context, the high fidelity either vertically or horizontally and competent leadership will successfully be forged in good hands.

- **Professional, Competence and Skilled.** In order to improve all these three aspects, the Army will focus on educational programs and training to produce officers and soldiers who have the basic knowledge, skills and ability to lead, so that they can act professionally in terms of implementation, ethics and attitude. Besides that, this will prevent the soldiers from mismanagement, abuse of power or corruption.
- **Readiness.** To ensure the high level of readiness at all times, the administration will focus on high priority to the Army Training System for individual training right up to the joint exercise. All types of training shall be designed, maintained, audited and analysed properly and thoroughly, so that it will give effect as expected and can be improved continuously. In this context, the approach of MAN – MACHINE – METHOD Trilogy shall be applied towards the development of capable team that can act or operate in a wide spectrum of warfare. At the same time, the comfort of the soldiers will be taken into consideration by implementing construction and maintenance projects such as the Army Care. Therefore, the development plan associated with the comfort of soldiers and their family members will be one of the main agenda. This is an important aspect that needs to be designed and implemented by all levels of leadership parallel to the Army Strategic Development Plan 2 10 Plus 10 and 4D MAF Strategic Development Plan.
- **Military and Public Relations.** In line with the Government Transformation Program, the Army is among the key government agency that has significant involvement towards the NBOS. In order to materialize this agenda, in accordance with the rotation of the ongoing training, commitment to the NBOS will be inserted as a purposeful design without compromising the Army's core business. In addition, all levels of Army command will find opportunities to strengthen the relationship with other agencies in the interests of national development, security and prosperity of the people.

## AN ANALYSIS OF LEADERSHIP STYLE

*“Values such as loyalty, sacrifice, esprit de corps, dedication, professionalism and relevance have always been the MAF’s pillar of strength, which provides intangible*



*motivation to meet the multifarious challenges it has to face. This dominant spirit is further tempered by pragmatic force development, efficient human capital and state-of-the-art systems to optimise the MAN, MACHINE and METHODS trilogy in establishing a Full Spectrum Force.”*

*Gen Tan Sri Dato’ Sri (Dr.) Haji Zulkifeli bin Mohd Zin<sup>8</sup>*

YM Gen Tan Sri Raja Mohamed Affandi is one of the typical transformational leaders. This evident could be seen on how he desired to achieve his goals and visions to become a modern, credible and balanced Army by willing to carry out its mission as part of the Armed Forces. He also stressed on the Army high state of readiness and ability to carry out various missions in the form of multi-dimensional (multi-mission capable) to improve services to citizens and the state.

As he is practicing the leadership style of transformational leadership, he aims to achieve a positive change from the current situation with a vision which is generally more task-oriented rather than people-oriented. These can be witnessed by several approaches that have been carried out by the Chief of Army as follows:

- **Empowering Army Services Quality.** As a Chief of Army, YM Gen Tan Sri Raja Mohamed Affandi has applied several strategies to strengthen the service quality of the Army. He seemed to have a strategy of optimizing MAN - MACHINE - METHOD Trilogy, so that the Army quality services continue to be strengthened and to make it as one of excel in the region<sup>9</sup>. His main focus is on the aspects of MAN or translated as 'software' which is an important asset to the Army. MAN will decide everything in every organisation. Success or failure of an organisation lies in this important element. Thus, the focus will continue to be given to the improvement of this 'software' and specialised approaches such as Back to Basics, Individual Professionalism and also focus on the Knowledge, Skills and Attitude (KSA).
- He believes that even the equipment and system or 'hardware' are high technology and sophisticated, but if 'software' is unconvincing and weak, it may fail as a whole.
- **Enhancing Troops Credibility.** YM Gen Tan Sri Raja Mohamed Affandi has his own approach to provide a credible troops and units in the strategic and tactical aspects. This is to ensure the roles of defending the country can be

<sup>8</sup>General Tan Sri Zulkifeli MohdZin, Chief of Defence Forces Malaysia (2014, May). *Asian Defence Journal*. Retrived 2016, Nov 8 from <http://www.adj.com.my/viewer/>.

<sup>9</sup>Gandasari (2013, Oct 28). Wawancara Panglima Tentera Darat – Part 1. *Pertahanan Kini*. Retrieved 2016, Nov 8 from <http://pertahanankini.blogspot.my/2013/10/wawancara-panglima-tentera-darat-part1.html>.



carried out efficiently and effectively. He is believed to continue the legacy of these duties by emphasising on the aspects of training, operations and administration that specialise in readiness, maintenance and asset management in optimum<sup>10</sup>.

- As a mission-oriented organization, the Army must address readiness as the key aspects and cannot be compromised. Based on these foundations, strong vigilance aspects of three pillars, namely the Development and Usability Tools/Systems, effective Leadership and Management and also professional and competence of Human Capital should be established. Based on these, he strongly believed that by blending all this would allow the Army to be able to continue the legacy of the past, thus be able to meet the challenges or obstacles in the future.

- **Strengthening the Policy and Doctrine.** As a Chief of Army, YM Gen Tan Sri Raja Mohamed Affandi need to be reviewed the Army at this point in order to strengthen the troops. He sees the Army as a strong organization built by the previous leadership and soldiers. All that has been done based on the past experience which is now translated into policies and doctrine. On this basis, he has recognised what need to be done is actually to strengthen what is already being identified or outlined. He strongly supports the approach of MAN – MACHINE – METHOD Trilogy that needs to be streamlined and compounded<sup>11</sup>. It actually includes everything under the tangible and intangible aspects. Tangible and intangible aspects are the two things are inseparable and interdependent. Aspect of tangible is clear and real as it can be seen and measured its ability. While the intangible is more abstract because it involves morality, courage, spirit, faith, resurrection, and so on. In line to his approach, he is trying to maximize and focusing towards improvement and strengthen in order to become a better Army in the near future. He also stressed that an army personnel should have its own unique strategic value.

## SIGNIFICANT ACHIEVEMENTS

Based on his leadership style, several significant achievements have been established during the era of his reign as a Chief of Army as follows:

- **Establishment of New Brigade and Regiment.** The establishment of Brigade Rocket Artillery, 31<sup>st</sup> Brigade Infantry, Regiment 882 Army Aviation and

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<sup>10</sup>Gandasari (2013, Oct 29). Wawancara Panglima Tentara Darat – Part 2. *Pertahanan Kini*. Retrieved 2016, Nov 8 from <http://pertahanankini.blogspot.my/2013/10/wawancara-panglima-tentera-darat.html>.

<sup>11</sup>Ibid.

Task Force 450 which are the strategic initiatives that can change and strengthen the landscape of land defence<sup>12</sup>. For Regiment 882 Army Aviation, the unit is expected to be fully operational in 2018.

- **Assets Procurement.** The acquisition of 'Gempita' 8 x 8 project, shield vehicles 4 x 4 and other assets clearly shows the efforts towards energizing land force readiness. Besides that, the acquisition of strategic assets such as light attack helicopter, S-70A Black Hawks helicopter, complete weapon 'Gatling gun' to Augusta A109 LOH and strengthening the fire power including some other assets are almost complete as per outlined plan<sup>13</sup>. The assets acquisition is very crucial as it will be able to increase the combat capabilities of the Army.
- **Establishment of Army Academy.** Army Academy was established on 3 Aug 15 by combining the Army College and Army Management Institute that was established in 1952 and 1928 respectively. Army Academy consists of three major components, namely Officer College, Commissioned Officers College and Training Management Division. It is a new entity in accordance with the progress and development of the Army. The existence of this entity is as a garrison in charge for the officers and Other Ranks Centre of Excellence.
- **Establishment of Army Court Complex.** Army Court Complex was inaugurated by YM Gen Tan Sri Raja Mohamed Affandi in conjunction of 83<sup>rd</sup> Anniversary of Malaysian Army on 1 Mar 16 in Port Dickson.
- **Establishment of Army Archeology Museum.** Establishment of Army Archaeology Museum is one of the ideas of the Chief of Army<sup>14</sup>. Archaeological military is one of the disciplines of archaeology and has its own uniqueness. Looking at the role of the museum as a cabinet of curiosities, it is needed as a centre of learning and dissemination of knowledge based on museum discipline. The establishment of the archaeology museum generates a positive impact to MAF especially the Army's commitment and the importance of preservation and conservation of historical heritage in addition to strengthening the country's military archaeology in our country to develop further.

<sup>12</sup>Perutusan Hari Ulang Tahun Tentera Darat Ke-83 (2016, Mar 1). *Official Portal Malaysian Army Headquarters*. Retrieved 2016, Nov 8 from <http://army.mod.gov.my/index.php/bm/maklumat/1703121414/772-perutusan-hari-ulang-tahun-tentera-darat-ke-83>.

<sup>13</sup>Ibid.

<sup>14</sup>Arkeologi Ketenteraan Di Malaysia: Satu Pendekatan Oleh Muzium TD (2016, Oct 19). *Berita Tentera Darat Malaysia*. Retrieved 2016, Nov 13 from <http://btdmonline.net/2016/10/arkeologi-ketenteraan-di-malaysia-satu-pendekatan-oleh-muzium-tentera-darat/>.

- **Establishment of Army Women's Brass Band.** YM Gen Tan Sri Raja Mohamed Affandi had proposed the establishment of the Women's Brass Band during the Session of the Supreme Commander of the Army Series 51/2015 on 11 May 15<sup>15</sup>. It aims to promote excellence through the band and to expose a variety of women military personnel capabilities with knowledge of particularly in relation to music. The brass band was officially established on 26 Oct 15 lead by a female officer with a rank of Capt together with 41 Other Ranks from Royal Signal Corps. Apart from creating its own history, it also give a positive perception generally to society that women in the Army are capable in whatever assignment and the equality as compared to men.

## THE WAY FORWARD

As a way forward, the changes in regional and global environment that is complex and challenging has demand Malaysian Army to be prepared to face any form of potential threats. Continuous efforts through the transformation process to form a credible, balanced and highly capable force in carrying out any operation, whether in or outside the country must be the main focus. It involves a comprehensive long-term plan to strengthen the capabilities of the Army. This transformation are to ensure the security and national sovereignty of the country are guarded at anytime.

In this context, the leadership is in the process of implementation of the Army strategic plan called 'Army 4 Next Generation' or the abbreviation 'Army 4 Next G' which is the long-term development plan that is still under review. Basically, it is a continuation of the strategic plan 'Army 2 10 Plus 10' which will expired within the next four years. The plan that was inspired by the Chief of Army is to outline the implementation of Army development plan in order to achieve the desired capability. It is also a transformation plan towards becoming a modern and competitive force.

In addition, the implementation of this strategic plan up to 2033 and beyond. Indirectly, this plan is a blueprint that draws framework to guide the development of future leadership. In this view, the determining factor of success and way forward for the implementation of this strategic plan is closely linked with the Chief of Army leadership quality. Leadership styles of the Chief of Army will determine the implementation of the development plan is carried out systematically and the ability to meet the needs of Army holistically with high commitment.

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<sup>15</sup>Kpl Nurul Haswani (2016, Mar 29). Brass Band Wanita Pertama. *Berita Tentera Darat Malaysia Bil 205*. Retrieved 2016, Nov 13 from [https://issuu.com/btdm/docs/btdm\\_205](https://issuu.com/btdm/docs/btdm_205).

## CONCLUSION

The leadership style in the Army is very crucial because the changing of security environment to perform its main roles in defending the country and the expanding roles on non-military tasks of the Army to support the government on nation building and development. Based on what has been mentioned earlier, the leadership style of YM Gen Tan Sri Raja Mohamed Affandi consists of certain unique capabilities that could be considered for leadership development in the Malaysian Army and MAF as a whole based on the qualitative and capabilities. These unique capabilities are based on the country security situation, political, economy, technology and defence budget. They are also based on the defence policy of the country, their vision, mission, roles and tasks. The main criteria here are the roles, support and commitment of the government especially on sufficient defence budget to implement its leadership style, the public perception towards the Army and the expectation of the roles and tasks that the Army should perform.

In current security situation, there is no perceived threat on the sovereignty and territorial integrity of the country, the public expectation on the Army is more towards supporting and assisting the government towards secondary roles and tasks of the Army including supporting and assisting the government towards nation building and development. The dilemma here is how to cope with the main roles and tasks of defending the country as their main core of business and at the same time the secondary tasks that keep expanding. Therefore, it should be balanced in order for the leadership development program to keep pace with the current and future security environment and also the expanding roles of the Army.

In terms of leadership traits, YM Gen Tan Sri Raja Mohamed Affandi had possess as a successful leader based on his passionate and determined to follow through to achieve his vision and goals. He also has a clear understanding and strategies to lead the organization to the highest level of achievement. As a credible leader, he has managed to think 'outside the box' and always generates huge ideas when it comes to crucial situation that needed an immediate response. The effectiveness of his leadership predominantly can be assessed during his new era as a Chief of Army as many of the significant achievement that has been achieve during that time.

As a conclusion, YM Gen Tan Sri Raja Mohamed Affandi deserves to be portrayed as an international leader icon. His broad experiences, knowledge, leadership skills and the ability to handle the latest military equipment have contributed to his

maturity. Thus, able to command the Army to be at the highest level of preparedness to defend the nation's sovereignty at all time.

The effectiveness of his leadership style is proven as he is entrusted to take over the highest leadership of MAF in the near future as a Chief of Defence Forces effective on December 2016. The announcement was made on June 2016 which is six months earlier to ensure a smooth transition of leadership and to enable the leaders to make the necessary preparations.

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Major Farizan binti Md Rathi began her military career by joining the Reserved Officer Training Unit (ROTU) during her study in MARA University of Technology in 1995. She was commissioned as a Second Lieutenant in 1998 and later, she was re-commissioned under Graduate Scheme in 8 Jan 2003. As a military officer, she was commissioned into Royal Intelligence Corps and had undergone regimental duties and career courses while assuming a variety of staff appointments. She is a graduate of the MARA University of Technology. She holds a Diploma in Business Studies from the MARA University of Technology in Dungun, Terengganu in 1998. Later, she enrolled with the Bachelor (Hons) of Accountancy from the same university in Shah Alam, Selangor in 2001. She has also attended variety of specialist intelligence courses and seminars

**TERRORISM IN SOUTHEAST ASIA**

**By Mej Mohammad Jafizul bin Mohammad Jafferi**  
Royal Malay Regiment

**INTRODUCTION**

The terrorism in South-East Asia is not new in the world thus far which predominantly after the September 11 incident. US-led coalition forces into Afghanistan has embarked on the anti-western thought amongst most Muslims. Southeast Asia is known to have the number of heavy populations of Hindu, Christian and Buddhist, however; Southeast Asian majority is balanced between Muslims. Most of the Muslims have the mindset of tolerant. Thus, only a few numbers of Muslims, who have been indoctrinated, politicized and radicalized by other's Muslims extremist, primarily from Middle East. They are freely to use any method even involve with political violence, which derives to terrorism understanding and to establish radical Islamic focus.

The September 11 has given a significant impact around the world, especially to the major power over the world. It has shown that, threat can come from multiple ways and will occur at any time of their own choosing. The question is, is the government will protect their own country from the terrorist attack. Furthermore, this matter also has given an impact on Southeast Asia region, mostly after the 9/11 disaster, terrorism in Southeast Asia has become the main discussion, and the terrorism influence has effectively growth in a rapid manner.

The story of terrorism in Southeast Asia has been told since the Cold War, whereby most of the world claims that Southeast Asia region has been utilized as the platform and springboard to support the international terrorism. It is claimed that due respect to the Muslims majority continent, Southeast Asia's countries have been the progressive supporters for the Holy-War (Jihad). Most ironically, countries in Southeast Asia has been labeled as the countries to support and protect the terrorist as well as a process many international terrorists. Therefore, post 9/11 incident has made Muslim community, mostly around the world were labeled as terrorist or supporter to terrorism by the western world.

Moreover, according to Gunaratna R (2004), the claimed in the western has created tension within the Muslim community. This opportunity created extensive attention from Al Qaeda to establish a linkage and spread their ideology, source of financing and operational method to groups such as Moro Islamic Liberation Front (MILF) and Abu Sayyaf Group (ASG) in the Philippines; LashkarJundullah (LJ) and Jemaah Islamiyah in Indonesia; Kumpulan Mujahidin Malaysia (KMM) in Malaysia; Jemaah Salafiah (JS) in Thailand, specifically in Southern Thailand; Arakan Rohingya Nationalist Organisation (ARNO) and Rohingya Solidarity Organisation



(RSO) in Myanmar and Bangladesh. JI becomes a Southeast Asian organization that partially managed other's terrorist groups. Afghanistan became their training camps which Al-Qaeda dispatched trainers to conduct indoctrination and training extended to the Southeast Asia, Africa and Middle East. These trainers have created partially a smaller group in the conflict zones to establish the third generation of Mujahiddin or they called in Fighter in the Holy War (Jihad).

The strong ties and linkages of the terrorist groups have created terror and fear, especially to the western countries against the capacity of these groups to overthrow any governments and raise sympathy from the people. The network built in Southeast Asia as the connecting line of communications of terrorism to supply new recruits and trainers as well as equipment endeavor assistance to Al-Qaeda group in the Middle East as milestones of Anti-Western concepts.

## DEFINITION OF TERRORISM IN SOUTHEAST ASIA

The terrorism activity's evolution emerged during the Cold War which more towards communism and freedom fighter as an objective of operation. However, it moved towards extremism and rough in accordance with the transition of the world's situation and each country diplomatic argument against terrorism. The way's countries in Southeast Asia dealt with the terrorism situation denoted the growth of terrorist groups in the country. Strategically, defense policy in each country will determine the effectiveness of counter measure against terrorism. Internal conflict created such as religious disputes and racism predominantly contribute the definition of terrorism in Southeast Asia. The way government governs the country is the major factors of the growth of terrorist groups where the international terrorist groups are just taking that opportunity to fit into the country's issue and situation to make it greater.

In short, the evolution of terrorism can be categories into three phases; during the Cold War, after the Cold War and after September 11. During Cold War, the terrorism activities were restricted to the communism and freedom fighter which the objective was to topple the existing government and establish the new one. This often related with rebellions and separatist groups. After the Cold War, the ideologies were more towards religious terrorist and freedom fighters. The objectives of these particular groups were to chase the independence title from the government through the use of violence which at this particular time the activities affected political, economic and social. At the completion of this era, the method of operation was more towards terrorism as Jihad or Holy War. However, after September 11, the terrorism activities have changed into a different perspective whereas terrorism was to send a message to the world in regard to the Jihadist understanding as well as the true spirit of Holy War.

The terrorism activities and operations are demonstrated by special purpose, especially on politic and economy. The attack on World Trade Centre (WTC), New York City demonstrated the collapsed of most of US economy. The same date happened to the Pentagon indicated the symbol of US Military had to burn downed to earth. These two major incidents symbolized US sovereignty could be raped at any time. These two incidents also indicate that US's economic had gone crippled, and military power had shown some weakness. This also reflects the ego of George W. Bush's image as the President of the United States at that time who often said US as the most advanced economic nation and strongest in defense. As the Southeast, Asia region is occupied by the majority of Muslims, therefore, this excuse has been used to claim the Southeast Asia is the jihad orientated believes. According to Tun Dr Mahathir Mohamed, extremist group are not always Muslims, but are also from the other religions. The labeling also will give an impact to all Islamic orientated countries such as Malaysia.

The evidence that in the late 1980s, there was an indication that Al-Qaeda has managed to spread its ideology by penetrating and establishing an operational base in Southeast Asia. In 1998, Osama bin Laden's brother in law, Mohammad Jamal Khalifah, established the branch in Manila of the International Islamic Relief Organisation (IIRO) which utilized the Saudi's charity to provide assistance to Islamic groups. Moreover, the IIRO served as the regional hub for Al-Qaeda. In addition, in 1994, Ramzi Ahmed Yousef the World Trade Centre bomber and Khalid Shiekh Mohammad the 9/11 mastermind traveled to Southeast Asia to establish 'Bojinka' operation, including the bombing of 12 US airlines over the Pacific. There was also an establishment of training camp by Kuwait trainer Omar Al Farooq in Vietnam with the objective to indoctrinate Southeast Asia groups in guerrilla warfare and ideology of terrorism. This whole agenda in the late 1980s was to establish a platform of anti-western core, especially to the US.

## THE RISE OF TERRORISM IN SOUTHEAST ASIA

It is known that Southeast Asia has always been the ideal home for the indigenous Islamic militant groups for decades. However, most of these groups' linkages are weak and unsupportive. The main focuses of these groups are to focus on the domestic issues in their own country and region such as promoting or applying the Islamic law (sharia) and partially to topple the present government. The ideology stands as to free the country from the existing government and to claim the Islamic law as the political concepts. The ideology, concept and terrorism operations were ultimately fought in decades ago for instant in Spanish-American War 1898, where the Moro of Mindanao and the Sulu fought using the insurgency against the occupation of American in Southern Philippines. This incident has been extensively fought until recently the Muslim terrorist in Southern Philippines' objective mainly focused to isolate the Muslim-majority regions in the south.

Due to the invasion era from the Dutch in 1950-1965 in Indonesia has led the ideology on anti-western and anti-Dutch across the country. However, on the strong leadership of the President Sukarno and Suharto, these influences of anti-western understanding were kept in check. However, upon the downfall of Suharto era and it was taken by the first democratic elected president, Gus Dur, which is the leader of top Muslims political party. The religious influence has been on the rise among the Indonesian Muslims. This opportunity has been taken by some extremist groups to express violence by either using force or ideology.

The rise of the movement of terrorism in Southeast Asia that emerged could be witnessed at the start of 1990s. It has the effect from the globalization influence associated with the United States. In conjunction with that, it has also happened in the Middle East where the occupation of Israel in the West Bank and Gaza Strip which led majority of Islamist groups to stand and show support against these two countries. These matters have also come into places when the US has moved their troops to Afghanistan in 2002 and Iraq in 2003 which they call war against terror due to the 9/11 incident, which has led the extensive anger of radical Islamic/Muslim's supporters. As Southeast Asia is the home of majority Muslims ethnic which at this point it is claimed to be the main hub to supply a training place and local support to international terrorist. However, behind the occupation of US's troops in both Middle East countries caused the anti-US sentiment across the world, especially to the supporter of the Middle East country. This incident has extremely affected the rise of terrorist groups in Southeast Asia, and the claimed from the western country that Southeast Asia becomes the main supporter of the Al-Qaeda.

The question asked is, how did International Terrorist such as Al-Qaeda establish their link in Southeast Asia? Terrorism in Southeast Asia has gone wild since the 9/11 incident as the terrorism itself has been effectively operative in Southeast Asia for decades. Global terrorists need a point of entry and a climax to extent their operation, support and ideology. Therefore, the international terrorist will crave for sympathetic support from people, especially radical Muslims. Realizing that the terrorism concepts will be rejected by a majority of international communities. Therefore, the terrorist will use the religions, beliefs or ideology as the elements to commit in violence. The terrorist groups will take the term Jihad, Holy War and other's factor to attract international attention on their belief. This method is the way to attract other people and to convince them to join the terrorist group, especially when the religious element comes into play and in cooperates into the battle or war.

The international terrorist groups are eye dropping to another country, especially countries in Southeast Asia where they can find loopholes and entry point to spread their ideology as well as to invade the country. They often identify a country that has political issues and economic dramas, weak central government and national security and unity issues and ethnic clash to gain the opportunity for them to spread

their ideology and recruit more members. In line with that, especially into the country that has existence of extremist groups, fundamentals and narrow mindedness groups which in conjunction with rebels and militants groups will definitely provide an opportunity for the international terrorist groups to influence their infiltration and step in a country. For example, MNLF has permitted Al Qaeda to enter Philippines and utilized the training sites. Furthermore, the internal group of extremist who has been narrow mindedness had to contribute more and more establishments of terrorist groups such as Jemaah Islamiah and Kumpulan Militant Malaysia (KMM).

To undermine the wildness of the blooming of the terrorist groups in Southeast Asia, its government has the own responses to the spread of jihadist violence in their respective country. Some may have changed the defense policy to focus more on internal conflict rather than external conflict. Some of the governments even strengthen the relationship between dominant countries such as US – Philippines's relationship. The interval of foreign power into Southeast Asia's country has what not reduce the influence of international terrorist into their country. However, post 9/11 incident and reluctant to the counter measure undertaken by the government has forced the terrorist group consider seriously engaging in politics to further gain attention and advantages from the government site.

## **TERRORISM SPREAD: FOCUS COUNTRY IN SOUTHEAST ASIA**

### **Indonesia**

The focus of terrorism in Indonesia has started upon years 1997-1999 when the condition inside the government itself created a major problem to the nation despite the overwhelmingly Muslims population. It is more or less weak central government control. This has created an opportunity for the growth of the extremist Muslims groups to demonstrate terror against anti-western campaign whereby a linkage had been created by the Al Qaeda organization. Indonesia's former President Megawati during her management was harassed and under pressured by the Islamic political parties, condemned anti-American violence and pledged to protect US. The upraised has begun in 1960s when Abu BakarBaasyir and Abdullah Sungkar which they are Jemaah Islamiah (JI) co-founder, started to demand the Application Of Sharian Law (Islamic Law) in Indonesia. They both claimed that they are they heirs to Darul Islam, Muslim's movement in guerrilla to find the Dutch in 1940s and secularist Indonesian forces of Sukarno. In 1970s, they established a boarding school in Solo called Al Mukmin, on the main Island of Java and from that year and then many believed that radical muslims activists are from the Al Mukmin. In 1985, these two men also moved to Malaysia, where they opened a base operation and helped sending Indonesian and Malaysian to Afghanistan, first to fight the Soviets and later to train in Al Qaeda camps. Due to this strong foundation, these two men later established JI in 1993 or 1994 and

steadily begin to train and as the main supporter to Middle East crisis in Southeast Asia.

The fall of Suharto regime in 1998 provided a springboard to JI in Indonesia, during that time, former restricted Muslims groups from across the Island to operate again. Taking opportunity of long hard tensions between Muslims and Christian's issues in Indonesia in 1999 until 2000 where the violence in Ambon and Poso outbreak, JI had easier way to conduct recruiting, training and funding local mujahideen fighters involve directly in the conflict. Post conflict and what not gave the JI network in Indonesia's freedom to act in their own ways which the network carried out bombing in Jakarta, Manila and Thailand in 2000.

## Philippines

The Philippines is the major contributing country in Southeast Asia to the terrorism factors. The US has become the Philippines biggest alliances, despite this strong relationship has partially supported the government of the Philippines, including financial, military support, military training and advice and as well as military location and equipment. The Philippines condemned the attack 9/11 and offered support to the US government such as locations, ports and airports for the use by US navy vessel and aircraft for replenishment. Adequately, Arroyo and Bush agreed on understanding of the relationship between both countries. US agreed to send US military personnel to train and educate Armed Forces of the Philippines (AFP) to fight against terrorist groups in the southern area. To overcome the problem in southern Philippines, US government agreed to spend \$55 million for Muslims in southern Philippines in 2001. This involved with the US-Philippines Military Cooperation which consists of two phases. Phase one was the deployment of US troops or military from January 2001. The exercise was called 'Balikatan', which was conducted in Basilan, Abu Sayyaf location. This exercise was purposely conducted to push to Abu Sayyaf group out-off the area.

Abu Sayyaf group is the smallest yet violent group in Philippines. They are operating in vicinity of western Philippines of the big island Mindanao and Sulu Island. It has a record of kidnapping and killing and has had linkage with Al Qaeda. They kidnapped three American citizen in 200. One was beheaded and leaving another two. Abu Sayyaf then was received \$300,000 for ransom payment. This payment was facilitated by the US and Philippines government. AFP then encountered with Abu Sayyaf that held two hostages, one was secured but unfortunately, the second one was killed.

The MNLF and MILF were the larger groups of orientate terrorism groups, which have been insurrection against the Philippines government for the past 30 years. The main political objectives of these two groups are being the separation and the rights for Muslims on the southern Philippines. The situation in the southern

Philippines has worried the US and Philippines government. Those groups estimate 10,000 personnel, which have created a link with JI in Indonesia and Malaysia. The cease-fire between MNLF and the government has come to positive agreement and the deployment of the observer team from the United Nation in 2004. However, there is evidence that MNLF still provides training and support to the JI.

## Thailand

Terrorism in Thailand also has not become new to the world; the focus area is in southern Thailand approximately closer to Malaysian-Thailand border. This extremism issue has worried both governments. This witnessed the capture of JI's leader Hambali outside Bangkok in 2003, which showing the linkage of southern Thailand's extremist to JI especially or other groups in the Southeast Asia. The focus areas in southern Thailand are Yala, Narathiwat and Pattani have a story of separatist violence, which claimed to distract the political and economic of Thailand. A lot of war happened in the dispute province, including the rise of Muslims extremist groups. In January 2004, the situation was getting worst during Tak Bai incident. Prime Minister Thaksin Shinawatra underwent harassment of fire to deal about the situation. Most of the civilian's victims are Buddhist, especially to monk and teachers. In Southern Thailand, the focus is more towards extremist orientated on religion, predominantly on racist base. Many extremist Muslims, especially in Yala and Narathiwat has become one of the terrors in Thailand's government.

The Thailand government has taken an approach to soften the matter. The military forces have been deployed to Southern Thailand province to undermine any terrorist activities. Two major outbreaks have been exploded in 2004, firstly, in 28th of April. Thai's Army killed of about 108 insurgents, including 34 lightly armed gunmen in one of the historical mosques after the attempted to attack police and military outpost in 25th of October. 84 Muslims were killed. Six were shot during the violence demonstration at the Tak Bai's police station, and the rests were brutally killed and piled into trucks after their arrest.[1] Therefore, the government has taken the major drastic counter insurgency program to avoid being criticized by the other nations. The government approach is not only to the application of military forces, but Prime Minister Thaksin has to pump in \$500 million in the economic development program in Southern province. However, many claimed that the money has yet to be dispersed. The focus of this economic program is to soften the situation in the Southern Thailand in order to tackle the heart and mind of mostly Muslim's civilians over there.

Many of the foreign countries claim that incident in Southern Thailand has not come close to international terrorism, however; it is more on the separatist. Moreover, this claim then was vanished due to the capture of Hambali in 2003 which most of the extremist Muslims groups were linked to JI with the suspected ties between Al



Qaeda link which they called themselves Jemaah Salafiya. The vulnerability of the Southern Thai province has become a springboard or opportunity to JI as well as Al Qaeda to utilize the situation for their own good. A lot of criticism on Thai's government approach in these matters, which against the human rights, were therefore, the government has taken a serious investigation on the situation leading to dismantle numbers of government top officers and military personnel.

## Malaysia

Due to the Malaysia's policy regarding the visa-free entry to citizens of most Gulf States, this excuse has claimed Malaysia to be the suitable location for transit of any terrorist groups. They possibly utilize Malaysia as a transit location for meeting and until the extension of supplying recruits, weapons and many more. This was evidenced by the 9/11 incident which the claimed using Kuala Lumpur as a meeting and staging ground for Al Qaeda leader, proof by the confession of one captured Al Qaeda leader whom he then portrayed that in 1999 to 2000, Kuala Lumpur has become one of the meeting place for Al Qaeda leader, including JI's leader.

TunDr Mahathir Mohammed during his leadership has criticised the Islamist terrorist attack on 9/11 and Pakistani suicide bomber. In showing the appreciation to Mahathir, Bush invited him to a meeting in 2002 and during the visit, Malaysia and US signed a memorandum of understanding (MOU) on counter-terrorism subsequently the signature of the memorandum in ASEAN Regional Forum (ARF) meeting in August 2002. Nevertheless, Bush administration supports the Internal Security Act (ISA) to imprison political opponents without trial and since Kuala Lumpur also has imprisoned members of Kumpulan Mujahidin Malaysia (KMM). It was claimed that KMM had positive links with the JI during the outbreak in that year.

The vulnerability of the Straits of Malacca between Malaysia and Indonesia has received numerous intentions from foreign, especially from the US. The geographically orientated Strait of Malacca has created fear to international security due to the strategic closure of insertion and extraction of any ships and vessel into Malaysia, Singapore and Indonesia. In 2004, France's admiral, Admiral Thomas Fargo visited Malaysia to share intelligence and assistance in order to deal with the Straits of Malacca's issues. However, the government of Malaysia has its own way to counter any influences in the straits. A close relation with Indonesia and Singapore and fellow's Asian countries has created a control measures to overcome any problem to the Straits of Malacca. The main highlighted issue that has been debated is the Seaborne Terrorism using the mean of the watery system to invade a specific country.



## Current Development

Shocking Results of US president-elect Donald Trump will open widely ideology for the terrorist to utilize Trump's presidency statement as a propaganda tool to bring new fighters to the battlefields or to the organization. Taliban commanders, extremist Muslims groups and in overall Al Qaeda, organization will use Trump's campaign trail which rhetoric against Muslim whereby at one particular point mentioned a total shutdown of Muslims entering the US. This statement will be the perfect turning point for the terrorist to spread their ideology and recruit more people. On the other hand, Iraqi Shia Muslim Moqtada Al-Sadr said that Trump did not do, not able to differentiate between extremist and moderate Islamist trend, Trump overlooks that his extremism will produce extremism in return whereby Al Qaeda is known for their ability to expand a technical agenda for recruitment especially using the quotes from the White House. Trump dares to speak without thinking will be used by the extremist as a platform to gain heart and mind among the people regarding the Jihadist or Holy War against western countries.

The US election has become a big agenda for the terrorist groups. Senior Al Qaeda commanders manipulate the statement by describing President Barrack Obama as a moderate infidel with at least a little brain compared to Donald Trump. Trump basically has opened the door to more chaos and the reborn of small unsatisfied terrorist groups about the style of command in the president-elect recently. This will cause reason for the Muslims extremist to be more powerful than ever. Yes, Trump did mention to enforce a serious action against terrorism. However, he then forgot to think that the terrorist also has had a better game to play

## CONCLUSION

The development of terrorism in Southeast Asia countries have become terror and fear, especially to the biggest superpower countries. It contributes impact and effect to either internal issue or external issue. The geographical, political, economic and religious issues in most Asia countries have contributed the main factor of the mushrooming the terrorism in Southeast Asia. Post 9/11 incident created pre-caution steps to most superpower countries. Most of the issues discuss in this paper related to Al Qaeda linkage to spread the anti-western ideology across the world and to proof that Islam is the desirable religion that should be the main command factor in the world. Where in the Islam, people are free to choose their ways of living and free for religious matters. Islam does not teach their people to emphasis violence. The terrorism problem in Southeast Asia has created fear to the governments, which force most of the government to tie a knot with western country or superpower countries to gain support.

The intervention of the US-led coalition into Afghanistan and Iraq also has received numerous criticisms from the world. Other says that, the US-led coalition has

violated the human right. This innervations excuse which the 9/11 incident was used for the ticket to invade the specific country, and it follows the international law. However, the intervention has created the positive linkage of Al Qaeda to terrorist groups in the Southeast Asia. Even in the writing proofed that Al-Qaeda has established communication between the local terrorist groups in Southeast Asia, most of the idea is to establish the platform or an operational base. In specific, 9/11 has become the turning point for the rise of terrorism in Southeast Asia, the Jihad War or Holy War becomes a base ideology on the terrorist operation despite some of the groups intention is to topple the government. The discharge of the ideology yet becomes fear to most of the western countries. The incident of Bali Bombing and such proofed that how far the nation's security stands and what are the steps taken by the government to overcome these matters.

The lesson learnt from the 9/11 incident, invasion of US-led coalition into Afghanistan and Iraq has developed an understanding that terrorism cannot partially be fought by force or war. The further war and force enforced the more it created hate and mushrooming the spreading of terrorist groups as this were also considered ineffective method. The kill of Osama bin Laden would not end the terrorism thus it exploded many more terrorist ideologies. The military campaigns in Iraq, Afghanistan, Indonesia, Malaysia, Philippines and Southern Thailand only demonstrated the success of winning the battle, but adequately terrorism has increased due to the measures by force.

Nevertheless, the governments in Southeast Asia has created the method to overcome the issue through the organization such as Association of Southeast Asia Nations (ASEAN), Non Alignment Movement (NAM) and Organisation of Islamic Conference (OIC) might serve as a medium in finding the solution into the crisis. Many issues were solved through the diplomacy concept whereby hope to decrease the number of terrorism and achieved peace. As a result to 9/11 incident, there were 100 attacks officially carried out by the Al Qaeda link and its associates, meanwhile more than a dozen attack attempts to occur in the Southeast Asia. Therefore, these matters will produce the immediate way for each government to think the counter terrorism issues to undermine these attacks. Furthermore, the ASEAN submits. Conferences and talks have deliberately discussed the out coming and incoming issues of counter terrorism. To counter the terrorism issue, cooperation, multi-agency and effort should be paramount and what Southeast Asian continent and regions have taken now should be maintained and monitored throughout. The terrorism will not vanish or destroyed but the method to soften the issue is the most important factors to keep this below radar.

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Major Jafizul began his military career in 2002 where he joined the cadet scheme intake 68 in Kolej Tentera Darat (KTD), Ulu Tiram Johor. He was then commissioned into the Bn 12th Royal Malay Regiment (Mechanized) in Kuantan, Pahang. He held various appointments throughout his career, including as the Directing Staff of Company Commander Wing in Army Combat Training Centre. He holds a Diploma in Management from Open University of Malaysia in 2002. He also holds a Qualified Assessor Certificate from Regional Training Division from Royal Military College of Duntroon in 2012. Major Jafizul's career has included various staff and instructor appointment. In 2009, he has served as a Staff Officer 3 for Infantry

Directorate. In 2012 to 2013, he was also attached to an exchange program as an instructor in the Royal Military College of Duntroon, Australia for about two years where he taught Australian Army First Class Cadet using Malaysian counter-insurgency knowledge as well as terrorism in the Stability Operation

## SEPARATIST MOVEMENTS IN SOUTHEAST ASIA AND THEIR IMPLICATION TO NATIONAL SECURITY. AN ANALYSIS FROM HUMAN SECURITY PERSPECTIVE

By Mej Herdiyanto bin Helmi  
Royal Ranger Regiment

### INTRODUCTION

Southeast Asia is a region that is always shrouded by various types of conflict. These conflicts can be divided into two stages, namely at the international level and the domestic level. The measures used to manage and resolve conflicts are also subject to the types of the conflicts, as well as several other arrangements to be taken by the state countries are involved.

Stability and security are the two main things that drive the regional fabric. Since it established in 1967 during the Cold War era, ASEAN has seen the importance of these two things. ASEAN foundation as a neutral organization has led the association does not take proactive steps in conflict management, especially when it comes to the internal conflicts of member states. However, the conflict has caused anxiety to the member states when the effects of the conflict have spread beyond the boundaries of the country and indirectly interfere with the stability and security of the region. Among the effects of this conflict are the activity of criminal activity, the influx of refugees and terrorists are abundant to transcend national borders that face the conflict. This conflict has an impact on the stability and security of countries in the region.

### Southeast Asia in a Glance

Southeast Asia is a region that can be divided into two parts; continental (mainland) and maritime. The overall area of Southeast Asia is 4,435,618 square km. Until 2015, the region is inhabited by over 622 million people<sup>1</sup>. Southeast Asia is a region rich in diversity of race and religion. Countries in the continental or mainland such as Thailand, Vietnam, Laos, Cambodia and Myanmar, the majority of the population practice Buddhism. Similarly in Singapore, where majority of the population is Buddhist. Countries in the Malay Archipelago such as Malaysia, Indonesia and Brunei, the majority of the population are Moslem. While the Philippines and East Timor, majority population are Christians by religion. Southeast Asia is one of the main sources for oil and gas. This region is also the source for logging. The region has experienced rapid economic growth since 1980. Global economic growth is due to the presence of foreign investors into the local

<sup>1</sup> Community Relation Division (CRD) ASEAN (2016). ASEAN Community in Figures (ACIF) 2015 (ISBN 978-602-0980-94-2). Jakarta. ASEAN Secretariat Office.

industry. However, the financial crisis in 1997 has led to economic growth in Southeast Asia stagnated.

### National Security Concepts

During the Cold War, state and military issues dominated the academic in the field of security. At that point, there was a study conducted refers to the powers of competition involving the use of nuclear weapons between the Soviet Union and the United States. However, post-cold war has shown that not only the issue of the military alone can jeopardize national securities; even there are other issues that could threaten national security such as the economy, environment, community, social and even political. It includes the issue of migrations, transnational criminal networks, terrorism, economic collapse and many more.

In the view of national security, Prabhakaran Paleri (2008), defined as *"The measurable state of the capability of a nation to overcome the multi-dimensional threats to the apparent well-being of its people and its survival as a nation-state at any given time, by balancing all instruments of state policy through governance, which can be indexes by computation, empirically or otherwise, and is extendable to global security by variables external to it"*.<sup>2</sup>

When it comes to national security, there are five elements, namely Military Security, Political Security, Economic Security, Societal Security and Environment Security. Military security is involved two cases in offensive and defensive capabilities, and the country's response to the destination country. Political security organizations also stressed on the stability of the country, the government system, and ideology those contribute to legitimacy. Economic security concerns access to the resources, finance and markets necessary to sustain acceptable levels of welfare and state power. Societal security concerns the ability of societies to reproduce their traditional patterns of language, culture, association, and religious and national identity and custom within acceptable conditions for evolution. Environmental security concerns the maintenance of the local and the planetary biosphere as the essential support system on which all other human enterprises depend. These five sectors do not operate in isolation from each other. Each defines a focal point within the security perspective, and a way of ordering priorities, but all are woven together<sup>3</sup>.

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<sup>2</sup> Paleri, Prabhakaran (2008). National Security: Imperatives and Challenges. New Delhi, India. Tata McGraw-Hill. p. 521. ISBN 978-0-07-065686-4.

<sup>3</sup> Buzan, B (1991). New Patterns of Global Security in the Twenty-First Century. International Affairs (Royal Institute of International Affairs 1944-), Vol. 67, No. 3, pp. 431-451

## Human Security Concepts

Generally human security is "freedom from want" and "freedom from fear"<sup>4</sup>. Some scholars explain that human security 'is human security aims to present arguments on the foundations of security and stability within and between states'. There is a greater understanding that the lack of human security - such as deprivation and socio-economic exclusion, human rights violations, and health threats such as HIV/AIDS has an impact on security and stability within and between states.

Why human security needed? This is because the current situation requires a response to the threats that are new and old; poverty, ethnic violence, human trafficking, climate change, pandemic disease, international terrorism and economic recession. These threats often transcend national borders and are outside the context of traditional security that focuses more on the threat of invasion from foreign countries. Human security is also required as a comprehensive step to use a variety of new opportunities to address the overall threat. Threats to human security cannot be addressed through conventional mechanisms alone. Instead, it requires a new mechanism which has a mutual relationship and dependence between development, human rights and national security.

The Commission of Human Security (CHS) (2003),<sup>5</sup> in the final report *Human Security Now* stated that "... To protect the vital core of all human lives in ways that enhances human freedoms and human fulfillment. Human security means protecting fundamental freedoms - freedom that is the essence of life. It means protecting people from critical (severe) and pervasive (widespread) threats and situation. It means using processes that build on people's strength and aspirations. It means creating political, social, environmental, economic, military and cultural systems that together give people the building blocks of survival, livelihood and dignity". CHS has defined human security in a new concept, which it has moved away from the concept of security of state-centric from focusing on the national security of the invaded by the outside to a concept that focuses on individual security, threats of various aspects of human life and encourage an integrated approach and friendly people to maintain peace, security and human development in the country and the region.

Human security involves a broad understanding of the threats to be faced and also the reasons that lead to unsafe conditions such as in the economic, food, health,

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<sup>4</sup> UN Secretary General Kofi Annan calls the international community to work towards achieving the twin objectives of 'freedom from fear' and 'freedom from want' in 2000 Millennium Summit (6 – 8 Sept 2000). UN Headquarter, NY.

<sup>5</sup> The Commission on Human Security was established in January 2001 in response to the UN Secretary-General's call at the 2000 Millennium Summit for a world "free from want" and "free from fear." The Commission consisted of twelve prominent international figures, including Mrs. Sadako Ogata (former UN High Commissioner for Refugees) and Professor Amartya Sen (1998 Nobel Economics Prize Laureate).



environmental, personal, community and political security. The table below shows the conditions in which threats to human security form.

Ser	Types of Security	Examples of Main Threat
(a)	(b)	(c)
1.	Economic Security	Poverty, unemployment
2.	Food Security	Hunger, famine
3.	Health Security	Deadly infectious diseases, unsafe food, malnutrition, lack of access to basic health care
4.	Environmental security	Environmental degradation, resource depletion, natural disasters, pollution
5.	Personal security	Physical violence, crime, terrorism, domestic violence, child labor
6.	Community security	Inter-ethnic, religious and other identity based tensions
7.	Political security	Political repression, human rights abuses

**Table 1: Possible Types of Human Security Threats<sup>6</sup>**

Human security emphasizes the threat and response. Threats and responses are interlinked in a domino effect, namely that each threat and the action will lead to a threat and the actions of others. For example, violent conflict can lead to deprivation and poverty which in turn leads to a lack of resources, infectious diseases, the setback in the education and others. Threat in a country or region could spread to the wider region and a negative impact on the region and international security.

### Definition of Separatist

Definition of separatist is a person who supports the separation of a particular group of people from a larger body on the basis of ethnicity, religion, or gender<sup>7</sup>. Other definition is member of a group in a country that wants to establish a new separate country with its own government<sup>8</sup>. While armed separatism defined by Paribatra and Samudavanija (1989) as *"A process whereby an ethnic group, seeks to secede or gain autonomy from the control, de facto and de jure<sup>9</sup>, of a given state, through an organized and purposeful use of force, alone or in combination with other means. Such use of force constitutes acts of revolutionary violence in that it*

<sup>6</sup> Based on the UNDP Human Development Report of 1994 and the HSU.

<sup>7</sup> Oxford Online Dictionary, Oxford University Press (2016). Retrieved from <https://en.oxforddictionaries.com/definition/separatist>.

<sup>8</sup> Longman Dictionary, 2<sup>nd</sup> Edition (2003). London, England.

<sup>9</sup> "De jure" – (adverb) according to rightful entitlement or claim; by right. Retrieved from Mobile Oxford Dictionary of English (2012).



*expresses a rejection of the prevailing political system and a determination to bring about 'progressive' changes by overthrowing this system"*<sup>10</sup>.

## SEPARATIST MOVEMENT IN SOUTHEAST ASIA

At present, the region is facing the problem of separatist groups and conflict. Common separatist movement related to Southeast Asia is the conflict in the southern Philippines and Islamic separatist groups in Pattani, Yala and Narathiwat in southern Thailand. The demands of this group focused on the socio-economic and political power and demand autonomy. Apart from these, they also demanded the separation and independence. These conflicts have resulted in violations of human rights, refugee and high rates led to a political firestorm to the involved countries. This separatist movement not only threatens the security of the country but to the region as a whole. The effect of this movement has raised doubts over the safety of the region. The success of the earlier separatist movement has encouraged separatist movements in the region to perform the same movements in their countries. For example, East Timor's independence from Indonesia in 1999 has led to hunt separatist movement demanding independence from the Philippines.

### The Separatist Movement in Southern Thailand

The separatist movement of the Patani-Malays consists of three provinces of Thailand: Pattani, Yala, and Narathiwat. The population in these provinces consists of 80 percent ethnic Malay-Muslims. Whereas Muslim make up a minority with approximately four percent of the Thailand population<sup>11</sup>. Patani rebellions and uprisings against Siamese rule have always been part of its history. With Bangkok's intensified efforts to disseminate Thai national identity in the first decades of the twentieth century, the Patani separatist movement started to manifest itself politically. Especially the two authoritarian governments of Phibunsongkram (1938–1944 and 1948–1957) enforced strict assimilation policies "that adversely affected all facets of Muslim identity and ethnicity, including matters of attire, bureaucratic administration, education, judicial settlements and revenue collection"<sup>12</sup>. The 1950s also saw the systematic resettlement of Buddhists from the Northeast of Thailand into the Patani region<sup>13</sup>.

<sup>10</sup> Paribatra, Sukhumband M.R and Samudavanija, Chai-Anan, 1984. Factors behind Armed Separatism: A Framework for Analysis. In Kamarulzaman Askandar, Conflict and Conflict Management in Southeast Asia: Trends and Patterns. Penang, Malaysia: Universiti Sains Malaysia.

<sup>11</sup> Abuza, Z. (2009). Conspiracy of silence. The insurgency in Southern Thailand. Washington, DC: United States Institute of Peace Press. p.26.

<sup>12</sup> Tan, A. T. H. (2007). A handbook of terrorism and insurgency in Southeast Asia. Cheltenham, UK: Edward Elgar. p.267.

<sup>13</sup> Abuza, Z. (2009). Conspiracy of silence. The insurgency in Southern Thailand. Washington, DC: United States Institute of Peace Press. p.15.

Year 2004 was the second in Patani conflict, which came the attacks and looting of weapons in a military camp in Narathiwat province by a group of unknown individuals. Frequent violence in the province of Pattani, Narathiwat and Yala resulting in deaths and destruction of property. From January 2004 to March 2013, nearly 13,000 violent events were recorded, resulting in 15,574 casualties (5,614 dead and 9,960 injured). Overall, approximately 60% of those killed were Muslims, the majority of whom were targeted by insurgents, and the rest were killed by state security forces or unknown groups. The remaining 40% of those who died were Buddhist, and most likely killed by insurgents<sup>14</sup>. This situation gives a bad impression to the Patani conflict when the intensity of the conflict seen rising every year. This conflict is asymmetric although still not brought under control by the Thai government. During the reign of Thaksin Shinawatra, he has approved a total of 40,000 military and police personnel serving in Patani. Separatist groups emerged in Patani, which demonstrates the continuing of the insurgents' political agenda. The first group, the Barisan Nasional Pembebasan Patani (Patani National Liberation Front or BNPP) founded by Malay aristocrats, was mainly "a conservative group committed to orthodox Islam. As stated in its constitution, the basic political ideology of the BNPP [was] based on the Al-Quran, Al Hadith and other sources of Islamic law"<sup>15</sup>. However, the BNPP was divided into several fractions that favored either independence, autonomy within Thailand, or integration into Malaysia<sup>16</sup>. While the Pertubuhan Pembebasan Pattani Bersatu (Patani United Liberation Organization or PULO) was more pragmatic and less religious in its outlook. With a broader base than the BNPP, its goal was to achieve an independent sovereign Muslim state through armed struggle, which also led to the establishment of its armed wing, the Pattani United Liberation Army (PULA)<sup>17</sup>. The third group, the Barisan Revolusi Nasional (National Revolutionary Front or BRN) was opposed to the nationalist agenda of PULO and mistrusted the BNPP's goal of restoring the feudal Pattani sultanate. Besides these three main separatist groups, there was a wide range of smaller groups that emerged especially in the 1970s, but all of them were fraction and internally divided on issues of ideologies, strategies, and aims.

Since the 2004 arms heist, violence has continued on an almost daily basis and taken the lives of more 5,000 people. In April 2004, 32 suspected insurgents who rallied in Pattani's ancient Krue Se mosque were killed by security forces. Following their arrest at an anti-government rally in Tak Bai, 78 protesters accidentally suffocated in military trucks. Also in 2004, Thai Muslim lawyer and human rights

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<sup>14</sup> Burke, A. Tweedie, P. & Poocharoen, Ora-onn (2013). *The Contested Corners of Asia: Subnational Conflict and International Development Assistance. The Case of Southern Thailand*. The Asia Foundation, ISBN 978-616-91408-3-2.

<sup>15</sup> Che Man, W. K. (1990). *Muslim separatism. The Moros of southern Philippines and the Malays of Southern Thailand*. New York, NY: Oxford University Press. p.105.

<sup>16</sup> Abuza, Z. (2009). *Conspiracy of silence. The insurgency in Southern Thailand*. Washington, DC: United States Institute of Peace Press. p.17.

<sup>17</sup> Ibid. p.18.

activist, Somchai Neelapaijit disappeared. Although the government has formally investigated all of these tragedies, no one has ever been trial and jailed. Over the years many more people have disappeared or been detained for long periods and tortured and these cases are well documented<sup>18</sup>. In 2005, the Thai government established the National Reconciliation Commission (NRC) to recommend how to promote peace and reconciliation in Thai society, and especially in the three southern border provinces. In March 2006, the NRC issued a report which proposed a number of policy and procedural recommendations including: dialogue with insurgent groups; appointing more competent and culturally-aware government officials to positions in the South; improving the efficiency of the justice process based on truth, the rule of law and accountability; improving the Islamic law system; reforming the education system, including developing a language policy to provide education in Pattani-Malay; promoting cultural diversity; declaring Pattani-Malay a working language; and promoting interfaith dialogues<sup>19</sup>. Unfortunately, although supported by some senior officials, these recommendations were not taken up by the government.

Until 2013, insurgents saw little indication that the Thai government was prepared to make sufficient concessions to warrant them to abandoning an armed struggle. However, on February 28, 2013, the government initiated more formal peace negotiations with a faction of the Barisan Revolusi Nasional (BRN) separatist movement, and both sides signed a General Consensus on the Peace Dialogue Process which committed both sides to engaging in peace dialogues facilitated by Malaysia. While formal negotiations had yet to start by May 2013, the first follow on dialogue took place on March 28, 2013, and future ones are scheduled.<sup>20</sup>

### The Separatist Movement in Southern Philippines

The history of the Moro can be described as a continuous struggle against foreign domination from Spanish, American and finally the Philippine nation state<sup>21</sup>. Before the arrival of colonisation, Islamic groups inhabited the southern regions of the Philippine archipelago, including the main island of Mindanao and the adjoining islands in the Sulu Sea<sup>22</sup>. Unlike the Patani, the Moro are not a homogeneous ethnic group. It consists of 13 ethno-linguistic groups that make up

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<sup>18</sup> Human Right Watch. No One is Safe: Insurgent Attacks on Civilians in Thailand's Southern Border Provinces (2007). Retrieved from <https://www.hrw.org/report/2007/08/27/no-one-safe/insurgent-attacks-civilians-thailands-southern-border-provinces> (13 Nov 16)

<sup>19</sup> The Asia Foundation. The Case of Southern Thailand. 2013

<sup>20</sup> Ibid. p.13.

<sup>21</sup> Hussin, P. S. (2003). Challenge of war and search for peace. In A. Rasul (Ed.), Muslim perspective on the Mindanao conflict. The road to peace and reconciliation (pp. 10–19). Makati City, Philippines: Asian Institute of Management Policy Center.

<sup>22</sup> Che Man, W. K. (1990). Muslim separatism. The Moros of southern Philippines and the Malays of Southern Thailand. New York, NY: Oxford University Press. p.19.

the Moro people. In pre-colonial times, there were sultanates in the Mindanao; each of them has a separate political entity<sup>23</sup>.

The Philippines achieved independence in 1946, but for the Muslims of Mindanao this meant just another transfer of colonial mastery. The Jabidah Massacre in 1968 sparked the political establishment of the Moro Independence Movement which preceded the foundation of the Moro National Liberation Front (MNLF) in 1972. The aim of the MNLF was to fight for Moro independence and for the return of ancestral lands. The group received support from the international Islamic community and was granted observer status in the Organization of Islamic Cooperation (OIC)<sup>24</sup>. The Moros fought for independence of the Mindanao-Sulu region because of exploitative economic policies and uneven investment flows, which benefits industries in the northern Philippines. Due to this socio-political and economic reason, the separatist Islamic insurgency in the southern Philippines had been fought since 1971.

President Marcos declared martial law in September 1972. The fighting continued with killing several thousands and triggering massive refugee flows<sup>25</sup>. After the situation reached a stalemate in 1975, peace negotiations facilitated by Libya and the OIC led to the signing of the Tripoli Agreement in 1976 that stipulated an area of Muslim autonomy for 13 provinces. However, tensions within the MNLF caused an internal split and led to the establishment of the Moro Islamic Liberation Front (MILF). The MILF propagated a religious turn in the separatist struggle and, unsatisfied with the reached compromise, pushed for the continuation of militant struggle. The MNLF itself later disagreed with the Philippine government on the implementation of the Tripoli Agreement and continued fighting as well.

After the end of the Marcos dictatorship in 1986, the new Aquino government reopened negotiations with the MNLF, which culminated in provisions for an Autonomous Region of Muslim Mindanao (ARMM). Successive Philippine governments have since repeatedly tried to negotiate and implement the ARMM but, faced with a fractioned separatist movement, all these efforts have not brought lasting peace to Mindanao<sup>26</sup>. It was estimated in 2011 that since the 1970s, around

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<sup>23</sup> Abreu, L. M. (2008). Colonialism and resistance: A historical perspective. In B. M. Tuazon (Ed.), *The Moro reader. History and contemporary struggles of the Bangsamoro people* (pp. 8–17). Quezon City, Philippines: Policy Study Publication and Advocacy, Center for People Empowerment in Governance in Partnership with Light a Candle Movement for Social Change. pp. 9-10.

<sup>24</sup> May, R. J. (2013). The Philippines. The ongoing saga of Moro separatism. In E. Aspinall, R. Jeffrey, & A. J. Regan (Eds.), *Diminishing conflicts in Asia and the Pacific. Why some subside and others don't* (pp. 221–232). London, UK: Routledge. pp. 222-223.

<sup>25</sup> *Ibid.* p.223.

<sup>26</sup> May, R. J. (2013). The Philippines. The ongoing saga of Moro separatism. In E. Aspinall, R. Jeffrey, & A. J. Regan (Eds.), *Diminishing conflicts in Asia and the Pacific. Why some subside and others don't* (pp. 221–232). London, UK: Routledge. pp. 224-226.

120,000 people have been killed in violent clashes and about 2 million people have been displaced by the separatist conflict.

## **IMPLICATION OF SEPARATIST MOVEMENT TO MALAYSIA SECURITY**

### **Implication from Southern Thailand Conflict**

Separatists in southern Thailand are ethnic Malay Muslims. They have many relatives in Kelantan, Kedah and Perak. Malaysia is often the focus of a separatist group fled especially when hunted by Authority of Thailand<sup>27</sup>. In fact, Malaysia has raised concerns about a possible influx of refugees from the conflict area to Malaysia even if this does not happen. Thus it is not surprising why Bangkok is often accused Malaysia of giving shelter to the separatist Pattani. In 2004, Thaksin Shinawatra, has repeatedly alleged that Malaysia helps the separatists, although this is often denied by Malaysia. This has led to tensions between Malaysia and Thailand until Thaksin Shinawatra was ousted by the military in a coup in October 2006. Although the new government is trying to handle the conflict in southern Thailand, but has yet not show any drastic changes.

However, efforts have been made by Thai government to improve relations with Malaysia. The two sides have been working to find a solution to the conflict. In this context, the separatist group more likely to engage with transnational crime to finance their struggle<sup>28</sup>. Coordinating conjunction profit is not their main goal, as long as they can generate income to support their movement. Therefore, the separatist group often associated with transnational criminal groups such as the cultivation and trafficking of drugs. Separatist groups involved have been associated with the cultivation and drug trafficking to finance their group. This has been damaging the reputation of a separatist group that has been able to lead support their relatives in Malaysia unequivocal.

In addition, the Malaysia-Thailand border is an important route used by transnational criminal groups. Not only of weapons or drugs brought in from Thailand but also illegal human smuggling into this country. Thousands of citizens from Myanmar, Bangladesh and Nepal pending in several cities on the border to Thailand to Malaysia illegally transported. This shows that this activity is underway, but only a few cases were detected. The presence of foreigners will certainly increase more illegal immigrants who are already reached great numbers in Malaysia.

### **Implication from Southern Philippines Conflict**

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<sup>27</sup> Pitsuan, Surin. (1985). *Islam and Malay Nationalism: A Case Study of the Malay Muslim of Southern Thailand*. Bangkok: Thai Kadi Research Institute, Thammasat University.

<sup>28</sup> Giraldo, J. & Harold Trinkunas. (2007). "Transnational Crime" dalam Alan Collins [ed.]. *Contemporary Security Studies*. Oxford: Oxford University Press.

The most famous incident involving the kidnapping by Abu Sayyaf Group (ASG) in Pulau Sipadan on April 23, 2000. The kidnapping involving 21 hostages, including 10 foreign tourists. Kidnapping activities involving citizens of different races is quite good. A series of kidnapping happened in Sipadan who had initiated by ASG; among others, on 10 September 2000, ASG act of kidnapping in Pulau Pandanan involving three hostages. This incident was followed by the kidnapping of six workers Borneo Paradise Ecoresort on 5 October 2003. Subsequently, on 11 April 2004, three crew members were kidnapped TB East Ocean. Here is the kidnapping of three crew members of the tug boat, near Matakong on 2 April 2005 associated with the Abu Sayyaf. Five kidnappers were confirmed by the Philippine National Police and Tawi-Tawi, Sadikul Sahali.

According to a series of kidnapping shows that ASG will keep the east coast of Sabah as a base to launch kidnapping. They will continue to launch a series of kidnappings from time to time because the weakness that exists in this area, despite knowing that the security forces continue to monitor the area. This will be a thorn in the flesh of the security in Sabah's east coast. Although kidnapping is not done by ASG own but they likely aided by sympathizers or wish to obtain financial resources from the abduction.

The issue of loyalty to the state population is also something that must be thought from a security standpoint. This is because, in the event of any conflict or war with a neighboring country, the possibility of people support the enemy cannot be ignored. The existence of ethnic population from Philippines have caused a chain migration occurs so that their presence in Sabah was never broken. How reliable is their loyalty? In this case there are two possibilities that can be viewed on the issue of loyalty. Firstly, involving people Bajau-Sulu descent who had long resided in Sabah. The issue of ownership documents such as identity cards, birth certificates or international passport is not a new thing among the immigrants. Second, if there is a war with a neighboring country, if they would remain loyal to Malaysia? This matter should be raised because they are likely to be intermediaries who can deliver a lot of secret information that will be used by the enemy in case of war. Possible illegal Filipino immigrants in Sabah that also will be the eyes and ears of their home country in case of dispute.

The presence of immigrants in large numbers in a country already certainly cause problems for the host country. Between 500,000 to 700,000 illegal immigrants (PTI) found living in Sabah compared to the total population of 2.45 million people. They can pose a threat to the safety of local residents. Smuggling in the region is also driven by immigrants with the help of foreign syndicates. Smuggling involves items such as drugs (cocaine) and firearm. One example of an attempt to smuggle in weapons from outside is when the ATM has detained 22 foreigners in Langkayan Island, Sandakan on April 27. A total of ammunition, explosives and shotguns found in the arrest. Smuggling cocaine into the country



also comes from neighboring countries, especially from Zamboanga, Maibog, Tawi-Tawi, Bongao and Palawan. The drugs were then distributed to all the cities throughout the state, especially in Sandakan, Tawau, Lahad Datu and Kota Kinabalu. These two items smuggling can endanger the safety of the local population in terms of crime will occur and the involvement of children in place of drugs.

The presence of immigrants in Sabah also bring an infectious disease but there are some diseases can be almost eliminated by the government. The government has sent back 15,000 illegal workers return home after being found infected with disease such as tuberculosis and cholera. In fact, other diseases such as hepatitis, leprosy and gonorrhea are found among immigrants. Immigrants also made Kampung Air as the center of criminal activity and settlements without rules and laws. In the village there is some water that is populated by the descendants of the Philippines which was originally built as a refugee settlement center. The village is included Kampung Pondo in Pulau Gaya, Kota Kinabalu, Kampung BDC, in Sandakan, Kampung Icebox & Village Hidayah, Tawau, Puyut village, Kampung Bakau, Lahad Datu and Kampung Selamat, simunul village and village Stork-stork, Semporna.<sup>47</sup> smugglers use water village as the center for landing and distributing contraband items such as drugs, weapons, cigarettes and so on. This is because the chopstick that is used to transport water to the ground through the house. Here cocaine is sold openly. Counterfeit money changing hands.

## CONCLUSION

Based on discussion, it is clear that the Southeast Asia particularly Malaysia actually dealing with a variety of security issues, whether from inside and outside and indirectly threaten the sovereignty of Malaysia as a whole. The Thailand and Philippines are two countries that can pose a threat to the security of the state. The threat of the Thailand can come from the spillover of refugee, illegal immigrant and trans-border activities. Philippines can come from political unrest which always occurs in the southern Philippines as well as illegal immigrants. In this case, although the issue is more focused on the state, but the solution cannot be achieved without the commitment from the central government. Furthermore, it must be smart in solving this issue. In addition to consider the question of security, on the other hand, the government should look at this issue from the economic aspect and so on. Therefore, it is proposed to see that a solution on this issue need to negotiate and use diplomacy approach as it involves a neighboring country. Instead, up to now Kuala Lumpur are still facing difficulties in finding solutions to political unrest in the southern Thailand and Philippines and other several issues though difficult to contain but with the close cooperation of the two countries it can be handled properly. Only through such an approach, integrity will be assured and at the same time national interests will be safeguarded.



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Major Herdiyanto bin Helmi began his military career when he was commissioned into Royal Ranger Regiment under Graduate scheme on 7 Jan 2004. As a military officer, he underwent regimental duties and career courses while assuming the variety of staff appointments. He is graduated from Ungku Omar Polytechnic, Ipoh with Diploma in Computer Engineering in 2001. He has also attended variety of courses and seminar. Maj Herdiyanto's career has included various regimental and staff appointments. Started from 2004, he had served as a Platoon Commander at 4<sup>th</sup>

Royal Ranger Regiment, Kangar Perlis, and Staff Officer 3 training for HQ Army Field Command, Kuala Lumpur, Officer in Command at 5<sup>th</sup> Royal Ranger Regiment, Kota Bharu, Kelantan and now served as Administration Officer for Cadet Division, Officer College, Army Academy, Port Dickson, Negeri Sembilan

**THE THREAT OF CYBER WAR IN MALAYSIA**

**By Mej Hirmawan bin Dayat**  
Royal Armour Corps

**INTRODUCTION**

People around the globe are the best on its kind since we are created. There are also a "Theory of Evolution" or so called Darwinian Theory concept telling the transmutation of human from monkey. The changes are so fast and not just to the way of human thought but to the technology itself. Since the First World War on July 1914 until today, we can see the changes of the technology been used in the military. From the linear concept of war fighting until the used of war fighting machine with full of technology.

The Cyber World today became more important in every aspect; not just for the government but our lives as well. It will become more vulnerable to cyber attacks if not controlled. With all this new technology on your fingertips, you can easily topple a government without the use of force. However; if the power in the cyberspace to be combined with the military force, undoubtedly it will virtually impossible to be beat. Cyber warfare is warfare in cyberspace that involve computer hackers to attack a government to paralyze the system, apart from stealing important information to the government. On a small scale they are just trying to spread viruses, spamming, mail bombing and etcetera. Even on a small scale it's not alarming, but if done on a large scale it could damage the system and the country's infrastructure which impact can result in death, injury thus it will paralyze the country, economic and social.

Today the use of internet in Malaysia is getting wider and wider and almost every citizen of the nation is familiar to it whether they use it via computers, androids or smart phones. They are various internet service providers which provide internet excess to the users of Malaysia that makes surfing easier. Unfortunately, there are people who misuse the freedom of using the internet to threat or to stir up the peace in the country. Cyber warfare is not new. It has been brewing in the back of the internet many years ago and Malaysia is no exception. Today cyber espionage and cyber attacks can easily steal information or cripple infrastructure of a nation.

**DEFINITION**

Based on the Oxford Dictionaries, Cyber War can be defined as the use of computer technology to disrupt the activities of a state or organization, especially the deliberate attacking of information systems for strategic or military purposes;

cyber war is asymmetric, which means it benefits lesser military powers as much as military goliath<sup>1</sup>.

According from techtarget.com, Cyber War can be defined as “Internet-based conflict involving politically motivated attacks on information and information systems. Cyber warfare attacks can disable official websites and networks, disrupt or disable essential services, steal or alter classified data, and cripple financial systems - among many other possibilities”<sup>2</sup>.

As for the military it is an operation to destroy enemy information in order to make imbalance or to get in control the technology impact to one side. Referring to the art of warfare, this technology is very important for command and control, for the intelligence to collect, process and distribute the information, for positioning and tactical communications, for smart weapons system and many more. Without all these technologies we are totally blind. By destroying the enemy capability to get the information and communications; it can assure that you are in the right path to get the trophy.

## THE HISTORY OF CYBER ATTACK

Cyber warfare can be divided into two types. The first is the utilization of cyber warfare as part of an armed conflict, which means cyber warfare becomes a tool of conventional warfare in the exploration of information and the disruption of an opposing country's infrastructure. The second form of cyber warfare is where the actors cannot be defined, meaning that these acts are done clandestinely but are difficult to pin to any particular nation or entity. These usually come in the form of targeted attacks that are seemingly politically motivated or state sponsored, but is done without any prior declaration of war.

In cyber world the first attack is happened on November 2, 1988 which is name as Morris Worm<sup>3</sup>taking as his creator's name Robert Tapan Morris which is student at Cornel University. The worm was released from the computer system of the Massachusetts Institute of Technology but according to the creator the worm was not designed for causes damage but to gauge the size of the internet. Based on article wrote by Linda Qiu at Politifact.com, on June 4, 2015; President Obama Administration announced that Chinese hackers have attack on the Office of Personal Management that compromised of 4.2 million personal data on that office.

In Malaysia, the very first attack found in the year of 1997 right after the establishment of Malaysia Computer Emergency Response Team (My CERT).

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<sup>1</sup>oxforddictionaries

<sup>2</sup><http://searchsecurity.techtarget.com/definition/cyberwarfare>

<sup>3</sup><http://www.nato.int/docu/review/2013/cyber/timeline/EN/index.htm>

Based on Cyber Security Malaysia report, that in year of 2009, 2010 and 2011 are the biggest attack on Malaysia Computing system which is called Conficker Worm Outbreak<sup>4</sup>. The first attack on Malaysia system on 2009 whereby, a group of hackers managed to hacked nearly 41 Malaysian Government portals. The report also named Malaysia's get the 6<sup>th</sup> rank of the most vulnerable cyber-attack country. Though the outbreak is not a cyber war yet, but it still the security threats in cyber are not just theories. It is the fact that many information security incidents reported around the world shows that how good our system is, there is still a loop hole that can be penetrated by hackers or cyber bullying group.

Although there has not been a single major cyber warfare attack in Malaysia's cyberspace but still the nation cyberspace has been subjected of several high profile attack. On October 11 2013, The Google Malaysia DNS has poisoned by a hacker group claiming to be Pakistani. This follows an earlier Google DNS poisoning on July 3 the same year, apparently coming from Bangladesh. Nowadays, even the local citizens do the hacking especially those who go against the government to show protest.

### **CYBER WAR EFFECT ON MALAYSIA'S SYSTEM**

Currently Malaysia is the second to Singapore within the Asean Region in terms of Information, Technology and Communication (ICT) development, based on a 2015 report by the International Telecommunications Union. Government of Malaysia through Malaysian Communications and Multimedia Commissions (MCMC); estimated by year 2020 the internet accessing in the country will reach up to 95 percent.

This is means the need to get connected to the internet are very high among Malaysian. This eco-system also will make us more vulnerable to the hackers. External cyber-attacks are increasing and causing extensive damage to the companies and organizations. They usually attack on poor security control of a government or agencies. As for internal cyber-attacks is the most damaging to an organization due to the knowledge to an internal source has of an agency or company. An example of a high level security officer who have a knowledge to the company system and its network; steal an important information than he would exchange for quick money.

The internet can be a hostile environment. Cyber espionage activity can happen in any organizations in the government agencies. This new form of espionage is affecting the economy; political relationships will then be changing the new way of modern warfare. Naturally, people now depending too much to the computer and

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<sup>4</sup><http://www.aseanfic.org/wp-content/uploads/2013/09/ASEANFIC-CYBERSTANDARDS-FINAL.pdf>

an internet thus the way of crime also change together with the technology. The biggest example of the cyber espionage is the discovery of the Stuxnet Virus in 2010<sup>5</sup>. Based on the Wikipedia the virus was created jointly by American-Israeli during the Bush administration to sabotage Iran Nuclear program. It is specifically targeting the Programmable Logic Controller (PLC's) and machine using Microsoft Windows operating system. This incident has made Iran's nuclear centrifuges ruined almost one fifth of the program.

In the meantime, cyber espionage between countries has also been acknowledged as a new tactic in doing intelligence activities. Even though it doesn't replace the traditional spying but it has been used all over the world together with the ever growing technologies nowadays. Today's warfare requires velocity in getting accurate information in order to get control over the opponents. In a Dinmerican report quoted; top secret document leaked by US Intelligent Whistleblower Edward Snowden showed that, Singapore is a key partner of '5 Eyes' Intelligent Group<sup>6</sup> led by the United States, which was revealed to have tapped telephone and monitored communications networked in Kuala Lumpur.<sup>7</sup> Although Singapore in a state of denial, it is believed that all those allegations are happening in our country.

Although Stuxnet virus is not meant to attack Malaysia, but the chances of the very same things happen are very high. In Malaysia, infrastructure such as electric power plant, air traffic management services, railway traffic management they all dependant on computer, satellite and internet networking. In addition, the banking system, government's official website and portals are also depending on computers and the internet. If it happens to be hijacked or hacked, all the systems that control everything related to the country or the government will definitely brake down and eventually causing chaos. In year 2002, based on the special report produce by Carnegie Mellon Software Engineering Institute; Tracking and Tracing Cyber Attack, the internet was never design for tracking and tracing user behaviour.<sup>8</sup> It is almost impossible to trace the hacker, however with today's technology, the attacker can be trace by using their internet protocol (IP) address. Although, most of the hackers will use virtual private network (VPN) and create firewall to simulate their location it will take time to trace them.

If this really happen without any prevention, the country will collapse. People will have doubts towards the government who rules over the country. For example,

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<sup>5</sup><https://en.wikipedia.org/wiki/Stuxnet>

<sup>6</sup> 5 Eyes Intelligent Group consist of 5 countrys which is United States, United Kingdom, Canada, Australia and New Zealand. These countries are bound by the multilateral [UKUSA Agreement](#), a treaty for joint cooperation in [signals intelligence](#).

<sup>7</sup><https://dinmerican.wordpress.com/2013/11/27/wisma-putra-singapore-envoy-says-no-plans-to-harm-malaysia/>

<sup>8</sup>[https://resources.sei.cmu.edu/asset\\_files/SpecialReport/2002\\_003\\_001\\_13928.pdf](https://resources.sei.cmu.edu/asset_files/SpecialReport/2002_003_001_13928.pdf)



when the enemy hacked the banking system, people will feel helpless if they can't even draw their own money from the bank. This will cause the increasing of crimes in the country. The electricity which is mainly controlled and programmed by the computer system will be caused a lot of damage and disturbance if it is hacked by the hackers. It can disturb the public transportation system and eventually causing accidents.

## CYBER WAR EFFECT ON MALAYSIA'S ECONOMY

Cyber-attacks will not only be affecting on the modern computing industry but government economy, its infrastructure and conventional business also. Referring to the journal by Hetram Yadav and Shashant Gour from Sardar Patel University of Police "Cyber-crime losses about \$300 billion to 1 trillion to world's economy which is 0.4% to 1.4% of total GDP".<sup>9</sup> Based on the figure, the impact to the government are tremendously bad. While in Malaysia, our country was the sixth most vulnerable towards cybercrimes have losses RM 1 billion in the year of 2013 only.<sup>10</sup>

The most important things in business is to keep all the data or sensitive information in any means. The data that has a value for money should be preserve. There is so many ways for a hacker to steal the information such as Distributed Denial of Service (DDoS)<sup>11</sup>, Phishing<sup>12</sup>, Social Engineering<sup>13</sup>, Data Breach<sup>14</sup>, Malware<sup>15</sup>, Insider Attacks<sup>16</sup> and Social Sites<sup>17</sup>. As for an example, an insider of the company intentionally stole an agreement contract and sell to the third party or their competitors. It will; for sure can affect the project and make the company loss a million of ringgit.

In a business world, reputation of a company is paramount. Quoting from Leon Bracey as a Business Development Leader "In the past, businesses relied on word

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<sup>9</sup>International Journal of Information and Computation Technology. Cyber Attack: An Impact On Economy To An Organization, p938.

<sup>10</sup><http://www.theborneopost.com/2015/06/06/defending-against-cyber-threats/>

<sup>11</sup>DDoS. The attackers make the resources unavailable to the legitimate users.

<sup>12</sup> Phishing. An attempt to acquire vital information such as username, password, credit card details etc. It can be done by SMS, email, telecommunication etc.

<sup>13</sup> Social Engineering. It is a method to get the critical information of authentication with the intended person.

<sup>14</sup> Data Breach. Data can be breach either by negligence, malicious attack or system glitch.

<sup>15</sup> Malware. The malicious software installed in a system is a malware. It has dramatical abilities and it can communicate to its originator in background without the knowledge by the administrator.

<sup>16</sup> Insider Attacks. The employees share the sensitive information to outsiders to gain financial benefit or to make the organization loss.

<sup>17</sup> Social Sites. Through online social media many other competitive organizations attempt to decrease the reputation.



of mouth by their stakeholders in order to establish, build and maintain their reputations. In this modern age of social networking, websites, and other methods of instant communication, businesses must be conscientious of their reputations on a constant basis and be responsive to any crisis that may have an impact on their reputation.”<sup>18</sup> Having said that, once the reputation of a company has broken it is very hard to gain the trust again.

Based on cyber security website in year 2011, cybercrime incidence in Malaysia hike up to 88 per cent compared to 2010. The majority of cases involved online fraud, intrusion and harassment. Analysis from Cyber Security Malaysia, in 2010 estimated RM116 million losses incurred due to Cyber Crime. These losses can affect the country in terms of image, reputation, investor confidence and security.<sup>19</sup>

### CYBER WAR EFFECT ON MALAYSIA'S POLITIC

Those days, to have a television, computer and internet at home is a luxury but today it is a requirement in order to get the information. Television program used to tell us the story or what is happening around the world. Today's it is no longer the only medium that we can get the information. With all those gadget, cell phone, tablet etcetera, the information can be found anywhere. With this too much gadgets, it not just to get the information but to spread hate within the community.

The media should play their role with justice in order to disseminates the right information to the people; but it seems the other way around. A lot of social media now a days seem to be unfair to the public. Most of the report being made just only one side or from the ruling party only meanwhile for the opposition more towards their failure and problem during his time. With this kind of mentality by the official media, the opposition will look another alternative media. They start to create and publish in the social media such as Facebook or Twitter to counter the official media. Sooner or later, this kind of activity will create havoc on social media and the Cyber War between ruling and opposition party started.

With this kind of social media, we have a lot of option to deliver either hatred speech or vice versa in order to get people vote. Usually the target audience for the social media is a youngster because this group are the most affected to the gadget. The politician will look at this as a new medium to communicate and to passes the message to the public to ensure his politic career. The media plays an important role to draw the people attention by launching an interesting and realistic strategies. This can be done by the government by doing publicities on either television or social media even on the smallest issue to make it looks large. People has to be

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<sup>18</sup><http://www.businessinfocusmagazine.com/2012/10/the-importance-of-business-reputation/>

<sup>19</sup>[http://www.cybersecurity.my/bahasa/knowledge\\_bank/news/2012/main/detail/2161/index.html](http://www.cybersecurity.my/bahasa/knowledge_bank/news/2012/main/detail/2161/index.html)

given specific and thorough explanations about the issue in less than 12 hours to avoid negative perception among them.

In getting publicities, various methods are used in winning the hearts of people. Social media is used to stir up propaganda between the government and the opponent. Though it is unhealthy but it has been something typical in the political arena. The propaganda is made on religious issues, race and others that put the peace at stake. For example, the BERSIH demonstration in 2006 was held to appeal the people of all races and religions to go against the government which they believe is practicing dirty politics. They also urged for a fair election. In less than a month, nearly tenth thousand people came to give their support towards the campaign that caused chaos in the heart of the state.

## FIGHTING THE CYBER TERRORISM

Cyber-attacks in Malaysia have increase dramatically over the past decade. As the government aims to increase internet penetration up to 95 percent by 2020, the risk of receiving attack by cyber hackers getting higher. The aims of the cybercriminal are to attack the government IT infrastructures and most of the developed country have already taking a severe action on this matter.

In order to facilitate security in Malaysia's cyber environment, government through Cyber Security Malaysia have set a Regional Cross Border Collaboration with regional cyber security agency. They are 24 collaborated from various organization locally and regionally has set several initiatives includes developing a framework for response management to cyber-attacks.<sup>20</sup> The nation is developing offensive and defensive capabilities by acquiring talents for cyber security, forging partnership with other agencies, and providing technical training and certifications. Malaysia also create a few agencies to provides services such as Malaysia Computer Emergency Response Team (MyCERT), Cyber 999 Help Centre, Digital Forensic (CyberCSI), and CyberSAFE - Outreach Program.

Cyber security policy direction in Malaysia is provided by the National Cyber Crisis Management Committee, under the National Security Council. Monitoring of cyber cases are provided by Cyber security Malaysia under the Ministry of Science, Technology and Innovation (MOSTI). The Malaysian Computer Emergency and Incident Response Team (MYCERT) under Cyber security Malaysia are responsible for the emergency and incident response.

Education and awareness comes next, and Cyber security Malaysia has several programs aimed to educate Malaysian Internet users. Aside from

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<sup>20</sup><http://www.thestar.com.my/tech/tech-opinion/2016/01/28/facing-cyber-attacks-in-2016-and-beyond/>

outreach programs, a department called CyberSAFE is in charge of providing awareness to Internet users, ranging from children to parents, from corporate workers to civil servants. Apart from that Cyber security Malaysia also organizing courses module meant for public like Digital Forensics, Computer Emergency Response Team (Cert), Incident Handling and Network Analysis and Cyber Defenders.<sup>21</sup>

In preparing for the cyber war, Malaysia also has been organizing national-level Critical National Information Infrastructure (CNII) cyber-crisis exercises known as 'X-Maya'. Through X-Maya drills, the level of cyber preparedness among CNII sectors will be raised as more organizations implement proper internal mechanisms and procedures to cope with cyber security incidents.<sup>22</sup>

Apart from creating a system and organizing courses program, the most essential thing is the people or the employee itself. We can have a thousand of courses or the most updated system in the world but if they are not participating to fight the cyber war all the effort is useless. The employee is the best first layer of defend from the cyber-attack thus an organization should take responsibility to enhance their knowledge and awareness.

As for the act of misused the internet to spread haters or propaganda, they can be charged under the Defamation Act 1957, the Sedition Act 1948 and the Penal Code (Act 574) by MCMC. Report to the police should be made by the victims in order for the police can take necessary action. It is; therefore, media practitioners should emphasize this act in the media to let the public more concern pertaining the act.

## CONCLUSION

In conclusion, the world we live in a new dimension of information has created the different ways of threats. There are non-stop activities in the cyber world and the threat keep on coming in so many ways. Although a lot of initiative has been taken by the government, everyone should take this matter seriously.

In truth, the strength of a country's defences against warfare can only be tested in an actual attack. While we're not hoping that that's the case, at least we can be assured that the right steps are taken to defend our digital shores.

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<sup>21</sup>[http://www.cybersecurity.my/en/knowledge\\_bank/news/2011/main/detail/2127/index.html](http://www.cybersecurity.my/en/knowledge_bank/news/2011/main/detail/2127/index.html)

<sup>22</sup><http://www.thestar.com.my/tech/tech-opinion/2016/01/28/facing-cyber-attacks-in-2016-and-beyond/>

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Major Hirmawan bin Dayat (3008114) Was commissioned on 29 May 2000 into Royal Armour Corp and currently attending a Malaysian Command and Staff Course at Malaysian Armed Forces Staff College, Haigate. I was served in various appointments like Secretary of No 2 Board (Tri Service), at MAF HQ, SO 3 carriers at Armour Directorate, Squadron Leader at 1 RAC and my last appointment were an Armour Instructor at Artillery Training Centre. I received my first education at Sekolah Kebangsaan Seri Puleh, Batu Pahat,

Johor and subsequently to secondary school at Sekolah Tun Ismail, Batu Pahat, Johor and continue to Sekolah Pertukangan Perantis Tentera Darat (SPPTD), Port Dickson, Negeri Sembilan

**LEADERSHIP PROBLEM AT THE BATTALION/BRIGADE/DIVISION/ARMY;  
YESTERDAY, TODAY AND TOMORROW**

**By Mej Khairul Iskandar bun Kamanoorizahar**  
Royal Malay Regiment

*"The day soldiers stop bringing you their problem is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."*

*Collin Powell<sup>1</sup>*

**INTRODUCTION**

Leadership<sup>2</sup> is defined as the action of leading a group of people or an organization, or the ability to leads or commands a group, organization, or country. In addition to that, according to Chester Bernard, a leader can be described based on an ability of a person to influence the behavior of others and later persuade them to become a follower in any course of action in order to accomplish identified goals<sup>3</sup>. Moreover, the tagline of 'no one is a born leader' denotes that some people may have been endowed by nature with a higher intellect or learning ability. It can be best described that a person with reasonable intelligence, sound character and a strong will-power can be a leader, provided his innate qualities are developed, and he is taught the art and techniques of leadership. Leadership is inherent in a military officer's function which has been variously defined. A general accepted view is that leadership is the ability to inspire and direct a group of people to achieve an objective. Leadership is an art that can be scientifically studied and developed. Leadership in the military has often been a deciding factor in war. While going through the leadership traits, it might appear impossible to have a perfect military leader. Human nature by design is flawed. So, it will be futile to look for perfection.

If we study the life and works of great military leaders, we find that each had his strong points and his weaknesses. What distinguished them from common mortals is their ability to appreciate their strong and weak areas. They then capitalized on their strength and shunned their weaknesses. Through training, practice and a positive attitude to improve oneself, it is possible to acquire the qualities of a good military leader. Leadership in the Army usually defined as "the art of direct and indirect influence and the skill of creating the conditions for organizational success to accomplish missions effectively." Leadership is essentially a human activity dealing with people grouped for a specific purpose. "Is leadership an art or a

<sup>1</sup>A Leadership Primer: Oren Harari, viewed 08 Nov 2016 from <http://www.govleaders.org.com>.

<sup>2</sup>Leadership; Oxford Dictionary, viewed 08 Nov 2016 from <http://www.oxforddictionaries.com>.

<sup>3</sup>Leadership Theories and Styles Presentation; IAAP 2009 Administrative Professionals Weeks Event, April 2009, viewed 08 November 2016 from <http://www.academia.edu.com>.

science?" has often been debated. Scientific studies, such as psychology, group dynamics, work study, management techniques and statistics are important tools that a leader can use to help achieve his objective. Actual leadership function remains an art simply because each person reacts differently under the same condition. In the field of battle, a leader is dealing with too many unpredictable and unforeseen events. Therefore, in the realm of military leadership, the trend has been to treat it as an art."Field Marshal Montgomery defined leadership as "the capacity and the will to rally men and women to a common purpose, and the character that will inspire confidence."

## LEADERSHIP THEORIES & MODELS

Transactional and Transformational Approach is best related to military leadership.<sup>4</sup> Transactional Leadership is related more towards management while Transformational Leadership is more towards leading. Great leader has been associated with many characters. There are schools of thought who argue that great leaders are born naturally others argue that they are made; still others believe that great leaders are both born naturally and also have to be developed to reach their leadership exploitation levels. For the purpose of analysis, this paper will listed six essential traits of leadership of a great leader.

Great leaders have been known to have great determinations. They seem to have some sort of fire burning from within which pushes them to keep on fighting towards achieving their objectives. A great leader is one who has, "inexhaustible stock of determination". A great leader also takes the initiative of an idea and in most cases never gives up but in case he does he is usually the last one to do that. Such ideas are usually not far-fetched from the ordinary people and in most cases the ordinary people usually identify with the ideas. The leader's determination makes it possible for the leaders to accomplish their projects. Great leaders are known to adjust their flexibility to various situations. Flexibility makes it possible for leaders to fit into different situations and offer different solutions which are viewed from different points. Adjusting appropriately to a situation makes it possible to solve it no matter.

Great leaders are known to be resourceful. This makes them to be looked upon as the source of inspiration as well as guidance by the followers. Being resourceful makes it possible for the leaders to be great leaders. Resourcefulness of a leader is exhibited during crisis times and in extraordinary circumstances. Resourcefulness as a, "powerful leadership tool". Closely related to resourcefulness is creativity. Creativity also can be defined as, "being able to solve a problem with the least amount of time, money and effort". Just like resourceful, creativity is manifested

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<sup>4</sup>MD 0.0 TD Command, Leadership & Management (Provisional) 2007.



during crisis times when there are much to meet that the means available to satisfy the needs.

Great leader need to be confident of themselves. This is important because it will it possible for the followers to confidently and obediently follow their leader in the course. Self-confidence will also entail having a positive attitude towards the course the leader is pursuing. The leader should also be very responsible of the people he/she is leading. Being responsible of the people you are leading gives the followers a sense of belonging. A great will always safeguard the interest of the followers. This is quite significant as it will make the followers to be committed towards the course of action of their leaders.

Great leader inspires through communication with his/her subjects. Clear communication makes it possible for the leader to inspire the followers and pass on the vision to them. Communication is very significant because without communication it is not possible for a leader to have followers. Followers form an equally important element of leadership as the leader because without the followers, their leadership does not exist. Great leader is one who displays consistency in his work and goals. This persistency motivates the followers to keep on pursuing the vision of their leader. Persistency calls for the leader to be forecasted. A great leader knows what is ahead and that knowledge keeps the fire to achieve his/her goal burning within him/her.

Generally, a great leader might not possess all these qualities but at least he/she should have many of them. These traits set great leaders apart from just leaders. They help the great leader to respond swiftly respond to extraordinary situations.

## IDENTIFY THE PROBLEM IN LEADERSHIP

The discussion focuses on the problem of leadership from the Army to the Battalion level since yesterday, today and tomorrow. Several issues on leadership is to be highlighted. The first issue is trusty.

Essential element in leadership discussion is a leader and followers. In between leaders and follower, the most important thing to be developed is the trust<sup>5</sup>. Nowadays, to practice an effective leadership, leader or commander must be a person that soldier can trust based on the way he/she act and normally it is very easy to practice. However, in order for leader to gain their followers trust, he/she should firstly trust their soldiers. Yesterday era, a train soldier can accomplish the tasks given with lack of supervision from commander but todays, everything is changing. Majorities of subordinates today don't have responsibilities when doing a task given by a superior. This happen because the untrusty from the superior

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<sup>5</sup>Trust in Leadership: Is Earned or Given, viewed 11 November 2016 from <http://www.lisapetrelli.com>.



leader. They didn't have a freedom of action and also brave character when their action has been compromised by a superior. Gives subordinates the will to do everything they can to accomplish a mission. In order to do so, give them missions that challenge them. Give them as much responsibility as they can handle and then let them do the work without looking over their shoulders or nagging them. When they succeed, praise them. When they fall short, give them credit for what they have done and coach or counsel them on how to do better next time. If this element of untrusty continuous, tomorrow, we will be lost the good quality and born the bad product. Everyone should have a freedom to do a task using their own freedom and creativity with a minimum supervision. We supposed to trust our subordinates' ability and credibility.

The second issue is experiences and knowledge. The skills of leaders represent the experience and knowledge base required for action to implement the vision of what must be accomplished. If properly developed, skills provide the means to plan and direct the battles<sup>6</sup>. Further, they sustain those at senior levels through times of great crisis, allowing them to make timely decisions, issue appropriate orders, and execute plans decisively in the absence of detailed information. Not every skill needed will be important in every situation. But having a broad range of highly developed skills will greatly increase the chances for success. Battle proven that our Army has an excellent experience during the emergency and confrontation era. Army gain a lot of experience and knowledge during that time and even others country make ours as an example. Nowadays, we still gain the experience with the involvement of our army with peacekeeping operations, HADR, local operation, and also involve with other agencies through NBOS. In order to maintain these elements in the future, the plans need to be continued by adding further involvement with other operations and training.

The third issue is a leader with technology. It may have become a cliché that men behind the machine are the key to win wars<sup>7</sup>. However it remains as true today as it ever was in the days of bows and arrows. In fact, as the armed forces are evolving towards being a higher-technology force, the role of manpower, especially the modern generation of leadership at the tactical level, would become more crucial. Leader at junior levels as in previous conflicts in the sub-continent would constitute key tactical leadership and in the future their roles would become even more critical. Their ability to take the right decisions in split of seconds on every occasion is paramount. The skills of mastering technology in order to use it as an effective supplement to instinctive leadership practices would be one of the challenges facing in developing countries armed forces leaders of the 21st century. Leaders in addition would have to skillfully ensure the integration of a wide range of diverse

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<sup>6</sup>Leadership Knowledge and Skills: The Essentials for Effectiveness, viewed 11 November 2016 from <http://www.sagepub.com>.

<sup>7</sup>Eric Sheninger: Leadership Problems, viewed 11 November 2016 from <http://www.connectlearningtoday.com>.

technologies likely to be encountered in the joint operations of the future. They would have to be thorough in the understanding of the individual nature and synergistic applications of air, space and cyber systems of the future. The way leaders will communicate with their subordinates in training and combat is changing. Leaders also have a responsibility to become technically proficient with new informational technologies centered on computer literacy.

The last issue is decision making. Decision making is a difficult conceptual skill to master<sup>8</sup>. At the same time, it is the most important conceptual activity that leaders need to perform. It establishes accountability and responsibility even though decisions, under the best of circumstances, are based on incomplete and sometimes inaccurate information. With the advancement of technology, the ability to acquire information to attain situational awareness has increased more because of higher degree of information security acquiring information became difficult. Moreover, it involves empowering subordinates so that good decisions are made at the right levels. Finally, its quality is determined by the amount of trust and judgment that subordinates and senior leaders apply to a situation.

## RECOMMENDATION

Leader must capable to develop a sense of responsibility in their subordinates. The human emotions of pride and determination can be employed to develop a sense of responsibility through delegation. Effective units and formations perform well even in the absence of critical leaders. Delegation of tasks with commensurate resources develops subordinate leaders to assume leadership roles at succeeding higher levels. Leaders are teachers and are responsible for professionally developing subordinate leaders. Establishing an environment where leaders accept the honest mistakes of subordinate leaders ensures that capable leaders are developed.

Leader also can be technically and tactically proficient. Effective leaders are thoroughly familiar with the operations, training, and technical aspects of their assignments. They know demonstrating technical and tactical competence inspires confidence. This principle is related to the principle of "know yourself and seek self-improvement" by including preparation to assume the duties and requirements of leading or commanding at the next echelon. Combat won't allow time for detailed preparation to assume new responsibilities. This principle also demands that leaders and commanders take responsibility for staying abreast of current military developments through service school training, field experience, professional reading, and personal study.

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<sup>8</sup>Leaders and Decision Making, viewed 11 November 2016 from <http://www.greatleadershipbydan.com>.

To achieve organizational results means leader should seek and accepting responsibility. While responsibility for portions of the mission may be delegated, ultimate responsibility for success or failure is borne by the leader or commander. Leaders cannot be omnipresent and omnipotent, but they can exercise initiative, resourcefulness, and imagination - and be responsible. Responsibility is demonstrated by decisiveness in times of crisis - not hesitating to make decisions or to act to achieve operational results. Combat is dynamic, and leaders act in the absence of orders to take advantage of fleeting windows of opportunity. Leaders see problems as challenges rather than obstacles. Leaders accept just criticism and admit mistakes; they encourage others to do likewise. Any efforts to evade responsibility destroy the bonds of loyalty and trust that must exist between leaders and those they lead. Seeking additional responsibility will assist in preparing for duties at higher levels of responsibility and is essential to operating within the established intent. Leaders adhere to what they believe is right and have the courage to accept the results of their actions.

Combat demands rapid estimates of situations, sound decisions, and timely initiation of actions to accomplish those decisions. The leader who delays or attempts to avoid making a decision may cause unnecessary casualties as well as failure of the mission. Success hinges on creative flexible leaders who can quickly adapt, anticipate opposing force reactions, then make and rapidly execute sound decisions. This principle is related to the Army's emphasis on maneuver and is consonant with taking responsibility for one's actions. When making decisions, leaders and commanders consider all available information, to include the immediate and follow-on impact that decisions will have on soldiers, units and formations.

It is better if the leader can set the example to the subordinate. Leaders win confidence and loyalty through their actions. Soldiers must emulate the behavior of their leaders. Implementing this principle requires both moral and physical courage. Leaders set the example by maintaining high, but attainable, goals and standards and ensuring that their own actions match what they require. This principle is related to all the other leadership principles. It is essential that leaders share the dangers and hardships of their units and formations because they demonstrate their professionalism by every-thing they say and do.

Leader must know the soldiers and look out for their well-being. This principle focuses on instilling trust and confidence in soldiers, units and formations. Trust and confidence develop and sustain loyalty and cohesion, thereby creating better units and formations. This is important because cohesive units and formations are more successful than those that are not. Loyalty reinforces this confidence and is the foundation for motivating soldiers. Loyalty begins at the top - not at the bottom - and is two-way. Soldiers who respect their leaders expend more effort to ensure their tasks are accomplished to the best of their abilities. Leaders know their

soldiers in order to motivate and influence them to accomplish the mission. Cohesion then flows from loyalty and becomes the bedrock which keeps units and formations together during the stress and chaos of combat.

Leader must ensure the task is understood, supervised and accomplished. This principle is essential to accomplishing the mission and is a critical element of effective leadership and command. Understanding the tasking ensures that soldiers know what is to be accomplished, how it is to be accomplished, when it is to be accomplished, and who is to accomplish it and know what supposed to do. Since the battlefield is dynamic and characterized by change, this enhances the ability of soldiers to accomplish the task, even in the absence of detailed orders or when adjustments to the plan must be made because of unforeseen circumstances. Supervision must take place at the appropriate level. It ensures that actions are performed properly and mistakes are corrected in training so that actions will be performed properly in combat. Care must be exercised in supervising; over supervising stifles subordinate leaders and insufficient supervising leads to not accomplishing the mission. This principle is employed with the principles of "developing a sense of responsibility in your subordinates" and "keeping your soldiers informed."

Cohesion is essential to success. Soldiers will fight resolutely when they are well trained, when they respect and have confidence in their leaders and buddies, and when they know they are part of a good team. Failure to foster a sense of teamwork can produce an ineffective organization. Soldiers must be proficient in basic skills and then trained to integrate those skills into effective team operations. Performance as a unit provides the foundation for effective performance at each succeeding echelon. An all-prevailing unity of effort contributes to team integration.

Leaders must advance with technology. Technology advances have surged across the world affecting almost every surface of daily lives. Unlike any time in history, it is imperative that leaders master the consequences of new technological changes and, in particular, developments in information technology as they apply to leadership practices. The revolutions in the military affairs will be primarily driven by the technology. While sophisticated weapons and sensors have greatly enhanced the combat efficiency, developments in information technology have enabled greater connectivity and the information sharing among widely spread force components. The present day military leaders need to keep pace with the technology and put their best foot forward to learn know-how of the technology available in the armed forces. In spite of Technology being a modern-day leadership tool, it cannot account for many intangibles which fall under the purview of leadership such as discipline, motivation and morale. Some of the best military decisions in the past have been based on what a leader "felt" was the best course of action.

## CONCLUSION

Tomorrow Leadership challenged the Army is becoming more complex and demanding. This is due to significant advances of technology in the information age. With the sophistication of information processing technology, and the impact of globalization, we need to adjust the aspect of leadership in the army as well. Due to changes in the environment with the impact of technology and other environmental factors such as globalization, it is necessary that the leaders who can adapt to these changes, and should be able to promote change. To do this, the leaders of today and the future should be able to have a paradigm shift and move in the direction of transformational leadership. Apart from this, it is also important to our military leaders to strike a balance between relevance and skills of positive values to become a great leader and good. Therefore, only one value or skills are not enough to take on the challenge of leadership today and in the future. Military leaders have a strong character has the ability to withstand the pressure of the environment while, and that the purpose of the tasks required. Leadership is the biggest challenge fighter great motivation and desire necessary. This motivational basis and will be based on years of practice by the Army values. Where rooted basis for the character and self-discipline that will produce success and motivation to survive. this motivation comes from the ongoing work of self-development in the skills that make a successful head of the army.

Leadership and management are two different things and practiced in leadership and management of our military environment, depending on the situation. In peacetime environment, although the goal a bit of leadership, but under the influence of the environment, leadership seems more relevant. Both aspects are given due priority by our military leaders. It is obvious that there is a lot of attention is determined on all the management tools or concepts by soldiers. All the important concepts for the continuous improvement of our management system and dealt with efficiently and effectively. This will not only keep our servants or soldiers are highly motivated, but also to ensure that our money, machinery and equipment are also well catered for. As we enter the new millennium, effective leadership is the most important element in the opposite direction to the current challenges and the future. Leadership requires you to be organized and efficient. Of course, successful leaders know how to delegate certain tasks to their team, but that does not mean they do not give their time to an emergency if needed. Strong leaders do what must be done. They did not refuse to do the task, think it beneath them because their title. They lead through serving which sets the ultimate example for those they lead.

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Major Khairul Iskandar bin Kamanoorizahar was commissioned in Royal Malay Regiment (RMR) under Cadet Scheme on 10 February 2001. Major Khairul Iskandar's career has included command, staff and instructor appointments. Started from 2001, he has served as a Platoon Commander, Regimental Signal Officer, Regiment Technical Adjutant and Adjutant at 19 RMR (Mechanized). At 2007, he posted to Department of Human Resource, Army HQ as an Staff Officer Grade 3 (Other Rank). He did their command as a Company Commander at 3 RMR since 2012. Currently, he served at Army Academy as a Directing Staf at G3 Cell. Apart from that, he also experiences in various operations such an Op Merpati, Op Kota Bravo Charlie Delta, Op Pasir, Op Balasah and Op Daulat



**FITNESS ERAFICATION: ARMY POLICIES AND CHALLENGES TO ERADICATE SOLDIER FITNESS IN THE MALAYSIA ARMY**

**By Mej Haslina binti Ab Hamid**  
Royal Military Police Corps

**INTRODUCTION**

Physical fitness is fundamental to being an effective soldier. It ensures the physical strength and good health alertness and stamina in operations and in the performance of all your duties. Fit individuals make strong team members, ensuring the operational readiness of Armed Forces at all times. Regardless of this occupation, you can be called upon to perform difficult and dangerous tasks, whether they are peace support, counterinsurgency or major combat operations. You must be ready to go on short notice and for sustained periods of time. In order to succeed in the mission, you must be prepared to overcome the intense physical demands that routinely encounter in the contemporary operating environment. As a further matter, in order to fulfill the requirement, there are some discussion about the implementation of Army Policies and identify the challenges to eradicate soldier fitness in the Malaysian Army.

**DEFINITION**

According to the Centers for Disease Control and Prevention (CDC), fitness is defined as 'the ability to carry out daily tasks with vigor and alertness, without undue fatigue, and with ample energy to enjoy leisure-time pursuits and respond to emergencies.' Based on this definition, fitness involves everything from getting out of bed to hiking to performing CPR. Fitness divided into three type such as Physical fitness, Health-related physical fitness and Skill-related physical fitness.

Policy use as guideline complete with rules and regulations. Military policy (also called defence policy or defense policy) is public policy dealing with international security and the military. It comprises the measures and initiatives that governments do or do not take in relation to decision-making and strategic goals, such as when and how to commit national armed forces. The Military Policy is used to ensure retention of independence in national development, and alleviation of hardships imposed from hostile and aggressive external actors. The Defence Ministry (or a synonymous organization) minister is the primary decision-maker for the national military policy. In Malaysia, this policies provides the information to bring personal fitness level up to the Army Fitness Standard (AFS). It will prepare you for your annual assessment, for field exercises, for operational assignments and is the basis for career development. It will get you fit to fight!

## COMPONENTS OF FITNESS

Maintaining an active lifestyle is important in order to keep your body fit and healthy. Integrating a variety of exercises that focus on balance, strength, endurance and flexibility into your workout routine helps break up the monotony and creates a more well-rounded fitness program that your heart and body will appreciate. The components of fitness vary considerably. Below are common components:

- a. **Cardio respiratory endurance.** This typically measured by how long or fast a person can perform an activity and how this impacts measurements such as heart rate and oxygen consumption.
- b. **Muscular endurance.** Typically measured by how many repetitions of an exercise a person can perform. Common tests involve push-up and sits ups.
- c. **Muscular strength.** Typically measured by how much weight can be moved in relation to repetitions. Exercises involving multiple joints and muscle groups such as squats or bench press are often used.
- d. **Muscular power.** Typically measured by how much force can be generate during a given activity. Advanced equipment used by biomechanists are often needed to measure muscular power.
- e. **Flexibility.** Typically measured by how far a muscle group can be stretched or joint can be moved. The most common tests involve the hamstrings and shoulders.
- f. **Balance.** Typically measured by how long a particular position can be held with or without some type of activity being performed. Simple tests such as standing on one leg can be used to assess balance. More advanced tests may involve standing on an unsteady object while trying to catch a ball.
- g. **Speed.** Typically measured by how quickly an individual can move from one point to another. The 40 yard dash is often used to assess speed.
- h. **Body composition.** This is the amount of fat on the body versus other tissues such as muscle, bones and skin. Measured using a variety of tests and devices. Simple tests using mathematical equations or calipers are common and inexpensive. More advanced tests such as underwater weighing are far less common and much more expensive.

## ARMY POLICY; WEIGHT MANAGEMENT

The Army policy discussed about weight control was built since 1984 called “*Perintah Am Angkatan Tentera* (PAAT Bil 22/1984)”. The latest criteria of service for Officers and other rank was stated in ‘*Perintah Majlis Angkatan Tentera Bilangan 1 tahun 2013* (PMAT Bil 1/2013)’. Refer to the rules, weight index become one of the most important criteria to attend the courses and career development. The classification to indicate the fitness level was divided into 6 parts. There are show in the table below:

No	Classification	Index	Remark
(a)	(b)	(c)	(d)
1.	<i>Underweight</i>	19.0 to 19.9	
2.	<i>Thin</i>	20.1 to 24.9	
3.	<i>Normal Weight</i>	25.0 to 26.9	
4.	<i>Pre-obesity</i>	27.0 to 29.9	
5.	<i>Obesity Class 1</i>	30.0 above	

**Table 1: Classification to Indicate BMI Index**

## OVERWEIGHT: WHY IT HAPPENED?

Our health and wellbeing is influenced by a wide range of factors – social, cultural, economic, psychological and environmental. It come across our lives. These change as we progress through the key transition points in life through lifestyle, environment, work place, and the growth of economic. Even before conception and through pregnancy, social, biological and genetic factors accumulate to influence the health conditions.

The biggest thing to keep in mind when trying to lose weight is to take into account the calories you’re taking in and to figure out your estimated caloric needs Keeping a log of all the food you’re eating a day is an easy way to see how many calories you’re taking in, and where calories can be cut. Work on getting all your servings of fruits and vegetables and try to cut back on fats. You should lose no more than 2 pounds a week; anything more is not the ideal way to lose weight and will most likely result in weight gain later on. Avoid crash diets or fad diets, as these often result in quick weight loss in an unhealthy manner; the dieter will most likely gain back all the weight lost plus some.

As an example, I would use the data from Military Police Directorate to proof the weight index use as a one of the important criteria in career development. The total number as show in the table below:

No	Content	Total	Remark
(a)	(b)	(c)	(d)
1.	Total Strength	2653	
2.	Overweight		
	a. BMI 27 to 30	161	
	b. BMI 30.1 above	56	

Table 2: Statistic of Overweight Index

The table show the number of Military Police personnel who have a overweight index. The total numbers of personnel that have weight index within range 27 to 30 is 161 personnel. In the other hand, the total number of weight index 30.1 above is 56 personnel. The total overweight personnel is 217. It is result 8.17% of the total Military Police personnel. Although the number indicate a small number, but it give a huge impact to the organization. The relevancy of an opportunity to Military Police will decrease and moreover the organization become stagnant.

CHALLENGES TO ERADICATE SOLDIER FITNESS (OVERWEIGHT) IN MALAYSIAN ARMY

The policies was stated that every soldier must follow the fitness requirement until the end of service. However, as a human, we must maintain our fitness level in order to being healthy and wellness. Currently, in Malaysian Army, there is problem which is some personnel have over weight. It is effect the career development, soldier appearance from the society eyes and soldier healthy level. Moreover, there are challenges to eradicate soldier fitness in Malaysian Army especially on weight management. The challenges as follow:

a. **Soldier.** The main challenges are to eradicate the soldier itself. The Malaysian Army already have the policies in weight management. Nevertheless, the policies had stated that weight become most important criteria to attend any courses (local or oversea) and it also determine soldier’s capability in career development. The challenges to facing as below:

- (1) **It is hard to eradicate soldier’s consciousness.** Extra weight costs us physically and financially. Medical are spending attributable to obesity was estimated to be more than higher than normal weight individuals. The consequences and problems from overweight society are sobering. However, we all make changes. Here’s the good news about physical activity and why moving 30 minutes a day can change your life for the better.
- (2) **More difficult today to create an active lifestyle.** People are less active due to technology and better mass transportation. To

encourage healthy life style that will reduce the negative impact of weight control.

(3) **Challenges to create soldier's interest to apply healthy habit.** Old habits die hard. Changing your habits is a process involving several stages. Thus, the changing of mind thinking is must, the soldier also have strong self confident which is it would built in the positive side of mind to apply the healthy habit. Sometimes it takes a while before changes turn into new habits. There are many ways to create the interest into new habits. But adopting new, healthier habits may protect you from serious health problem, such as diabetes.

b. **Organization (The Army).**

(1) **Research on work place environment.** As a result of unhealthy lifestyle and increase the soldier weight (Secretary of State for Health, 2010). It is proven or not. The Army must form up the team to review the workplace environment related with unhealthy lifestyle.

(2) **Review of training schedule.** The Army Training and Doctrine (TRADOC) headquarters must review the contents of training either it is contribute to the increasing of weight or not.

c. **To educate the leaders to play the roles as a true leader.** The leaders are the person who nearest the subordinate. They strongly have suitable point of view to motivate and do the practice on it.

d. **Resilient – strengthening protection against current and future threats to health.** The current system for health protection is fragmented. The Army has responded excellently to health incidents and emergencies, but the system lacks integration and is over-reliant on goodwill to make it work (Martin E. P. Seligman, 2011).

## RECOMMENDATION

**'If you don't like change, you are going to like irrelevance even less.'**

**Gen Eric Shinseki Quoted in Tom Peters 2003** (Suzie Dale, 2009)

The global advances become a basic consideration to construct the plan to overcome the challenges. Base on the challenges above, an interesting recommendation as follow:

a. **Soldier.** Every soldier must get the explanation about the important of weight control. In other hand, the points that must to overcome are to

eradicate soldier's consciousness, to create an active lifestyle and to create interest to apply a healthy habits.

b. **Organization (The Army).** The Army must do research on the cause and effect of workplace environment and do the review of training schedule. Furthermore, the finding of that will applicable.

c. **Educate the leaders to play the roles as a true leader.** Leaders should remember the 3 "F"s—Fair, Firm, Friendly (Stewart, 2005). In order to educate the leaders to play their roles, here are a few suggestions:

(1) **Be a true leader.** Leader must have knowledge and always be prepared. So that, they can explain with confidence and indirectly it will persuade their soldier to follow the instructions.

(2) **Create a reasonable environment.** Leaders must play their roles to help their soldier to choose the equipment and use the equipment that will be suitable for them. In other hand, show a real interest in their individual progress. Answer questions carefully and provide encouraging, positive feedback.

(3) **Built the brotherhood.** Get them work in pairs or small groups to support each other. This creates spirit and instills of sense of brotherhood, which is so important in soldier situations.

(4) **Manage the group effectively.** Doing the fitness activity will keep everyone moving toward their individual goals. Using a circuit-training approach for the strength and power activities for example, is a way to make sure everyone is participate and there is no delay in waiting for specific pieces of equipment.

(5) **Promote a comfortable programme.** Make sure soldier do a proper activity stating from warm-up of each session and a cool-down at the end. As it is designed, the programme ensures a gradual build-up in intensity. Make sure they don't push too hard or rush. Watch them as they pursue the multi strength and power activities, and offer suggestions on proper technique if necessary.

(6) **Maintain morale.** Make some changes in the routine if soldiers are losing their focus. Use the alternative exercises instead of stack weights or free weights for a while. Devise some friendly challenges and competitions. A good fitness programme brings a wonderful sense of health and well-being.



(7) **Be qualified.** Leaders must be qualified and at least have extra effort to gain the fitness knowledge.

d. **Resilient – strengthening protection against current and future threats to health.** More integrated system is needed, which is equipped to meet future threats and has a clear line of sight from the top of organization to the frontline. The Army is therefore taking forward proposals for enhancing the functions of the Royal Medical Corps for health, making accountabilities in the system clearer and creating a new streamlined public health service to lead health protection and public health efforts across the country.

## CONCLUSION

As a conclusion, the policy is there. But application as easy as a soldiers whether young or old, male or female, small or large, must able to meet the standards to be fit to fight. Meanwhile, to meet the standard, all soldiers have to develop their component of fitness include endurance, strength, power, and flexibility to the appropriate level.

The fitness level for every soldier become our organization with high frequency of combat readiness. The challenges that we facing before must use as a guideline to make our soldier fit to fight and acceptance among the other countries. The detection on the earliest stage of fitness eradication is to avoid it growing up until accomplishing our goals.

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Maj Haslina binti Ab Hamid was commissioned into Royal Military Police Corps under Graduate (ATMA) Scheme in 27 Oct 2003. As a military officer, she had undergone regimental duties and career courses while assuming variety of staff appointments. She is a graduate with a Bachelor of Management Technology (Accounting) in 2003. She has also attended variety of courses and seminars. Maj Haslina's career has included various staff appointments. Started from 2003, she had served as a Platoon Commander at 2<sup>nd</sup> Company, Royal Military Police Corp, Kamunting, Perak,

Second Officer in Command for 104 Company RMPC, MINDEF and also Staff Officer 3 for RMPC Career at RMPC Directorate. Apart from that, she also had served as a Staff Officer 2 for Operation at Army Provost Marshal Office, Kuala Lumpur

**DISCUSS THE EFFECTIVENESS OF RECRUITING THE VARIOUS  
INDIGENOUS GROUPS INTO THE MALAYSIAN ARMED FORCES (MAF) AS  
PART OF NATIONAL AND RACIAL INTEGRATION**

**By Mej Ahmad Fadzil bin Hassan**  
General Service Corps

## **INTRODUCTION**

As a multi-racial country, Malaysia is comprises different races and religions. Hence, a comprehensive policy is needed to fertilize the spirit of belonging among the various races, ethnics, cultures and religions in the country. Each year the population of Malaysia is increasing, so it is the biggest obligation that the government should take into the consideration where concrete foundation in our societal should built. The total population of Malaysia in the year of 2015, is estimated at 30.49 million persons.

Among the Malaysian citizens, ethnic Malay recorded the highest percentage with 50.78% (15,479,600) of the population, followed by Chinese 21.79% (6,642,000), Bumiputera (Indigenous) with 12.05% (3,672,400). This indigenous Bumiputera are comprising the multiple native groups of Sabah, Sarawak and the "Orang Asli" or indigenous groups of the peninsular Malaysia. Indians community comprise 6.6% (2,012,600) of the population, noncitizen 7.90 % (2,411,400) and others 1.0% (267,400) (Penerangan, 2015).

Professor Khoo Kay Kim a Malaysian well-known historian, in a public discourse on ethnic relations, expressed his concern that the ethnic unity in Malaysia was still in a "fragile state" (The New Sunday Times, 19 February 2006). His concern in fact also reflected most of the Malaysians' concern, where each ethnic group knows very little about one another beyond the prejudices and stereotypes that they learnt from the rumour 'tradition' at the family and grassroots level in Malaysia. If that case, referring to the relationship between major ethnics in Malaysia, it could be more serious if we look into the relationship among indigenous groups in Malaysian societal where it could be more fragile.

Therefore, to ensure the unity among the people in our country, a lot of actions and efforts have been taken by the government of Malaysia to promote the important of societal unity. Unity is very important for national stability and harmony. Peaceful nation without no racial conflict will ensure the country's unity and the unity will create prosperity and national integration. The development and progressiveness of our country is depending to our unity and racial integration in the country. It is not an easy task to achieve national integration, but the continuous efforts have to be consider to achieve the ultimate aim. This is because the factors of cultural,

economic, social, residential and worldview among the people. Therefore, since the independence moment, Malaysian government has put a lot of efforts towards achieving and maintaining national integration. One of the step taken by the government in order to achieve national integration is the involving of various races in government services such as public services and military services. There are implications such as implications for equity in administration and consequently for trust in the public service, government legitimacy, military service and national unity if there are imbalance of racial representative in civil service. (Kuan Heong Woo, 2015)

This paper will discuss the effectiveness of recruiting the various indigenous groups into Malaysian Armed Forces (MAF) as part of national and racial integration. It comprises five sections which are the discussion, Malaysia integration policies, the recruiting process, the effectiveness of the recruiting programme in MAF and finally conclusion.

## DEFINITION

The definition of indigenous in Oxford dictionary is 'originating or occurring naturally in a particular place; native'. On the other hand The United Nation defines indigenous populations are composed of the exiting descendent of the peoples who inhabited the present territory of the country wholly or partially at the time when persons of the different culture or ethnic origin arrive there from other parts of the world, overcame them and, by conquest, settlement or other means, reduced them to a non-dominant or colonial situation; who today live more in conformity with their particular social, economic and cultural customs and traditions than with the institution of the country of which they now form apart, under a state structure which incorporates mainly the national, social and cultural characteristics of other segments of the population which are predominant. (Burger, 1987 6-7).

In year of 2015, Malaysia's indigenous group of peoples are estimated to around of 31 million people which is around 13.9% from the population. In the Peninsular of Malaysia, the indigenous peoples are collectively known as Orang Asli. There are 18 subgroups of Orang Asli in Peninsular namely the Aboriginal-Malay, Negrito (Semang) and Senoi groups with the total number of 205,000 peoples or 0.84% of Peninsular's population which is 24,457,300 peoples. Whereas, the Orang Ulu and Dayak are collectively known as the indigenous peoples of Sarawak. Other sub ethnics available in Sarawak are namely Bidayuh, Kenyah, Iban, Kayan, Kedayan, Murut, Punan, Bisayah, Berawan, Penan and Kelabit. They represent 70.1% of Sarawak's population which is around 1,899,600 peoples out of 2,707,600 peoples as a whole. Meanwhile in Sabah, the indigenous peoples are representing 60% of Sabah's population which is about 2,203,500 peoples out of 3,736,200 people and are recognised as natives or Anak Negeri with 39 different indigenous ethnic groups. On top of that, the Bajau, Murut, Dusun and Paitan are the main groups of

that particular Borneo state. Malays ethnic are also recognised as indigenous, but because of Malays are the majority ethnic and dominant in politic, economy and social, thus they not categorised as indigenous peoples (Malaysia, IW2016).

Meanwhile base on the Oxford Dictionaries, the word integration mean the action or process of integrating or the intermixing of people who were previously segregated. The integration is a process of different ethnics with the different set of values, common norms and interests, which came from different backgrounds, are uniting into one entity and community. Integration will be induce many kind of positive impacts in our community which is a sense of belonging and will develop harmonist relationship between the ethnic of people themselves. The positive values for instant sharing of heart and minds that goes beyond the ethnic differences and cultural are derived from the successfulness of integration. By emphasizing the concepts above, can national integration easily be achieved? Definitely, the effort will be always there and it could be achieved if every each of the people of Malaysia giving a support and contribute their part although its time consuming. Ultimately, the main aim of the government is to ensure stability consistency and to achieve national development with the high density of national integration.

National integration means the creation of a mental climate in which everyone will place "national interest well above communal, religious, linguistic or local interests". This is only possible when each group feels that they will get a square deal and have no fear of domination by others. That such a mental climate prevails when the majority giving tolerance and minorities has shed their fear and inferiority complex (Dr Abdul Wahed, 2016).

## DISCUSSION

### The Policy and Approach in Stimulating Integration

The government of Malaysia is very serious in achieving the national unity and integration. To overcome the obstacles and challenges a lot of approaches have been taken and put forward. The list approaches are the introducing national ideology that is *Rukun Negara*, National Education Policy, New Economic Policy, national language, political parties alliance, establishing the Ministry for National Unity and Community Development and the relevant policy that will be discuss further in this paper is National Culture Policy.

National Culture Policy (NCP) was introduced in August 1971. This policy is a social approach towards the national integration where people are encouraged to share values among the societal which has been done until now since the independence of our country. The establishment of NCP is based on the indigenous people's cultures of the country. The positive elements and any kind of universal culture from other ethnic which are suitable and contribute towards unity

may be adopted into the NCP. For example, Malays are practicing the mutual aid in their society and because the practice is positively acceptant, therefore this unique culture has been adopted in the NCP. The most important characteristic in the NCP establishment is Islam as the main element. Malay language is made as the official language and medium of communication in the NCP. By the implementation of NCP, it will create a better nation with multiracial society and national identity of Malaysia.

The formulation and implementation of the National Culture Policy is needed in Malaysia as a developing country with multi-racial and multi-cultural society. To sustain national identity at the international level, Malaysia need this policy to use as a guidelines to create a harmony and united Malaysian. However, it will take quite some time to implement this kind of policy because of it complex process and cannot be accomplished in short period of time. The better understanding with the good general awareness of national culture and will help to achieving the policy.(JKKN).

In the national security context, Malaysia's Defence Policy would be HANRUH (*Pertahanan Menyeluruh*) or Total Defence in all critical situation and circumstances which involves government agencies, the private sector companies, NGOs and every single citizens of Malaysia as an integrated defence. Total Defence which one of the principle of National Defence Policy require support and responsibility of all levels of society, not the sole responsibility of the Malaysian Armed Forces. In every cases of disaster and conflict, all parties should know their role and contribution that they could play when that particular time come. National defence has to be based on self-confidence and not depending on external parties. National stability, prosperity and peace are always above of individual needs and political ideology where in this context, nationalism and patriotism among citizens are always need to be fertilized (MOD). This policy is not only applicable in our nation but also comprehensively implement in Singapore.

This is shows that the security of our nation also require the involvement of all ethnics in this country regardless what races, religions and gender to sincerely protect our nation sovereignty. Despite all comprehensive steps taken by the government to enrich the integration spirit of Malaysian, the implementing of the recruitment of various indigenous groups in Malaysia Armed Forces is one a kind.

### **Public Services Recruiting System in Favorable of Integration**

To secure a capable and representative in civil service, Malaysian public employment must be able to attract enough applicants from various ethnics. K.H Woo said through his study, it shows that the civil service is attractive and sufficiently attract all ethnic groups in the country, this directly raises the question of why the civil service is predominantly by Malays. The recruitment process into the



Malaysian civil service is widely seen as favouring Malay community applicants although there are numerous official denials. (Kuan Heong Woo, 2015). Obviously this situation is not favourable the nation and racial integration in the country if the civil service is monopolized by one ethnic only.

Therefore, the Malaysian Public Service Commission (PSC) has taken the initiative of going beyond the “announce and wait” approach to recruitment and attract more non-Malay applicant. PSC has initiated a cooperation with non-Malay nongovernmental organizations (NGOs) such as the Federation of Chinese Association Malaysia (Hua Zong) to recruit Chinese civil servants (The Federation of Chinese Association Malaysia, 2010) in the early year of 2009 as an efforts to increase the number of non-Malay civil servants (and especially Chinese). This kind of joint recruitment cooperation between non-Malay NGOs and the PSC are rare and a very positive step taken by the government. The joint recruitment drive could be viewed as a measure based on the Malaysian multi-ethnic community’s needs and expectations. Innovative cooperation between PSC and NGO by doing something differently and deliberately in order to achieve the objective of a more representative bureaucracy that is shaped by the multi-ethnic national community.

The initiative introduced by the PSC is not applicable for recruiting the armed forces applicants. Despite relevant paper qualification, the applicants are required to take special physical and medical test before they are qualified to be soldiers. This matter will be elaborate more in the following sub topic.

### **Current Recruiting System in Malaysia Armed Forces**

Malaysian Armed Forces has implemented new regulation in recruiting new recruit in his three major services which army, navy and air force. Starting the year of 2014, the new regulation has been introduced where the lowest qualification needed to be selected in or joining the Malaysian Armed Forces is Malaysia Certificate of Education (MCE) or *Sijil Pelajaran Malaysia* (SPM). Nevertheless, the candidate also should fulfill others requirement like good in physical fitness and pass several special test especially the medical test. Before this, the candidates who have Lower Certificate of Education (LCE) are also feasible to apply.

All Malaysian who already achieve 18 years old are eligible to apply and it is open to all races as long as they own the citizenship of Malaysia. They can choose to enter 3 major services in Malaysian Armed Forces which is Army, Navy and Air Force. For example in Army, there are 18 difference corps available but out of 18 corps, two of the corps have special restriction. Firstly is Royal Malay Regiment that has special condition, which is only for Malay race and must be a Muslim.

Another one more corps is Religion Corps or KAGAT. This corps has no restriction to other races but it is specialize for a Muslim. It is because the nature of work of

this corps is to strengthen the Islam religion in the organisation and will be focusing in Islamic matters. However there are no curb or restriction for other remaining 16 corps and people of Malaysia are urge and freely to apply.

The process of recruiting the new soldiers or recruits is under the responsibility of every services in MAF which is Army Human Resource Department, Navy Human Resource Department and Air Force Human Resource Department. There are exceptional for recruiting the new officer candidates. The responsibility is under the Head Quarters of Malaysia Armed Forces (HQ MAF) where all candidates for all services are recruited by one branch which is Personnel Services Division in HQ MAF.

Candidates are required to have minimum qualification such as a certified degree holder from local universities or international institutions. Obviously there are no restriction for any races to apply in military recruiting process and they are freely to get involved in the one of high discipline organisation in the country. Base on the statistic stated in Dewan Rakyat (Bil. 39) shows that the total strength of Army's personnel in 2014 are 88,750 which is 7,277 officers (8.2%) and 81,473 other ranks (91.8%). Based on the statistic of Army's Officer in 2014 as per Table 1, it shows that the participation is according to the races which are 93.91% by Malays, 1.51% by Chinese, 2.18% by Indian, 0.62% by Sabahan, 1.37% by Sarawakian and 0.41% by others races.

Meanwhile based on the statistic of Army's Other Ranks in 2014 as per Table 2, it shows that the participation is according to the races which are 79.58% by Malays, 0.2% by Chinese 0.91% by Indian, 6.18% by Sabahan, 10.29% by Sarawakian and 2.84% by others races. As the overall, by looking at Statistic of Army's Personnel in 2014 as per Table 3, it show that the Malays is the majority among the ethnics who involve in military which is 80.75% (71,670) and the lowest ethnic is Chinese with only 0.31%(273).

However the Sabahan and Sarawakian accumulating of 15.28% (13,566) are higher than the second larger ethnic group in Malaysia which is Chinese community. It makes the indigenous peoples became the second larger ethnic group in Army. It is also indicate that there are no bias in recruiting process manage by the MAF where the minority ethnic or indigenous groups also have same opportunity to serve in military. Every Malaysian has equal right to enter the service either as lower rank or officers.

Race	No of Personnel Officer)	%
Malay	6,834	93.91
Chinese	110	1.51
Indian	158	2.18
Sabahan	45	0.62
Sarawakian	100	1.37
Others	30	0.41
Total	7,277	100

**Table 1. Statistic of Army's Officers in 2014.**

Race	No of Personnel (Other Ranks)	%
Malay	64,836	79.58
Chinese	163	0.2
Indian	740	0.91
Sabahan	5,034	6.18
Sarawakian	8,387	10.29
Others	2,313	2.84
Total	81,473	100

**Table 2. Statistic of Army's Other Ranks in 2014.**

Race	No of Personnel (Officer)	No of Personnel (Other Ranks)	Total	%
Malay	6,834	64,836	71,670	80.75
Chinese	110	163	273	0.31
Indian	158	740	898	1.01
Sabahan	45	5,034	5,079	5.72
Sarawakian	100	8,387	8,487	9.56
Others	30	2,313	2,343	2.64
Total	7,277	81,473	88,750	100

**Table 3. Statistic of Army's Personnel in 2014.**

## THE EFFECTIVENESS OF THE RECRUITING PROGRAM

Although the statistic above shows that the indigenous peoples are the second larger ethnic group who involve in military which are 13,566 peoples in number, but if we refer back to the statistic that showing the population of Malaysia on 2015, the indigenous people in Malaysia which comprising multiple groups of "natives" of Sabah and Sarawak, and the "Orang Asli" or indigenous groups of the peninsular are estimated in the total number of 3,672,400 million of peoples. By comparing the total figure of indigenous people recruited and the total indigenous

people in Malaysia, it is only represent about 0.37% of the whole ethnic which is not even archive 1% of the community.

Furthermore if we compare with the total population of Malaysia, it is only represent 0.04% which is not a significant number to influence national integration. This is the reason why government or MAF should aggressively promoting the involvement of indigenous people in MAF to prevent the homogenous work force in MAF itself.

The increasingly homogenous work force in the civil service is an unhealthy phenomenon that weakens trust in and legitimacy of the government; reduces the responsiveness, effectiveness, and efficiency of the public sector; and has a negative impact on national unity (Kuan Heong Woo, 2015). So it is a must for MAF to look into the composition of ethnics in MAF so that the reasonable percentage of ethnic involvement can be achieve to avoid negative impact on national unity.

By recruiting the various indigenous peoples which are came from middle and lower income of families, MAF can contribute to the development of that particular group of people which their service significantly shaped the development of indigenous families and communities and contribute to the development of the modern MAF and stimulate the spirit of national integration economically. Even in Australia there are an effort from the Australian Army where they has actively committed to taking care of indigenous personnel in their organisation. Australian Army has established a Defence Directorate of Indigenous Affairs as part of its Indigenous Employment Strategy in order to work with Indigenous communities and to provide advice defence indigenous personnel and policy matters. This strategy also promises that each commanding officer has the responsibility to ensure the his/her personnel have access to environment that is genuinely committed to diversity in the workplace and accept the differences that set each person apart from the next.(Australia Army Journal, 2013).

So in the context of MAF, the effectiveness of recruiting various indigenous peoples as part of racial integration in the military organisation can be achieved rather than the achieving the national integration because the percentage of indigenous people that already serve in MAF is 15.28% higher than the percentage of indigenous people in country as a whole which is only 12.05%.

The working environment in military also different which basically not involving any civilians moreover when come to operation matters. The scope of work will always in the area of military boundaries and if there are any requirement or need to cooperate the civilian counterpart, it is normally will handle by the officer in charge. Meaning that, very limited number of military personnel will exposed to the civilian working environment.

Hence, the national integration will take quite some time to be materialise because of the wide interaction between military personnel and civilian is a bit difficult to achieve. Additional to that, civilian also are restricted to enter freely to any military area and camps and due to this hurdle, integration one again will need a lots of activities involving the military in the societal to promoting the integration between these two groups.

## CONCLUSION

The Malaysian Armed Forces is able to attract a sufficient quantity of applicants to meet its needs for capacity and ethnic representativeness. However, the ensuring of the effectiveness of representative recruitment of the indigenous people in Malaysia where the involvement of all ethnic groups of Sabahan, Sarawakian and the “Orang Asli” or indigenous peoples which is situated in peninsular Malaysia as part of national and racial integration may require some further research.

It is because the number of indigenous people who involve in this military environment is very small portion of indigenous groups in this country so that the percentage could not be used to represent the effectiveness of recruiting the indigenous groups as part of national and racial integration. We believe the obligation to enhance the integration spirit is not only depend on the government effort as a whole but every single of government's agencies including Malaysian Armed Forces or Ministry of Defence Malaysia should have responsibility to support and promote national integration although the percentage of contribution is low. This will make sure the integration spirit can be plant in every part of government organisation in the entire country.

In this case, the recruitment of various indigenous groups in the Malaysian military by MAF are less effective toward national integration because the involvement of that particular community groups is still lower and need some efficient promotion to encourage the new generation of the groups to get involve an increase their participation.

However, the findings of this research could be more significant if the scope of integration could be narrowed down and focusing specifically to the effectiveness of recruiting the various indigenous groups as part of racial integration in the Malaysian Armed Forces organisation. Fundamentally it would be much more significant because it will measure the integration within the organisation where the involvement of indigenous groups of people in term of interaction and integration with other races in military environment will be taken into account or consideration.

As been discuss above, the comprehensive approaches are needed to achieve national and racial integration. Whereby in order to managing and stabilizing the

differences among the multi-racial and ethnic groups in Malaysia, the dynamics, patterns and trends of how each ethnic group relate, perceive and act towards each other are the important process that need to be understood by every each of the citizens (Salfarina, Mohd. Zaini, Azeem Fazwan, 2009). The approach of recruiting the various indigenous groups into MAF as part of national and racial integration could be one of the step that can be emulate by the others government agencies to support the national integration. As been discussed earlier, the approach is not that effective to stimulate national integration as a whole but it only can be more effective if the measurement is made within the military organisation. Therefore, the national ideology that is *Rukun Negara*, New Economic Policy, National Education Policy, national language, political parties alliance, the Ministry for National Unity and Community Development and National Culture Policy are more relevant and important to be implemented efficiently so that it will ensure the national and racial integration can be achievable in more effective manner.

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Major Ahmad Fadzil bin Hassan was commissioned into General Service Corps under Graduate Scheme on 12 July 2000. He was graduated in Universiti Utara Malaysia, Sintok Kedah and hold a Bachelor in Business Administration (Finance) in 1999. He also attended variety of seminars and courses. Throughout his career, his first appointment was a Paymaster in 4 Armour, Kem Penrissen Kuching Sarawak in 2000 and two years later; he was posted to 3 Infantry Brigade as a Staff Officer 3 Finance. In 2004, he holds an appointment as a Staff Officer 3 budgets in Human-Resource Department, Army Head Quarters, MINDEF Kuala Lumpur. After almost 7 years, he was posted to UGAT Directorate as Staff Officer 3 Training and in 2012, he was promoted into Major in 7 Infantry Brigade as a Staff Officer 2 budgets. He also was selected to serve under United Nation Interim Force In Lebanon (UNIFIL) with MALBATT 850-1 Contigent in 2013-2014 as Staff Officer 2 Pay/Budget and his last appointment were in Armed Forces Footbal Association as a treasurer

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**ARTIKEL KETIGA TERBAIK**

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Bahagian Pembangunan Doktrin  
Markas Latihan Tentera Darat  
Kem Segenting  
71050 Port Dickson  
Negeri Sembilan

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