Sorotan DARAT

INFANTRI

TAAT SETIA

AGI HIDUP AGI NGELABAN

KANDUNGAN
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AMMO MANAGEMENT IN THE MODERN BATTLEFIELD

By: Kapt Amrit Singh a/l Bachan Singh

"Throughout history, the role of the infantry has been to occupy terrain. Whether an army is attacking or defending, the infantryman is the key figure. All other combat arms and service support elements exist basically to assist him in accomplishing his mission. His demise has been predicted many times by so-called `experts' whose knowledge of military affairs has been somewhat lacking. Modern warfare has shown that even in an age of electronic technology, the infantryman remains the central figure on the battlefield. He cannot be supplanted by armour, artillery or battlefield electronics. Indeed, when carried to the final analysis, all modern military technology and ammo management exists so that the infantryman can take and/or hold ground."

Jane's Infantry Weapons 1998-99

INTRODUCTION

The concept of a "modern battlefield" has become a cliché that has lost its meaning. There can be differences in the battlefield of today that were inconceivable to warriors from previous conflicts. Moreover, new concepts from previous wars, such as those conceived, for example by Heinz Guderian and set forth in his work "Achtung! Panzer", would later become standard doctrine with modern, mobile, mechanized armies. This concept of a fast moving and flexible front was made possible by the introduction of a reliable tank, better communications and the ability to sustain the required logistic support with a good management.

We cannot view this form of warfare as though it is the only one. Nor is it the only one that has seen change. Indeed, warfare throughout the world takes many forms, from very "cold" to extremely "hot". Change does not correspond to an abandonment of those methods, which still have value on the battlefield. For example, there are those who consider sniping immoral and a useless relic of a bygone era. Time and again, countries involved in conflict have recognized the need for marksmanship. With each new technology introduced, there are those who cry that the infantry is obsolete. No matter how devastating the weapons employed, it is still the job of the infantry to seize ground. Someone must physically pry the enemy soldiers from their holes and declare the territory secure.

Ammunition Management is in fact 'everybody's business and surprisingly a large number of battalion personel are needed and necessary for a successful ammunition management. As an example, The Strikers battalion was going to its second battle during its rotation at the National Training Centre (NTC), Fort Irwin, California. The unit had had time to plan and prepare for its initial encounter with the "Krasnovians". It had considerably less time to plan for this next fight and would no longer have its Unit

Basic Load (UBL), the quantity of ammunition authorized and required to be on-hand in a unit to meet combat needs until re-supply can be accomplished, as a baseline for ammunition management. During the preceding six months, in addition to the logistics planning preparation for deployment, they wisely focused on ammunition management during the train-up. Many units had difficulty in managing ammunition at the centre because of a lack of home-station training with such large quantities of ammunition.

The group started with the battalion's haul capacity to determine the total amount of ammunition to carry using historical data from previous rotations and during executions of an attack or defence. The hard work of the key players in this battle in ammunition planning, preparation and execution that included the battalion executive officer (XO), battalion fire direction officer (FDO), battalion supply officer, battalion ammunition officer, ammunition platoon sergeant, headquarters/ service battery commander, firing battery commander, battery XO/ platoon leader, battery/platoon FDO, section chief, ammunition section team chief and palletised loading system/5 ton chief, paid off and the result was then used for mission analysis for the next fight to start the ammunition planning and management cycle over. Everyone in the battalion knew and understood his role and responsibilities in ammunition management and they provided the much-needed feedback on its execution. Everyone reported ammunition levels accurately and with a high level of credibility.

Data management is one of the keys to the modern battlefield especially when it concerns ammunition because everything that goes on in a battlefield is integrated with one another. Tactical intelligence about the enemy, status of friendly forces, terrain, weather, and literally hundreds of other pieces of information have to be gathered, shifted, interpreted and integrated into an ever-changing battle plan. Information flows constantly between sensors, planners and troops in the field. Good intelligence information often has an extremely short "shelf-life," so it is critical to reduce the sensor to shooter time; to be capable of operating within the infamous "10 minute window". Greater command and control through improved data management is essential in modern warfare. Development of "network-centric" warfare — using a system of systems — should be expanded.

CONVENTIONAL AMMUNITION INTEGRATED MANAGEMENT SYSTEM (CAIMS)

The Conventional Ammunition Integrated Management System (CAIMS) used in the U.S Navy is an information system designed to provide a comprehensive and timely response to the readiness needs of the Navy. The system is based on the use of large-scale, automated data-processing equipment to provide immediate retrieval and daily updating of the conventional ammunition database. The primary goal of the supply system for conventional ammunition is to provide rapid and efficient response to the operational requirements of the users of military ammunition. This goal can only be achieved when the requisitioner, and the stocking points follow the standard procedures for the preparation and transmission of requisitions and the proper reporting procedures. Any action that affects the on-hand quantity of the command's reportable assets (such as issues, receipts, expenditures, or inventory losses or gains) is reported on the ammunition transaction report (ATR). The method of processing ATR information into the CAIMS requires that all pertinent instructions be followed exactly. The CAIMS is the only authorized sole source of asset and expenditure information used by the Chief of Naval Operations and the fleet commanders-in-chief for the logistical management of ammunition. If the ATR information is not accurate, the information received by higher-echelon commands will not be accurate, and procurement and maintenance funding may be jeopardized. It is also the sole source of information used for the execution of operational plans and operational orders. Without accurate and prompt reporting by individual operating units and shore activities, procurement and maintenance funding will be severely hampered. The high cost and limited availability of ammunition requires all commands to provide continuous, intensive, and careful management of assets and proper storage of the material properly in the new location. The new location is recorded promptly and accurately on the master stock record card. The accuracy of the stowage reflects on the inventories and that the accuracy of your inventories reflects on the condition of the supply department.

Knowledge of safety principles should be sound and based on thorough training and on-field experiences. Application of safety principles should be under close and constant qualified supervision by the Ammunition Technicians or Ammunition Technical Officers (ATO) from the Royal Ordnance Corp.

SUPERVISORY DUTIES

Ammunition management in a modern battlefield does not only concern those who are directly involved but also anyone who supervises the inspection, care, preparation, handling, use, or routine disposal (excluding Explosive Ordnance Disposals (EOD) operations) of ammunition and explosives and therefore they must satisfy the following requirements:

♦   Be qualified and certified as required by Explosives   Safety Policies, Requirements, and Procedures and supplementary regulations.

♦   Remain vigilant throughout the operation and ensure that all regulations and instructions are observed.

♦   Carefully instruct and frequently warn those below of the need for care and constant vigilance.

Ammunition management also takes into consideration on the storage and maintenance; therefore before beginning an operation ensure that all subordinates are familiar with:

♦   The characteristics of the explosive materials.

♦   The equipment used, safety regulations to be observed and the hazards of fire, explosion and other catastrophes that the safety regulations are intended to prevent.

♦   Be alert to detect any hazardous procedures or practices, or symptoms of a deteriorating mental attitude of certified personnel, and take immediate corrective action when necessary.

♦   Limit the number of personnel working with explosives or ammunition to the minimum required to perform the operation properly for   safety and security reasons.

Unauthorized personnel must not be permitted in magazines or in the immediate vicinity of handling or loading operations involving explosives or ammunition. Authorized visitors must be properly escorted.

♦   Be alert for any hazardous procedures and practices arising from carelessness or attempts to expedite ammunition or explosives handling operations.

♦   Consult pertinent ordnance publications to ensure that all personnel comply with specific safety precautions concerning the handling, storage and transportation of the ammunition involved.

It is impossible, and in fact unwise, to anticipate all future deployments of military forces that may be necessary, and to try to put the requisite forces already in place. There must, therefore, be continued efforts to improve the transportability and flexibility of the armed forces especially when it involves a large scale or quantity of ammunition and explosives of different nature and different ways of handling them in different terrains, atmospheres and environments. A thorough and detailed ammunition management system is required in order to make sure the right type or nature of ammunition is dealt with during every transaction in the modern battlefield. This includes continued upgrades and expansion of the system as time goes by to improve quality and punctuality.

UNIT AMMUNITION MANAGEMENT GUIDE IN THE MODERN BATTLEFIELD

In a modern battlefield, time limitations have to be taken into considerations very seriously especially in situations where a split second unwise decision on the deployment or target acquisition could result in maximum casualty and maybe defeat in the long run. This guide has been prepared to provide unit commanders and unit ammunition managers the basics of long-term ammunition management while basic operational or training ammunition is in the custody of unit personnel. Procedures and requirements are applicable in both garrison and deployed situations. Since there may be no Ordnance units present in the areas of operations, unit logisticians and operators will be expected to perform these functions. Deployed technical experts and the chain of command are the main source of practical information. They should be contacted to discuss any anticipated actions to be taken prior to initiating them. They must be included them in the planning processes. Therefore possible actions required when dealing with ammunition are:

♦ **Force Protection**. Frequent risk assessment, implement all directed risk minimization/ management actions, SOP for all ammo operations, do only what is authorized and not "what is not prohibited" and finally report accidents/incidents with NO EXCEPTIONS.

♦ **Accountability**. In a modern ammunition management, issue and receive while not forgetting to account for ammo/missiles/ explosives by lot number and serial number, inventory upon receipt, when issuing to troops and upon return, count the total quantity of ammo on hand (stored and issued to troops) monthly, reconcile all counts, retain all non-documentation of all accountability actions, list-training items on the Property Book, mark boxes (containers) with changed quantities or fractions and last but not least, do not allow units or individuals to abandon ammo at any time.

♦ **Security**. Practice two-person rule especially in management that involves offshore storage of ammunition. Antitank and antiaircraft rockets & missiles require increased measures, plan & implement access control & barriers, protect against pilferage, report suspicious personnel, vehicles, occurrences and implement personnel security screenings.

♦ **Storage**. Only where authorized (licensed sites), protect from elements - tarps, sun shades, MILVANS, etc, stack stability, know the location of specific lot numbers in storage, improve conditions as time progresses, plan for captured/confiscated ammo, plan separated receiving/marshalling areas, establish an ammo amnesty program, provide Hazard Material (HAZMAT) handling training to operators, store by compatibility group until directed otherwise and always keep all boxes (containers) sealed in storage.

♦ **Transportation**. Provide HAZMAT training to operators. Drivers must know hazards of their specific loads and actions in an accident, prescribe routes to avoid inhabited areas and potential ambush sites, provide escorts if possible, preplan safe havens and maintain enroute visibility.

♦ **Sustainment**. Anticipate needs and inform log chain as soon as it needs replenishment, know unit preferences for substitute items and monitor net explosives weight as stockage increases.

Normally all personnel engaged in operations that involve ammunition, explosives and other hazardous materials are trained and qualified to perform their assigned duties. In addition to being qualified and certified, personnel involved with hazardous explosive operations are certified by a physician as physically qualified. The Ammunition Operator must be very familiar with handling ammunition. It is a repetitious task, whether at a shore station or aboard ship. Repetitious work, no matter how dangerous, often becomes routine and leads to carelessness. Therefore serious attention is to be given when dealing with ammunition and explosives. The supervisor makes sure that all work personnel are aware of the need to be careful when they handle ammunition and explosives. Handling equipment is to be properly maintained and frequently inspected to make sure it is in safe working condition. Also, the handling equipment must be right equipment for the required purposes. Inspections must be made before and during loading/unloading operations.

Over the past decade the Armed Forces has come a long way and moved not only in terms of

time and space, but also in terms of modernization. Therefore in conducting Ammunition Management in a modern battlefield scenario, the saying, "Plan-Prepare-Execute" will come in handy as shown in diagram 1 below:

and national security policy has led to an exceptionally complex real-time control problem on the battlefield. The problem is not at all "classical", in the sense of corresponding to a well-structured optimal control or communications problem; instead,

Diagram 1: PLAN ⟶ PREPARE ⟶ EXECUTE
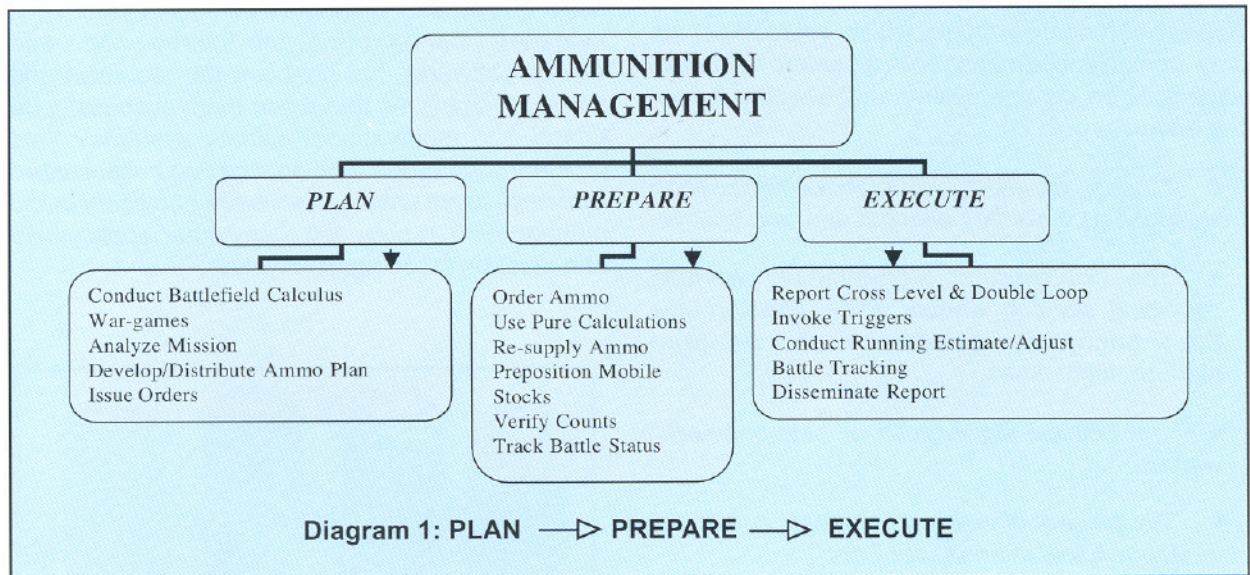
Ammunition storage ashore, which is also a part of ammunition management, applies to the storage of explosives, ammunition, and ammunition components in different types of environments and operational conditions. Ammunition management involves managing and controlling the technical aspects of assembling, maintaining, storing, issuing, shipping and handling ammunition, explosives, or other hazardous materials. Ammunition intended for operational use is classified as service ammunition. The warhead contains explosives, pyrotechnics, or chemical agent filler. If required, the propellant is of service or reduced charge weight. Aircraft service ammunition is identified as either armament (kill stores) or ordnance (search stores).

Battlefield management is the modern term for the thousands-of-years-old practice of controlling men and weapons on the battlefield - what we used to call "command and control". It is partially a euphemism (an antiseptic take on a violent act) and partially an admission of reality (modern battles are balancing acts of objectives much more complex than "surrender or die"). It is an especially important topic especially for developed countries such as the United States because the interaction of technology

it contains all of the pragmatic and important complexities of most interesting, real problems. It is fundamentally a systems problem - spanning the domains of computer science, operations research, aerospace engineering, and communications engineering.

At the most basic level, there are two battle management architectures (in the sense of organizing structures) that are the hierarchically decentralized and the centralized structures. The hierarchically decentralized structure is the traditional command and control pattern while large-scale air campaigns are now run in a centralized way, through the air tasking order. This is particularly necessary since targets are attacked with complex arrays of weapons (aircraft, cruise missiles, and ballistic missiles) that are launched by different services from widely separated locations, and everything must be synchronized with a good ammunition management and strategy at the right place at the right time with a good complex combatsupport. One way to break this overall systems challenge into smaller, technically meaningful areas is to look at it in terms of driving realities and representative challenges. The five Operational Realities are described below.

THE FIVE OPERATIONAL REALITIES

The nature of military conflict has changed considerably in the last 20 years and is likely to change more in the next 20 through the superiority of its systems engineering. The five operational realities of modern warfare, which would affect the way ammunition is managed in a modern battlefield especially on storage system and keeping it from the enemy are:

♦   Strategic air warfare with precision conventional weapons as a primary element and war policy.

♦   The likelihood of high-intensity warfare becoming standoff warfare, with   decision time lines becoming shorter than weapon/ platform flight times.

♦   The political significance of "hide-and-seek" warfare.

♦   The primacy of peace enforcement and other prolonged, low-intensity conflicts.

♦   The central place of collaborative systems (systems no one explicitly designs in or owns) military operations.

The last or the fifth new operational reality as stated above is that the forces of today rarely fight alone, and the mix of allies in any given conflict is unpredictable. This means that the management system running the battle comes into existence only when the alliance is formed. No single organization plans it in advance, no unified program office acquires it, and no single commander runs it. It is a collaborative system, in the sense that it is composed of autonomous elements that collaborate voluntarily with retained autonomous management. Using a phrase coined for intelligent transportation systems, they are "systems that no one owns." We need to account for this reality explicitly in future systems, which will change dramatically the way we manage our ammunition and the way it should have been in a modern battlefield.

The goal in building technical systems that support military operations with a good design or system to supplement ammunition management in a modern and sophisticated battlefield is fundamentally political. Recognizing that we really need to close a

cognitive gap is simply recognizing the real purposes to which the technology is being put. This is the challenge of putting technology to human hands. The acquisition and operational problem of systems without owners is also a technological problem. We have successful examples of such systems in everyday operation (e.g. the Internet and open source software), but how can the technical and social mechanisms that make them successful be adapted to multinational military systems? This problem - the problem of architecting collaborative systems - is not unique to software or military battle management. It occurs in many other applications and must be faced aggressively.
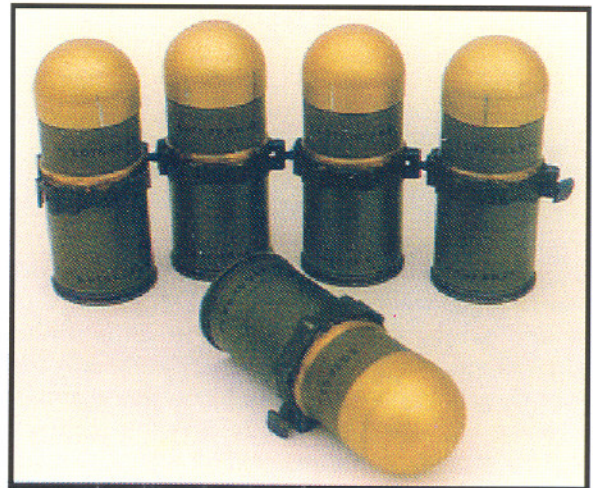
FOCUSED STRATEGY

While the world in the past and currently, is focused primarily on the terrorist threat posed by improvised explosive devices, we must be mindful of emerging enemy capabilities such as Weapons of Mass Destruction, cyber-terrorism (which could jeopardize our Ammunition Management System) and suicide attacks. We must also consider additional terrorist threats, including biological warfare, standoff weapons, aerial vehicles and even submersibles. Enemy modus operandi is continuously changing in response to upgrades in our security posture. Therefore we must continue to improve areas where we are most vulnerable especially in the management of ammunition and explosives, which will require increased reliance on information sharing about threats, law enforcement, intelligence agencies and military installations. As

with any enemy we must view our assets and vulnerabilities from the perspective of the enemy. As for the management of ammunition, adaptations and innovations that we are making and must continue making will position us to remain ahead of our enemies and the threats they pose to our country and personnel, now and in the future.

Enemies should not intimidate us. If we encourage and apply the creative power of our young military officers who are mostly graduates now and support them with the most effective military leadership, planning and also resourcing in ammunition management in the modern battlefield then we can resolve to be more aware, vigilant and prepared. ·

CONCLUSION

Future battlefield management poses both familiar and unfamiliar challenges in systems engineering. On the familiar side, our development process must produce systems that are acceptably robust, secure, usable, and effective. Less familiar are the complexity and functional richness of the components we must now integrate. Architecturally, we face the problem of coordinated technical, doctrinal, and organizational changes.

Our technology has changed the way we fight, and our doctrine is beginning to codify new ways of fighting. This, in turn, demands new organizations to fully exploit the change to technology and doctrine, and therefore all organizations should go hand in hand. But their coordination is not a matter of chance - it is a matter of design. At this higher level we must architect organizations and systems at the same time.

" It is well that war is so terrible, lest we should grow too fond of it"

Robert E. Lee, Battle of Fredericksburg, 13 December 1862.

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MENGURUSKAN KONFLIK DALAM ORGANISASI

Oleh : Lt Kol Kasiran bin Rejo

Bagi kebanyakan orang istilah konflik organisasi mempunyai makna yang negatif. Organisasi yang efektif biasanya dianggap sebagai kelompok individu yang saling membantu dan bekerja untuk mencapai tujuan bersama. Dalam pandangan ini, konflik hanya merintangi koordinasi dan kerjasama yang diperlukan untuk mencapai tujuan-tujuan organisasi.

PENGENALAN

Ibarat bumi mana yang tidak ditimpa hujan dan lautan mana yang tidak ditimpa gelombang, begitulah juga dalam menguruskan sesebuah organisasi khususnya melibatkan individu. Manusia memangnya satu ciptaan Tuhan yang amat kompleks, dengan pelbagai ciri-ciri atau sifat yang tersendiri, malahan yang dilahirkan kembar juga mempunyai perbezaan. Dengan itu, tidak boleh tidak seseorang pemimpin itu perlu menguruskan konflik yang berlaku dalam organisasinya tidak kira kecil atau besar, melibatkan seseorang individu, kumpulan atau keseluruhan organisasinya agar ianya dapat diselesaikan secepat mungkin dan mengelakkan dari melarat. Walaupun ada sesetengah pendapat konflik ada kebaikan untuk meningkatkan produktiviti namun ada juga yang bersifat negatif dan perlu campur tangan pihak pengurusan untuk menyelesaikannya.

Dalam organisasi tentera yang bersifat hierarki (hierarchical) yang berlapis-lapis bergantung kepada peranan dan tugasnya, ianya dilihat sebagai satu organisasi yang utuh, tersusun dan berobjektif. Namun demikian, ada sesetengah pendapat, dalam dunia moden organisasi ini bukanlah yang terpilih. Organisasi lain seperti syarikat yang berorientasikan keuntungan menyifatkan organisasi yang berorientasikan hierarki ini telah ketinggalan zaman. Mereka juga berpendapat bahawa hierarki dalam sesebuah organisasi telah menyebabkan terjadinya birokrasi yang melambatkan sesuatu proses, mengenyahkan inisiatif yang proaktif dan seterusnya mengurangkan produktiviti. Mereka juga menuduh organisasi hierarki ini "membunuh" atau "memusnahkan" potensi sebenar anggota dalam hierarki berkenaan . Namun demikian, kita yang percaya organisasi hierarki seperti organisasi ketenteraan ini adalah satu-satunya organisasi yang boleh mencapai misi yang amat berat, yang mana tidak boleh dilakukan oleh organisasi lain. Dengan wujudnya birokrasi dalam organisasi hierarki ini maka tidak hairanlah sesuatu konflik berlaku dan ianya tidak dapat dielakkan.

Dengan kesedaran yang sedemikian, artikel ini cuba untuk memberikan pendedahan apakah itu konflik, sebab-sebab berlakunya dan cara-cara untuk menguruskannya.

KONFLIK DALAM ORGANISASI

Definisi Konflik. Sebelum membincangkan perkara ini dengan lebih lanjut, perlu kita fahami apakah itu konflik. Fred R David mendefinisikan konflik sebagai "disagreement between or more parties on one or more issues"[2] . Dengan itu secara mudahnya, konflik ini didefinisikan sebagai "satu proses yang mana ianya bermula bila seseorang menganggap bahawa ada individu yang telah atau akan tertindas mengenai sesuatu yang dihargai". Definisi ini merangkumi skop yang luas, meliputi objektif yang tidak tercapai, perbezaan pendapat mengenai sesuatu fakta, ketidak setujuan jangkaan dan sebagainya. Definisi ini juga merangkumi apabila interaksinya menjadi konflik sesama kumpulan.

Dalam menguruskan sesebuah organisasi, terjadinya konflik sememangnya tidak dapat dielakkan. Bukan semuanya konflik ini negatif ataupun tidak baik. Ini adalah disebabkan kadangkala konflik diperlukan untuk membantu organisasi mengetahui suatu permasalahan, memberi perangsang untuk pekerja mengemukakan permasalahan dan meningkatkan tumpuan kepada sasaran kerja yang diperlukan. Konflik yang terjadi kepada seseorang di tempat kerja sekiranya disalur dan dibincang dengan betul boleh memperbaiki proses penambahbaikan yang dilaksanakan dalam organisasi berkenaan. Sebagai contoh, seseorang pekerja menganggap dirinya tertindas oleh sebab polisi baru kenaikan gaji Sistem Saraan Malaysia (SSM) yang tidak melayakkannya dinaikkan gaji kerana peluang kursus yang terhad. Masalah ini mungkin tidak sahaja menimpanya, tetapi ramai lagi pekerja dalam organisasinya. Dengan membawa perkara ini ke pihak pengurusan untuk diselesaikan, ianya telah memberikan kepuasan bukan sahaja kepada pekerja berkenaan, tetapi juga pekerja-pekerja lain yang terbabit.

Pihak pengurusan juga perlu diingat bahawa konflik adalah berbeza dengan ketidakselesaan dan ianya bukanlah masalah melainkan apabila tidak diuruskan dengan betul. Konflik menjadi masalah apabila ianya menjejaskan produktiviti, menjejaskan moral dan menyebabkan konflik yang berpanjangan.

Pendapat Mengenai Konflik. Terdapat perbezaan pendapat mengenai konflik dalam organisasi ini. Pendapat tradisi menyatakan bahawa `konflik dilihat sebagai hasil yang tidak berfungsi akibat kekurangan komunikasi, perasaan berbuka hati dan kepercayaan antara individu dan kegagalan pengurusan dalam menangani kehendak dan aspirasi pekerjanya'. Pendapat kemanusiaan pula menyatakan `kewujudan konflik adalah kejadian semula jadi dalam semua kumpulan dan organisasi'. Seterusnya setelah menerusi zaman, terdapat pendapat interaksi yang menggalakkan konflik di mana ianya adalah sesuatu yang harmoni dan aman di mana konflik adalah kuasa positif dalam menentukan kumpulan terus mencapai prestasi yang efektif. Perbandingan antara pandangan tradisional dengan pandangan baru mengenai konflik ini dapat diringkaskan seperti berikut[3] .

1   Allen, Robert F, Beat The System!, McGraw-Hill, New York, 1980.
2   David, Fred R, Strategic Management (5ª Edition), Prentice Hall Inc, New Jersey, 1987, ms 246.

3Dedi Hadian, Dinamika Konflik Dan Pengaruhnya Terhadap Prestasi Organisasi, http/ /www.dedihadian.com/news/img/DINAMIKA.doc

PANDANGAN TRADISIONAL(LAMA)		PANDANGAN INTERAKSI (BARU)	
*	Konflik dapat dihindarkan	*	Konflik tidak dapat dihindarkan
*	Konflik disebabkan oleh kesalahan-kesalahan pengurusan dalam perancangan dan pengelolaan organisasi atau oleh para pengacau	*	Konflik timbul kerana banyak sebab, termasuk struktur organisasi, perbezaan tujuan yang tidak dapat dihindarkan, perbezaan persepsi dan nilai-nilai peribadi yang khas dan sebagainya
*	Konflik mengganggu organisasidan menjejaskan prestasi yang optimum	*	Konflik dapat membantu atau memperkecil prestasi organisasi dalam pelbagai tingkat
*	Tugas pengurusan adalah melenyapkan konflik	*	Tugas pengurusan adala mengelola tingkat konflik dan penyelesaiannya agar mencapai prestasi organisasi yang optimum
*	Prestasi yang optimum menghendaki tidak adanya konflik	*	Prestasi organisasi yang optimum memerlukan konflik yang sederhana

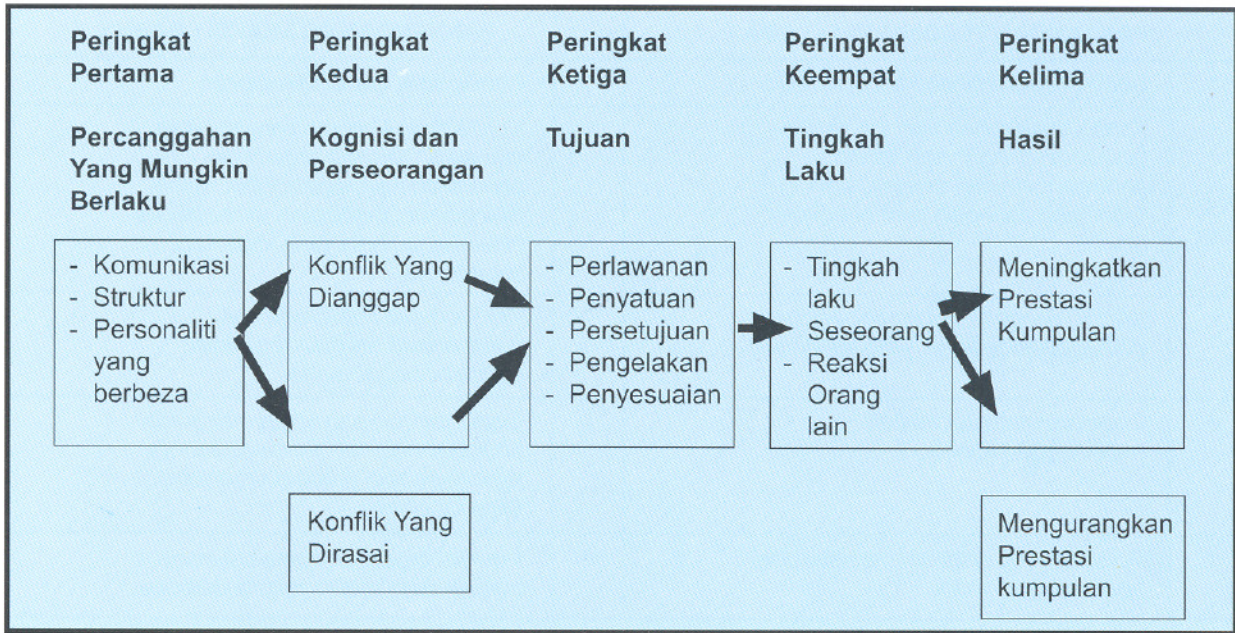Jadual 1 : Perbandingan Antara Pandangan Tradisional Dengan Pandangan Baru

Budaya Kerja Dalam Organisasi. Budaya kerja dalam organisasi hierarki selalunya bermula dari atas dan bergerak ke bawah untuk mencapai sasaran yang diperlukan. Kebiasaannya seseorang yang di atas mempunyai kuasa dan diperturunkan ke bawah mengikut tahapnya yang berbeza. Dengan itu peringkat yang paling bawah dilihat sebagai penerima dan pelaksana serta kurang ruang untuk mempersoalkan perintah dan arahan yang dikeluarkan. Dengan itu, sekiranya terdapat kesukaran atau kekeliruan dalam pelaksanaannya, ia akan menyebabkan silap komunikasi, berita-berita angin, salah persepsi, 'paranoia' akan mengembang menjadi barah, bermula dari individu hinggalah ke peringkat kumpulan dan seterusnya dalam keseluruhan organisasi. Dengan itu tidak hairanlah kalau kita telah mendengar sebelum ini, puncak intensiti konflik dalam sesuatu pasukan atau unit telah menyebabkan serangan fizikal, ugutan, melanggar perintah, lari dari tugas dan sebagainya. Walaupun ATM telah diperuntukkan dengan AKTA AT 1972 bagi pencegahan dan hukuman, namun ianya bukanlah penyelesaian dan banyak alternatif dan pendekatan lain yang lebih positif.

Proses Konflik. Dalam menilai sesuatu konflik, secara umumnya ianya akan melalui lima proses atau peringkat seperti berikut[4] :

Dalam peringkat pertama konflik, iaitu percanggahan yang mungkin berlaku atas sebab komunikasi, struktur organisasi dan personaliti ianya tidak semestinya boleh membawa kepada konflik tetapi kemungkinan boleh menimbulkan konflik. Seterusnya dalam peringkat kedua, ianya boleh membawa kesan negatif. Dalam peringkat ini isu sesuatu konflik akan didefinisikan di mana pihak tertentu akan memutuskan apakah konflik berkenaan dan bagaimana ianya diselesaikan. Dalam peringkat ketiga, ianya lebih menjurus kepada tujuan kata putus melaksanakan sesuatu yang mana ianya dilihat dalam bentuk persaingan, penyatuan, pengelakan, persetujuan ataupun penyesuaian. Di peringkat keempat pula ianya merujuk kepada pengamatan secara fizikal, di mana ia dapat dilihat melalui aksi dan maklum balas. Peringkat akhir proses ialah hasil iaitu aksi dan maklum balas kedua-dua pihak yang berkonflik. Sebagaimana kebiasaan, hasil ini boleh menjadi positif mahupun negatif.

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[4] Ibid.

| Peringkat Pertama	Peringkat Kedua	Peringkat Ketiga	Peringkat Keempat	Peringkat Kelima
Percanggahan Yang Mungkin Berlaku	Kognisi dan Perseorangan	Tujuan	Tingkah Laku	Hasil
- Komunikasi - Struktur - Personaliti yang berbeza	Konflik Yang Dianggap	- Perlawanan - Penyatuan - Persetujuan - Pengelakan - Penyesuaian	- Tingkah laku Seseorang - Reaksi Orang lain	Meningkatkan Prestasi Kumpulan
	Konflik Yang Dirasai			Mengurangkan Prestasi kumpulan

Rajah 1 : Proses Konflik

Konflik dan Prestasi Organisasi. Seperti yang telah diulas di atas, konflik boleh menjadi positif mahupun negatif terhadap prestasi organisasi. Konflik yang terjadi dalam sesebuah organisasi akan melalui beberapa peringkat yang akan memberikan efek kepada prestasi organisasi berkenaan. Konflik yang dianggap fungsional boleh menggerakkan organisasi berkenaan ke arah pencapaian objektif, inovasi dan perubahan, mengatasi masalah, kreativiti dan adaptasi. Manakala yang tidak fungsional hanya akan memberi simulasi sedikit sahaja untuk perubahan. Dari gambar rajah di bawah dapat dilihat bahawa jika sesuatu konflik berada di tahap yang rendah, petunjuk prestasinya adalah, organisasi berkenaan lembap dalam penerimaan kepada perubahan, gerakan dalam organisasi telah `stagnant` dan moral pekerja di tahap yang rendah. Begitu juga apabila konflik telah berada di tahap yang tinggi, petunjuk prestasi terhadap efeknya adalah seperti kekacauan, gangguan terhadap aktiviti, kesukaran koordinasi, saling tidak mempercayai dan moral pekerja juga di tahap yang rendah. Dengan itu, untuk lebih jelas lagi gambar rajah di bawah dapat menggambarkan kaitan konflik dengan prestasi organisasi[5].

[5] Dr Afzal Rahim, **Conflict Management**, http://www.cdaconsulting.com/conflict_management.htm
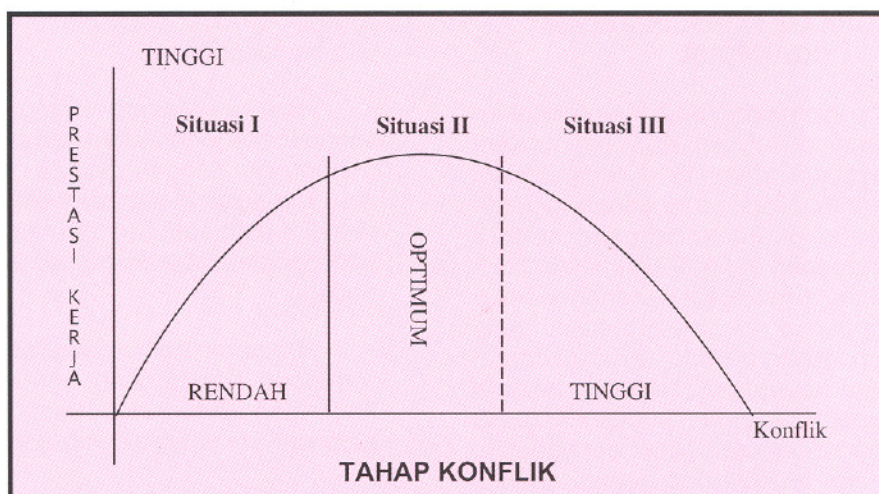
Rajah 2 : Kaitan Konflik Dengan Prestasi Organisasi

Sebagai ringkasan, tahap konflik dan petunjuk prestasi organisasi dalam gambar rajah di atas, ianya dapat disimpulkan seperti berikut:

Situasi	Tahap Konflik	Efek terhadap organisasi	Petunjuk	Tahap Prestasi Organisasi
Situasi I	Rendah	Tidak fungsional	• Adaptasi yang lembap terhadap perubahan persekitaran • Sedikit perubahan • Sedikit simulasi • Tatakerja yang usang • Tidak Berkembang (Stagnant)	Rendah
Situasi II	Sederhana	Fungsional	• Gerakan positif ke arah objektif • Inovasi dan perubahan • Mencari penyelesaian masalah • Kreativiti dan adaptasi tinggi	Tinggi
Situasi III	Tinggi	Tidak fungsional	• Kekacauan • Gangguan aktiviti • Kesulitan Koordinasi • Saling tidak percaya rendah	Rendah

Jadual 2 : Tahap Konflik dan Petunjuk Prestasi Organisasi

MENGURUSKAN KONFLIK DALAM ORGANISASI

Tindakan Pengurusan Yang Menyebabkan Konflik. Tindakan-tindakan oleh pihak pengurusan juga boleh menyebabkan konflik di tempat kerja adalah seperti komunikasi yang lemah, pekerja mengalami kejutan yang berterusan seperti keputusan atau program yang dilaksanakan tidak dimaklumkan sehingga peringkat bawahan, pekerja tidak memahami punca sesuatu keputusan yang diambil ataupun mereka tidak terlibat dalam membuat sesuatu keputusan. Hasilnya pekerja lebih percaya kepada berita-berita angin daripada berita yang disampaikan oleh pihak pengurusan. Selain dari itu juga konflik akan terjadi apabila pembahagian peruntukan sumber yang tidak mencukupi. Ini menyebabkan pertelingkahan mengenai `siapa yang akan buat apa' dan tekanan hasil dari bekerja dengan sumber yang tidak mencukupi. Perbezaan pendapat hasil dari `*personality conflict*' termasuk nilai-nilai yang bertentangan atau tindakan pengurus dan pekerja juga turut menyumbang kepada konflik. Sebagai contoh, ketegasan seseorang atau pun pemimpin boleh membuatkan ketidakseimbangan dalam organisasi berkenaan. Kebiasaannya kita tidak menyukai sifat orang lain yang mana kita sendiri tidak menyukai sifat tersebut ada dalam diri kita.

Masalah kepimpinan termasuk ketidaktetapan, ponteng, terlalu tegas atau pemimpin yang `mengikut buku' juga boleh mengakibatkan konflik. Kadangkala seseorang pemimpin itu mengelak dari menguruskan konflik yang dihadapinya dan seterusnya melepaskannya kepada pimpinan bawahan dengan kurang pengawasan dan tindakan. Dengan itu, para pekerja hanya melihat konflik yang sama setiap masa. Sesetengah penyelia yang tidak memahami pekerjaan anggota bawahannya juga boleh mengakibatkan konflik.

Tindakan Utama Pengurusan untuk Mengurangkan Konflik. Antara tindakan pihak pengurusan untuk mengurangkan konflik dalam organisasinya adalah seperti berikut[6] :

• Sentiasa mengkaji penyataan kerja (*job description*). Dapatkan maklum balas pekerja untuk dimasukkan dalam penyataan kerja. Tuliskan dan letakkan tarikh pada penyataan kerja berkenaan. Pengurusan juga perlu menentukan peranan dan tugas pekerja tidak berkonflik, bertindih dan bercanggahan.

• Berniat untuk membina gabungan dengan semua pekerja bawahan dengan mengadakan perjumpaan dengan pekerja secara individu atau kumpulan di pejabat sekurang-kurangnya sekali dalam sebulan dan tanyakan tentang pencapaian, cabaran dan isu-isu yang mereka hadapi.

• Dapatkan laporan bertulis secara berjadual termasuk, pencapaian, isu-isu semasa dan keperluan dari pengurusan bawahan dan perancangan untuk tempoh laporan seterusnya.

• Melaksanakan latihan mengenai komunikasi sesama pekerja, pengurusan konflik dan penugasan.

• Menyediakan prosedur tugas-tugas rutin dengan memasukkan pandangan dari pekerja termasuk menyediakan prosedur kerja secara bertulis. Pengurusan juga dikehendaki untuk membuat kajian semula terhadap prosedur yang ditulis dengan kerjasama dari pekerja, mengedarkan prosedur dan melatih pekerja mengenai pelaksanaan dan penggunaan prosedur berkenaan.

• Mengadakan mesyuarat pengurusan sebagai contoh mesyuarat bulanan, mingguan untuk menyalurkan maklumat atau cadangan mengenai status program yang dilaksanakan.

• Menyediakan kotak cadangan untuk pekerja membuat cadangan.

Cara-cara Menangani Konflik. Terdapat beberapa kaedah atau cara untuk menangani konflik. Namun demikian perlu diingatkan bahawa, tiada satu cara yang terbaik untuk menangani konflik. Ianya bergantung kepada situasi semasa. Berikut adalah sebahagian cara yang digunakan untuk menangani konflik[7] .

• **Elakkannya.** Pura-pura ianya tidak wujud atau tidak endahkannya. Kaedah ini digunakan hanya apabila ianya bermanfaat untuk di bantah. Kebiasaannya ianya akan memudaratkan lagi konflik berkenaan.

• **Terima.** Beri peluang kepada orang lain sehinggalah anda boleh berkompromi dengan diri sendiri untuk menerimanya. Gunakan pendekatan ini dengan gandingan pendekatan lain yang lebih baik demi masa hadapan organisasi. Pendekatan ini berkemungkinan akan mengeruhkan lagi konflik dan turut melibatkan konflik dalam diri anda sendiri.

• **Bertanding.** Cari jalan anda sendiri untuk mengatasinya daripada mendapatkan penjelasan dan menangani isu berkenaan. Perlu diingat seseorang pesaing itu amat sukakan pak turut. Namun demikian pendekatan ini diguna sekiranya anda mempunyai kedudukan yang kuat dalam organisasi berkenaan.

• **Bertolak ansur.** Saling memberi dan menerima (*win-win situation*). Kaedah ini digunakan apabila matlamat organisasi lebih penting dari sesuatu isu yang timbul dan ianya perlu diteruskan.

• **Bergabung.** Fokus kepada bekerjasama. Digunakan apabila sesuatu matlamat itu amat memerlukan pelbagai keperluan semasa yang menggunakan sumber yang sama (*scarce resources*). Juga digunakan apabila matlamatnya adalah untuk menanamkan komitmen dan demi semangat kepentingan bersama.

Resolusi Konflik. Dari proses pengurusan konflik serta tindakan pengurusan dalam menangani konflik seperti di atas, beberapa resolusi boleh diambil seperti berikut:

• **Matlamat Pengurusan Atasan.** Apabila matlamat pihak pengurusan atasan adalah menjadi sasaran utama organisasi, maka konflik perlu dipulihkan segera. Pemulihan ini amat penting untuk semua pihak yang terbabit dapat bekerjasama dan bersatu untuk bekerja dalam satu kumpulan agar matlamat organisasi mencapai sasaran yang telah ditetapkan.

• **Meminda Angkubah Struktur**. Perubahan kepada struktur organisasi termasuk saluran pemerintahan perlu dilaksanakan. Pembentukan satu jawatankuasa tugas bersama (*joint task committee*) untuk mengkaji dan menyusun semula peranan dan tugas organisasi yang baru adalah amat penting untuk mengatasi kekurangan dan kelemahan yang ada dan seterusnya mendapat sokongan dari segenap lapisan pekerja dalam organisasi berkenaan.

• **Meminda Individu**. Dengan cara melatih individu tentang perhubungan antara insan, ataupun yang lebih drastik, menukarkan individu berkenaan ke tempat lain.

KESIMPULAN

Kefahaman bahawa sesuatu konflik perlu dielakkan adalah satu pemikiran yang jumud. Kita seharusnya mempercayai bahawa konflik boleh diarah dan diurus dengan baik. Dengan kefahaman itu juga kedua-dua organisasi dan juga pekerjanya dapat berkembang, inovatif dan bertambah baik. Untuk mencapai hasrat tersebut, sesuatu konflik yang terjadi tidak seharusnya dihalang khususnya konflik yang baik atau konflik yang fungsional. Strategi yang selalu digunakan untuk menangani konflik seperti membiarkannya, pengurusan yang berputar belit, kerahsiaan dan `law and order` perlu dielakkan. Untuk menjaga keseimbangan, organisasi perlu berbuka hati pada konflik dan mengakui nilainya di dalam mengenali persoalan-persoalan di dalam sesebuah organisasi. Ianya juga dapat memberi sumbangan kepada pembangkitan resolusi alternatif yang dapat memperbaiki pembuat keputusan (*decision making*). Konflik yang fungsional juga dilihat dapat mengembangkan pembelajaran organisasi. Bagaimanapun, untuk memanfaatkan aspek-aspek fungsional dari konflik dan menghindari di fungsi, para pengurus harus belajar bagaimana mengawal konflik.

[6] McNamara, Carter, Basic Conflict Management http://www.mapnp.org/library/intrpsnl/basics.htm

[7] Ibid.

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Lt Kol Kasiran bin Rejo telah ditauliahkan ke dalam Rejimen Artileri Diraja pada 15 Jun 1978. Beliau pernah memegang berbagai jawatan dalam Kor dan Markas Formasi. Memiliki Diploma Strategi dan Pertahanan dan ijazah Sarjana dalam bidang Pengurusan dari UM. Beliau kini berkhidmat sebagai Pegawai Memerintah 7 RAD.

TANKS: ARE THEY WORTH THEIR WEIGHT IN THE FUTURE?

By: Mej Shanmugam a/l Muthusami

"Spitting fiery streaks of death from their machine guns, hurling bolts of destruction from their main guns, crushing obstacles beneath their treads, shrugging off storms of counter fire, tanks have rumbled through the twentieth century like beasts from another age. On land they are the supreme threat, a tool of war whose speed, firepower, and steel clad massiveness can hurt in many ways – by punching through into rear areas and destroying command posts, supply depots, by rolling over a dug in enemy, by moving swiftly to cut off an avenue of retreat, or simply by spreading a morale sapping chill of dread".

Donn A Starry – The Behemoths of Land Warfare

INTRODUCTION

The revolution in military technology has prompted military critics to be sceptical about the future of the tank. This scepticism has emerged time and again, since World War 1 only to be dismissed by subsequent developments in tank technology. But this time around, the reasons are very different. Such scepticism on previous occasions was directly related to the development and introduction of sophisticated anti tank weapons. These weapons demonstrated the capability to defeat tank armour and hence led to the general opinion that the days of the tank are numbered. History shows that tanks were never at any time invulnerable and armour protection is not their only fortitude. The numerous demonstrations of their vulnerability though has not let to their demise.

The development of high technology munitions has once again raised the question of their vulnerability. The main reason for these doubts is whether there will be a need for them in the long run. The answer lies in the capabilities of tanks and the likely demand for such capabilities in the future.

CAPABILITIES

The capabilities of tanks have been blurred by the contradicting views of them and their varied deployment over the last 80 years. Whatever the case may be, tanks are protected mobile ground weapon platforms that increase the effectiveness of their weapons by being mobile. The mobility of tanks encompasses automotive mobility that allows them to manoeuvre over all terrain and the other aspect of mobility, which distinguishes them from other weapon platforms, is armour protection, which enables them to move freely in the face of enemy weapon systems because they are largely indestructible by many of the latter.

The effectiveness of tanks can be attributed to the introduction of large calibre direct fire guns. Their development has been driven mainly by one factor the most difficult of targets faced by tanks i.e. other tanks. Thus, the calibre of Main Battle Tanks (MBT)

guns have risen to the present level of 120mm or 125 mm with increasingly more effective types of armour piercing ammunition. Using a tank to kill another tank has proved to be very effective as demonstrated in the Yom Kippur War in 1973 and in more modern times, the Gulf War in 1990. The size of the tank gun is largely responsible for the progressive increases in tank armour. An armour density of 3-ton/sq metres on the front of tanks is common in most present day MBTs. Because of this, tanks have been indestructible by many weapons, which make tanks a very effective implement of ground assault.

The capabilities of tanks were epitomized by what was expected of them by the opposing sides during the Cold War when the tanks of what was then the Warsaw Pact were to conduct an "en masse" assault on Western Europe and the tanks of NATO were to destroy them in a defensive battle.

ROLES

The end of the Cold War saw a marked reduction of the number of tanks in Europe. But in other regions, their numbers have not changed significantly and they continue to be widely used, if only because of the quantities in which they have been produced. As the existing tanks become obsolete, and new tanks prove too costly to be mass-produced, the number of tanks worldwide will be reduced drastically. For the moment, tanks remain an effective counter to other tanks. Military analysts are of the opinion that in future regional conflicts, tanks and other ground targets will be destroyed by stand off precision weapons, launched by strike aircraft and attack helicopters. Given the reality of this scenario, the long-range weapons will be so effective that there would be virtually no close contact battle and therefore the redundancy of tanks.

Nevertheless, some of these targets would evade destruction by camouflage, deception and countermeasures and therefore have to be engaged in close combat. Light portable weapons are inadequate to finish off this job and needless to say the tanks would prove invaluable in a close combat situation as such where they can respond directly to local situations and on the same token have more powerful mobile firepower than dismounted troops as well as being less vulnerable to many threats than the latter. The US Army is experimenting and developing robotics vehicle systems for close combat tasks as part of the Future Combat Systems (FCS) programme. Robotic vehicles have a role to play particularly where the risks to manned vehicles are high. But robotic vehicles will generally need to be supervised, which introduces time delays and the vulnerability of the sensor-to-shooter link where comparatively the tank is more adaptable and versatile.

Tanks can operate in all weather and are also capable of operating longer in a given area than strike aircraft, attack helicopters and Unmanned Aerial Vehicles (UAV). Consequently, tanks can contribute more effectively to the ultimate objectives of seizing control of the ground in the face of an enemy. Tanks deployed in peacekeeping operations in Bosnia and Kosovo have proved to be a major deterrent to aggression. In short, tanks are not likely to be made redundant, because of stand off precision weapons but will be needed to complement them, acting as medium range mobile ground weapon systems.

THE NEED FOR CHANGE

In future, tanks will have to undergo change to fulfill their roles. They are not likely to be deployed in a mass assault nor engage in a large-scale tank battle. They will instead manoeuvre in compact dispersed battle groups where their capacity for sustained operations with minimum logistic support would be of utmost importance. Therefore the need to reduce fuel consumption would be crucial and as such gas turbine engines like those fitted on the Abrams M1, however good they might be in other aspects, would prove to be inefficient where fuel consumption is concerned as they consume twice the amount of fuel compared to a conventional diesel engine. Fuel cells and electric power might eventually reduce fuel requirements but until then efforts must be made to reduce them in other ways because the operational mobility of tanks is governed by such a requirement much more than

by the speed of which tanks might be capable of. A good example of this was demonstrated during the 1990 Gulf War where the decisive outflanking manoeuvres by tanks of the US-Coalition forces was not paced by the speed of its tanks but by its supply columns.

As the overall fuel consumption of a tank is directly proportional to its weight, whatever the type of engine, fuel requirements of tanks can be reduced by making them lighter. Consequently, the emphasis on lighter ground platforms is bound to be beneficial towards operational and strategic mobility of armoured units. On the other hand if the weight of tanks is reduced to enable air portability i.e. 18 tons to be loaded in a Lockheed Hercules C130 aircraft, their capabilities would be greatly reduced. For one they cannot be provided with passive or reactive armor, which can reduce their vulnerability to short-range weapons. Overall, heavier tanks of at least 30 to 40 tons are likely to be more survivable. These tanks are therefore the more logical choice of armies which are not expected to engage in long-range conflicts or which are prepared to deploy partly by sea.

VARIATION OF TARGETS

Other than having a greater chance of survivability, heavier tanks have the option of mounting a wider range of weapons, which may include conventional or electro-thermal chemical guns, which are more powerful than the existing 120mm, or 125 mm guns. Lighter tanks on the other hand can be armed with kinetic energy missiles but while these could destroy tanks, they would not be sufficient to deal effectively with the great variety of targets that tanks will have to engage with on the battlefield. Operations In Built Up Areas (OBUA) and other environments would require tanks to high angle as well as flat trajectory fire to deal with targets. For such purposes it would be sound to supplement the tank firepower with mortars like the Israeli Defence Forces. Operating in urban areas has always been difficult for armoured units and history has proven this more than once. The ever growing urbanization of the world will make it increasingly difficult for tanks to avoid urban areas and operating in them will have to be addressed seriously both operationally and technologically.

Minimizing collateral damage would be a key aspect of OBUA in the future. This requires the employment of weapons that are not only accurate but also less destructive. There will be a need to develop ammunition to meet this requirement, for instance non-explosive squash head projectiles. Besides the problems faced in OBUA, the development of tanks will have to take into consideration the engagement of aerial targets, particularly attack helicopters and UAVs which will pose a serious threat. Hence the need to re-arm tanks with specialized surface to air weapons. With the progressive development of weapons, tanks might in the near future employ directed energy beam weapons based on high-energy lasers, which could form part of the defence against guided missiles.

"The anti tank missile can also be made mobile by the simple expedient of providing a helicopter to carry the missiles and its crew. But then of course the weapon will no longer be cheap. If we are more modest and merely seek to equal the mobility of armoured forces, we must provide a cross-country vehicle for our missile and then armour to protect its crew. Next, we would find that the missile firing armoured vehicle will usually be inferior to gun armoured vehicles. Having wrapped our anti tank missile in armour and given it cross country mobility, we would then find it advantageous to replace or supplement the missile launcher with a gun – and we would thus reinvent the tank".

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NO MORE FUTURE WAR: A MYTH

By: Kol Jeyabalan S

"Only the dead have seen the end of war" (Plato). States have fought each other for over two thousand years and there is little reason to impress one to believe that the end of future international war is imminent. The immediate or efficient cause of wars is man or the internal defects of states or both. The permissive cause of war is the international environments that exist in a state of anarchy. It can also be concluded the efficient causes of war (man and state) are products of the permissive cause.

GENESIS

Many thoughts in my mind invoked and prompted me to write and indulge on the subject of war. Deterrence of war being the primary objective of the Armed Forces (General Maxwell D. Taylor, The Uncertain Trumpet 1960), thus as officers of the Armed Forces we are in the business of averting war but when confronted with it we must fight to win. In order to undertake such a Herculean task we must understand war itself, what causes it and it's causal factors. War although despised by many, has its own virtues as it leads to world peace (WW1 and WW2) when it runs out of steam or when men realize their civilized nature to conduct inter state affairs. War also enhances the internal unity within states.

Taking cognisance of the ultimate task at hand, in my tenure an instructor and a Directing Staff at the various training establishments in the Armed Forces (RMC, PULADA, MTAT and IPDA) in hindsight, I have come to a realization that the theoretical understanding on the subject of war among junior officers is only skin deep especially the students coming to embark in the field of Strategic Studies/International Relations. It is hoped that this discourse will serve to further understand war holistically.

The third thought that provoked me to immerse on the subject of war is to dispel the common belief that the world can exist without wars. "Only the dead have seen the end of war (Plato). In furtherance, states have fought each other for over two thousand years and there is little reason to impress one to believe that the end of future international war is imminent. In fact even political scientists, immediately upon the crumbling of the Berlin Wall in 1989 and after the dissolution of the Soviet Union in 1990 were quick to predict that the end of the Cold War would give peace dividends and perhaps decades or generations of world peace, only to witness within months, Saddam Hussein's invasion of Kuwait and the Second Gulf War. To understand why all these wars take place and why they will always exist, one has to understand the efficient and permissive causes which lead to the outbreak and escalation of inter state wars.

Thucydides in 404 BC after the Peloponnesian War between Sparta and Athens was one of the first to embark on the study of war. Since then the study of International Relations has generally been preoccupied with the investigation into the causes of war. Countless studies have investigated the causes of war and listed numerous issues as the causes of war which include economics, religion, ethnics, territorial and other causes, however most wars and conflict have multiple causes (Levy 1989). Others too have contributed in the study of war. Among the notable ones being Sun Sze (400 BC),

Machiavelli (1513), Clausewitze (1832), Morganthau (1948) Waltz (1959,1979), Kugler (1980), Gilpin (1981) and many others. All of them have alternating theories with some continuity in some aspects as to the causal factors leading to war. Many theories have been offered as a general explanation. This only further reiterates and drives a point that war is a complex subject as war is an end and means by itself which is known to many but understood holistically by a few.

The Clausewitzian conception of war is that, it is an instrument of state policy or a continuation of politics by other means. Kenneth Waltz (1959,1979) owes it to both the structure of the international system and human behaviour. There is so much to be studied on war due to its intrigue nature of its development. Major debates have arisen from it. For these reasons alone as military minds preoccupied in averting war, it is of foremost importance to understand war. One may dislike war, just as one dislikes disease; but to decry the necessasity for studying it, is no less absurd than it would be to minimize the need for medical research because one dislikes cancer or tuberculosis (Sir Charles Oman).

The final thought that provided me the impetus to put ink to paper was that the theoretical analysis of war provides a model for analysis, which can also be used to illustrate other theoretical arguments in the study of international relations, and it also provides the framework for the analysis of war at a strategic and academic level. Most of us in our military career more often than not, have been reviewing and studying wars from a tactical and operational level of standpoint without the theoretical understanding of war, hence the research does not reach the root cause of the issue.

The discourse of this article aims to gain a better understanding of the causes of war, which leads to the outbreak, and escalation of war. This will be accomplished through a combination of theoretical and historical analysis and examples. In the process it will answer the question "can the world live without future wars?" By enhancing theory with historical events we will be able to construct a better level of analysis of the causes of war. The Kenneth Waltz theoretical model of analysis will be used to demonstrate the causes of war. It is acknowledged much of the arguments are Waltz's ideas as stated in his book Man, State and War, which to me is a good model of analysis for most international

relations subjects. In the process of the discourse the analysis has been simplified for easy reading.

Definition of War. Before we begin to dissect the subject of war and its causes one needs to define it to examine what constitutes war. According to Hedly Bull (1977), war is organized violence waged between political entities. In other words it must be between states when violence or force is used and for the fulfilment of political objectives. Karl von Clausewitz (1832) describes war as nothing more than the continuation of politics by other means. In a nutshell he advocates the military as an instrument of politics to further political objectives. War is also sometimes described as the high end of the spectrum of conflict (Robert S.McNamara). Ibn Khaldun states "war is a reality: no nation or state can avoid it".

Analysis of War. In the presence of numerous debates on the causes of war since the first study by Thucydides for the purpose of analysing the causes of war, the Kenneth Waltz model of analysis is selected in this discourse. The inquiry into the causes of war will also include thoughts of other political philosophers such as St August, Rousseu, Spinoza, Kant and Machiavelli and observations of behavioural scientists. The answers to the analysis of war are bewildering in variety and contradictions. To make it manageable, the dichotomy of the analysis is discussed within man, within the structure of states and within the international system. These three estimates or causes of war are referred to as images.

THE FIRST IMAGE - MAN

Most political and behavioural scientists firmly believe the root of all evil is man thus he himself is

the root cause of war. War is caused by the nature and behaviour of man from selfishness, fear, aggressiveness and greed. Man is a social animal with an aggressive nature. This aggressive nature is inborn or brought about by fear or threat. In the process of self preservation (survival) and suspicion of others' intent he displays his aggressive nature, by often pre-empting his action to take advantage of the prevailing situation, hence causing war. St Augustine, Luther, Jonathan Swift, Neigbuh and Spinoza propagate that the cause of war is due to the nature of man himself. Morganthau in his observation on man concludes the evil in man arises from lust for power. "The strong do what they want to and the weak accept what they have to accept" (Melian Dialog).

As man is identified as the locus of the cause of war (Hitler for WW II, MacArthur for extending the Korean War, Gamal Abdul Nasser closed the Gulf of Agba in 1971 and began the Six Day War, Yahaya Khan for the Indo-Pakistan War in 1971 and Saddam Hussien for 1990 Gulf War). However, other arguments and debates surface too. If man is the locus of the cause and hence if we educate and change man's behaviour, can we eliminate and end all wars? Others however inquire weather man within society or society causes man to go to war. Rousseau believes mans behaviour in society is due to his animal passion in him. Man is born neither good nor bad. Man's behaviour and nature is a by product of the influence of the society he lives in.

The first image – man as the locus of the causes of war is accepted well by most political scientists, psychologists and psychiatrists but they either maintain that war will end by the next generation as man becomes more closely interdependent economically, socially and politically or believe that war will continue to occur and by them we may all die in the wake of a nuclear holocaust. Mankind must put an end to war or war will put an end to mankind (John F Kennedy).

On the flip side of the coin, man can shrug off the blame as the cause of war by arguing that if man is the cause of WW I in 1914 and WW II in 1939, then he was also responsible for the pre war and post war peace. Since the nature of human behaviour has not changed how can human behaviour be the cause of both peace and war. Again whilst human behaviour is fixed how do we explain the alternating periods of war and peace?

Human nature is so complex; humans can be glorified for peace and condemned for war. Therefore we must investigate too, the causal effects of human behaviour to human society and politics with which it is intertwined to bring about war. That brings us to the second image – the internal structure of the state.

THE SECOND IMAGE - THE INTERNAL STRUCTURE OF THE STATE

The second image views war as arising primarily from the political environment in which leaders operate within the state. This is often known as the structural view in which it examines how security is organized and governed within the states. This sometimes explains for the external behaviour of states or their reasons for war. War is an external manifestation of internal defects the (Falklands War). At this juncture one can ask the question, if we reform and improve the internal structure of states, can we end all war? This can be answered in many forms, as there is an abundance of variety to explain the defects in the state that cause war. A short answer to this is: war is not caused by the state alone but also by the structure of the international system.

Man out of fear form states to find security collectively, which they are unable to provide for themselves individually. Therefore the state's first priority at the minimum is to provide security for it's people diplomatically or through the use of force. It engages in war in the name of its people and their safe being. At it's national level it is translated as safeguarding it's sovereignty and the defence of it's territorial integrity. This is commonly the highest national interest of all states. In this context international law provides for any country to wage war on another in the interest of defending herself and sometimes it is pre-emptive or preventive in nature.

During the Cold War the threat of communism was used by states to justify war. In the post Cold War era terrorism and sometimes human rights and democracy is used to justify war (Afghanistan War). Other reasons like the possession of Weapons of Mass Destruction (WMD) too are used to wage war (Iraq War). The rational (sometimes subjective) is that WMD in the hands of some; especially non-state actors such as terrorists can be a threat to the world. The reasons are sometimes trivial but can cause states to start a war to pursue other interest

such as to remove a government or leader of a state (Iraq).

States sometime accept and justify war as the ultimate means of settling disputes. Geographic and economic deprivation is sometimes quoted by states to justify war. Iraq declared war on Kuwait in 1990 to settle it's oilfield and territorial claims. Other states resort to war to right a wrong (the Korean and Falklands Wars). The interest at heart of the people is peace, however, governments declare war for selfish reasons of their own. It could be to enhance regime survival by deflecting domestic problems of the people to the external environment (the Falklands Wars). The best way of preserving a state against rebellion and civil war and to keep the subjects in amity is to find a common external enemy against whom they can deflect their anger (Bodin).

The famous International Relations dictum states, "there is no permanent friend or foe except national interest". In this context states are generally seen as natural enemies as they are always competing to outdo each other in all aspects (economically, politically and socially). Sometimes taking it to the level of war. As such states are constantly on the lookout against each other or are rather suspicious of each other at all times. Thus even the most trivial matter can turn into war.

THE THIRD IMAGE - THE INTERNATIONAL SYSTEM

Just as man makes states, the international system is made up of states. Thus the locus of the cause of war cannot be ascertained until the international system is analysed as it has a tremendous influence on how states and man behave outwardly. The international system exists in a state of anarchy (no central world government) hence international war is due to international anarchy. After the 30 years war in 1648 and the Westphalia Treaty the modern state system was born and since then autonomous sovereign states existed in an environment of anarchy. Survival for them is based on self-help and among states the possibility of war always exists. Each state pursues its own national interest in its own justifiable manner. Force is sometimes used to achieve states external ends of states, as there is no guaranteed mechanism for reconciliation by a central international authority.

War occurs because of disagreement that exists among states in the international system. Being sovereign states some countries are ready and willing to use force to ensure their will prevail. War occurs because there is nothing to prevent states from waging war (Rousseau). In the absence of a world supreme authority there is than the constant threat that war will always occur and reoccur as countries can unilaterally take offensive action against others any time. WW II and the Afghan War are classical examples when Germany and the US invaded Poland and Afghanistan respectively.

CONCLUSION

As identified in the proceeding paragraphs the causes of war were either man, the internal defects of states or the structure of the international system in a condition of anarchy. They are all interrelated as its their causal effects that brings about war. However on occasion a single image can cause war. Each factor starts a chain reaction towards the other which could be in either direction. In the final analysis even if we were to correct the behaviour of men or the defect of the internal structure of the state which is within our control to a certain extent we still cannot prevent war since each state in the international system pursues its own national interest in its own manner without any world central authority to exercise any restraint over them. Therefore we can conclude in agreement to Waltz that the immediate or efficient cause of wars are man or the internal defects of states or both. Hence the permissive cause of war is the international environment that exists in a state of anarchy. It can also be concluded the efficient causes of war (man and state) are products of the permissive cause.

At the offset of the discourse it was aimed to analyse the causes of war and answer the question, can the world live without wars? With the permissive cause identified, it can be concluded that the world will always exist with the threat of war or with wars.

Hence what is the significance of this towards the Armed Forces in particular and the nation in general. For the Armed Forces in peace it is vital we train hard and equip well for war. As for the nation, in its development plan it should also cater for the eventualities of war as diplomacy alone has its limitation. In this context, Malaysia's overlapping claims in the South China Sea, boarder differences and claims over islands with our neighbours can be flashpoints for conflicts.

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SYSTEMS ENGINEERING - AN OVERVIEW

By : Kol Abu Sufian bin Ahmad

INTRODUCTION

The tasks in designing, constructing, operating, maintaining and disposing of huge and technical capital equipments such as air defense system, fleet of transport, machineries and main battle tanks are complicated and challenging. The tasks will definitely involve a large number of complex user requirements, large sums of money, a multitude of different technical disciplines, involvement of numerous human resources and long time scale.

Systems Engineering (SE) was introduced and evolved to assist any organisation especially Defence organisations in the handling of projects by using the theory of 'from cradle to grave'[1] . It assists with the technical and project management from users' need or requirements until the disposal of it. It places a strong emphasis on risk management and also on the activities which if not performed, or if performed poorly, will lead to the greatest risks in projects. It provides a framework within which complex problems can be defined and analysed and in which solutions can be considered, specified and manufactured with a lifecycle focus.

Historically, Systems Engineering (SE) started to emerge in the United States during the Department of Defense (DoD) equipment acquisition programs of the 1950s[2] , particularly the ballistic missile programs. These programs were typified by complex and challenging user requirements, incomplete and poor definition of the requirements, high technical risk and involved a large number of different technical disciplines. Following a number of program failures at a worrying rate, Systems Engineering (SE) principles began to emerge to help

avoid, or at least mitigate, some of the technical risks associated with these complex programs.

AIM

This paper aims at introducing and highlighting what is Systems Engineering (SE) all about with the feasibility of applying this system in the Malaysian Army's procurement plan or major projects.

WHAT IS SYSTEMS ENGINEERING (SE)

Systems Engineering (SE) is an approach to the realization of successful systems. The approach is based on the lessons learned from successes and failures in numerous diverse projects as mentioned above in the US and particularly in the defense sector. The strength of SE comes from this background, in minimizing the risk arising from errors that had occurred repeatedly in projects which use ad hoc or simplistic approaches. While less systematic approaches may work to some extent with relatively small and straightforward projects, they regularly fail as the endeavors become larger and more complex.

In fact, SE is an integrating discipline, which overlaps, interacts with and coordinates the inputs of other related disciplines such as Integrated Logistic Support (ILS), Test and Evaluation (T&E) and risk management. It also has strong links with project management, particularly with regard to the technical aspects of a project. But SE is not an engineering discipline in the same context as mechanical or civil or electrical engineering or any other area.

SE can work well with both small and large projects. For small projects some SE activities will be much shorter or even omitted where appropriate. Generally SE needs to be customized for each project so that the process is optimized for the

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[1] This theory relates to human cycle- 'from a new born baby until it becomes old and ends when that person is buried'. The theory means that the whole cycle is being taken care off, supported and integrated with each other from the early stage until the very last. Faulconbridge, Ian. *Systems Engineering, Body of Knowledge*, Revised Edition. Magpie Applied Technology, Canberra, 2001.
[2] International Council on Systems Engineering (INCOSE). Systems Engineering Handbook 1998. http://www.incose.org

project and to ensure that only the needed tasks are performed and also the essential documentation is produced.

DEFINITION

There are many definitions of Systems Engineering because they are relatively wide and varied, but one of the accepted and authoritative definitions of SE is as follow:

'Systems Engineering is an interdisciplinary approach and means to enable the realization of successful systems. It focuses on defining customer needs and required functionality early in the development cycle, documenting requirements then proceeding with design synthesis and system validation while considering the complete problem.'[3]

Another definition is 'System Engineering is the management function which controls the total system development effort for the purpose of achieving an optimum balance of all system elements. It is a process which transforms an operational need into a description of system parameters and integrates those parameters to optimise the overall system effectiveness'[4]

In briefs System Engineering (SE) can be said as an approach encompassing the entire technical effort to evolve an integrated and life cycle balanced set of systems, people, products and process solutions that satisfy customer needs. SE therefore provides an environment in which adequate systems can be delivered, operated and supported successfully. The application of SE will vary with the nature of the system, the level of development required, and the different stages of system life cycle.

SYSTEMS ENGINEERING (SE) LIFE-CYCLE

SE Life-cycle starts with user needs or requirements and finishes off when the system is retired or disposed off. Between the starting and end of the end life-cycle are a number of different system phases as shown in the figure below based on the definition by Blanchard and Fabrycky:[5]
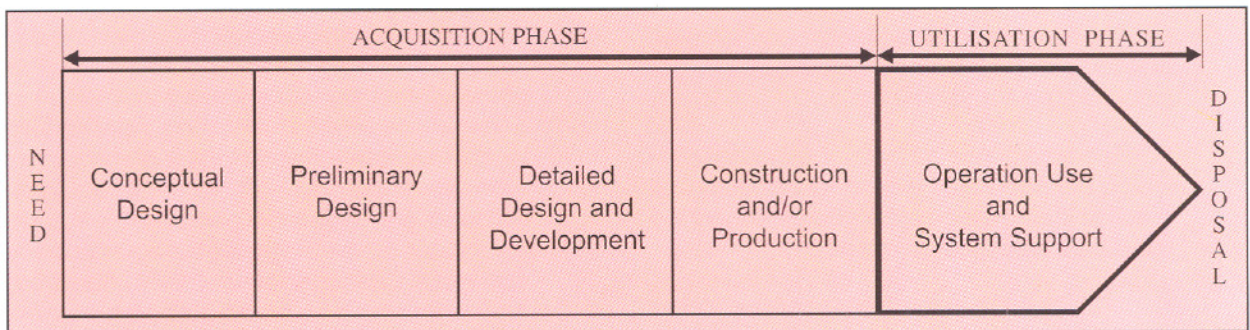

Figure 1- System Life Cycle

A SE life-cycle can be divided into two broad phases; the Acquisition and the Utilisation phase where each phase aims to achieve a different result using the results of the previous phase as an input. The main concept of this system life-cycle begins with a perceived need by the user. This is the starting point of the Acquisition phase and this phase continues until the system is brought into service. Once it is in service, the system enters the Utilisation phase where the system concludes up to here until the disposal of the system.

The beauty of this system life-cycle is that decisions made early in the Acquisition phase are informed of the proposed and intended activities in the Utilisation phase. For example, the design of a bridge must take into account the operation and maintenance of that bridge during the Utilisation phase. It would be a waste if one can design the best bridge in the world if it did not have the necessary access points to allow operators to operate it, maintenance personnel to service it or

4   Defence Systems Management College (DSMC). *Systems Engineering Management Guide 1990.* http://www.dsmc.com
5   Blanchard, B.S and Fabrycky, W.J. *Systems Engineering and Analysis- Third Edition.* Prentice Hall, Sydney, 1998.

3   Ibid

sufficient spare parts in the intended environment. From analysis, traditionally, project teams seem to give little attention on the Utilisation phase and focus more on the Acquisition phase of the project, thus forgetting some important requirements.

THE STRENGTHS OF SE

SE focuses on the system as a whole not on individual parts of the system and relies on strong inter-discipline, integration and cooperation. SE also focuses on a top-down approach and system optimization and balance. Thus it can be observed that some of the strengths of the SE approach are as follows:

- Emphasis on analysing the users' needs and expectations, prior to commitment to solutions. This ensures that the initial consideration of the needed capability is not distorted or diverted by premature consideration of implementation issues, and that the genuine needs are identified and recorded. It also ensures that all project participants are working in consistent, correct and testable requirements.

- Full life cycle of the system is considered, so that support and disposal considerations are incorporated in the solution.

- The environmental factor is emphasised in which the capability will be used, including detailed identification and management of the interfaces with other systems.

- Visibility and control of the project are looked into so that the proposed capability is known and can be measured at all stages of the project.

- Alternative solutions at all levels are both proposed and assessed ensuring that each solution is justified and verified, avoiding the selection of solutions which often characterises less systematic approaches.

- Integration of all relevant disciplines, both technical and non-technical, ensuring that these are applied in a balanced way, and that the people involved in each discipline have an accurate understanding of their role in the project.

- Products are traceable to the users' needs at all stages of the process, ensuring that the requirements are met, and that additional requirements have not been accidentally introduced.

- All decisions are recorded in an integrated database ensuring that the basis for decisions is known when changes are proposed or needed.

RELATIONSHIP BETWEEN SYSTEMS ENGINEERING (SE) AND OTHER DISCIPLINES

It is worth to discuss the relationship between SE and a number of other related disciplines that show the nature of its relationship:

- **Integrated Logistics Support (ILS)**. ILS is a discipline for designing, managing and providing the support of systems throughout the system life-cycle[6] . When it is used in conjunction with SE, ILS is one of the disciplines coordinated and integrated by SE which mean to say that ILS is an essential component of SE when SE is applied to a project.

- **Project Management.** Project Management is an extremely large discipline that is comprehensively documented in a range of texts elsewhere.[7] The strong relationship exists between SE and Project Management primarily because every technical decision made as part of the SE processes will have an impact on the Project Management and vice versa. SE is concerned with the integration and coordination of all the engineering disciplines needed in a project and by its nature places requirements on the project's management processes, attempting to integrate management and technical processes rather than separate them. SE can be considered to be a 'technical' or lower form of management, which can sit within and below an established project management discipline.

6 Blanchard, *B.S. Logistics Engineering and Management, Fifth Edition.* Prentice Hall, 1998.
7 Meredith, J.R and Mantel, S.J. *Project Management. A Managerial Approach, Third Edition.* John Wiley & Sons Inc, University of Cincinnati, New York, 1995.

◆ **Test and Evaluation (T&E).** T&E is a 'process used to assess with known confidence the degree to which new or enhanced capabilities satisfy the strategic and operational requirements of the user mainly from defences'[8] T&E provides for the verification and validation of the system against its requirements and the users needs and expectations. T&E like ILS is one ofthe disciplines coordinated and integrated by SE.

◆ **Quality Management.** Quality management can be defined as 'all activities of the overall management function that determine the quality policy, objectives and responsibilities and implement them by means such as quality planning and quality control within the quality system'[9]. It specifies general requirements which apply to an organization's processes, thereby providing a sound basis from which process improvement may occur. The detailed processes are designed to match the organization and vary from one organization to another.

◆ **Quality Assurance (QA).** QA means 'the totality of feature and characteristics of a product or service that bears on its ability to satisfy stated or implied needs'[10]. QA aims to ensure that the products and services required from a system development effort are delivered at the required quality level. Thus QA is an important activity within SE.

◆ **Risk Management.** SE contributes strongly to the management of risk, with risk being considered in all decision making processes. It also provides a predictable framework for the project against which the risks may be assessed and ensures the integration of risks from different sources is considered. By providing mechanisms for measuring technical progress, SE also provides for better monitoring of the source and ongoing status of some risks.

APPLICABILITY OF SE IN THE MALAYSIAN ARMY

In procuring and acquiring of capital equipments, the Malaysian Army or perhaps the Ministry of Defense (MINDEF) is adopting a certain approach or systems (a thorough study on this topic is welcome). There are few important indicators of the applicability of SE to be adopted in MINDEF and in the Malaysian Army in particular:

◆ SE has been well accepted nationally in the United States (US). For example, the US Department of Defense (DoD) mandates the application of SE to major defense acquisition projects and major automated information system acquisition programs.[11]

◆ SE has been proposed for the United Kingdom's Ministry of Defense projects and its application is currently being investigated and expanded.[12]

◆ Australia Defence Acquisition Organization (DAO) has had a long and wide experience of defence projects, and has witnessed the advantages of following an SE approach and the penalties in not doing so. The interest and commitment to SE in Australian Defence community was shown whereby more[13] than 20% of the approximately 300 members are either Defence personnel or professional service providers contributing to major projects and more than 50% are employees of suppliers to Defence.

◆ From analysis of defence projects[14], particularly in Australia, some of these projects have attributed serious problems or projects failure at least because of the inadequate application of SE processes by both the customer and system supplier. Some of the criticisms include inadequacies in project planning, requirements definition, risk management and interfaces with other systems to name a few.

Meanwhile, the Gemas Project Team is tailoring its project management into this approach with the

8 International Council on Systems Engineering (INCOSE). *Systems Engineering Glossary.* http://www.incose.org
9 Goetsch, D.L and Davis, S.B. *Quality Management, Introduction to Total Quality Management for Production, Possession and Services, Third Edition.* Prentice Hall, 2000.
10 Kerzner, H. *Project Management-A Systems Approach to Planning, Scheduling and Controlling- Fifth Edition.* Van Nostrand Reinhold, Melbourne, 1995.
11 US DoD Policy on SE. *Mandatory Procedures for Major Defense Acquisition Programs and Major Automated Information System Acquisition Programs,* US Department of Defense Regulation, Change 3, 23 March 1998.
12 An interview with Kol Dr Shohaimi bin Abdullah, Director of Materials who attend a symposium in the UK on System Engineering for Defense from 5 Dec to 11 Dec 2005.
13 Australia Defence Acquisition Organisation (DAO). *Systems Engineering Study-Final Report.* 14 Oct 1998.
14 Ibid

hope that it benefits and satisfies users' need. For the Ninth Malaysian Plan (RMK 9) the team is tasked to move in three training institutions into Gemas where it has embarked from the conceptual design to preliminary design.

BENEFITS OF SE

There are a number of potential benefits if SE is applied consistently by appropriate skilled and equipped staff. The successful implementation of the systems; from the concept development until at least the delivery of the system and transition to in-service operation and support will benefit:

♦ The saving of money during all phases of the system life-cycle. Some may argue that the additional requirements imposed by SE can increase costs and these increases will generally be felt in the very early phases such as Conceptual and Preliminary Design. Blanchard[15] argue that an early emphasis on SE can result in significant cost savings later in the Construction and/or Production, Operational Use and System Support and Disposal phases of the life-cycle.

♦ The SE practice is aimed to put in place a rigorous process in order to produce well-defined requirements and adequate levels of traceability between the different levels of technical design documentation back to the original user requirements. If the system fails or cost overruns or there are problems on the schedule, these are often the result of poor requirements management practices.

♦ SE will assist in reducing the overall schedule associated with bringing the system into service. SE ensures that the user requirements are accurately reflected in the design of the product helping to minimize costly and time-consuming changes later in the life-cycle. If changes are required, they can be incorporated early in the design and in a controlled manner which will promote greater design maturity earlier.

♦ SE will lead to a reduction in the technical risks associated with the product development. Risks are identified early and monitored throughout the process using a system of technical performance measures, design reviews, audits and others. Design decisions can be traced back to the original user requirements and conflicting user requirements can be identified and clarified earlier, significantly reducing the risk of failure later in the project.

♦ SE will lead to a product that meets the original intended purpose more completely. The improved functional performance will make for a 'quality' system where quality is measured by the ability of the system to meet the documented requirements.

The benefit of SE will vary with its applicability to different projects, with lower benefits to genuine 'off the shelf' purchases and a high level of benefit to projects which involve significant development or where the type or form of the required system is unclear.

CONCLUSIONS

The application of SE to major projects in MINDEF or in the Malaysian Army will be highly beneficial to the cost, schedule and capability delivered by those projects. Nevertheless the introduction and implementation of SE needs to be closely coordinated with other initiatives such as the ILS, T&E and project management, supported by other government agencies in term of policy, guidelines and procedures, dedicated and trained staffs for all engineering personnel and other staff with technical and management responsibilities and last but not least the cultural differences where attitude is very important part of the overall SE approach.

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Kol Dr Shohaimi bin Abdullah, Director of Materials who attend for a symposium at UK on System Engineering for Defense from 5 Dec to 11 Dec 2005.

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FUTURE CONFLICTS: USE OF NON-LETHAL WEAPONS

By: Mej Christopher Ignetius Choong

INTRODUCTION

Historically, militaries have sought to increase the lethality of weapons to better achieve political objectives and military success. This approach may not be the most effective means to maintain stability in the current global environment. Political, societal and operational factors have limited the effective use of a traditional military response. In spite of the tremendous military success during the Persian Gulf conflict, the United States struggles to develop the will and effective tools to respond to tomorrow's conflicts. The military operations in Bosnia, Somalia, Rwanda and Haiti highlight the difficulties of adopting existing military tools to the new strategic setting. Hence, there is a call for new strategy options and credible coercive tools. Non-lethal technologies - capabilities that can coerce or deter while limiting casualties and destructiveness - are being hailed as an answer.

Armies are purported to have already deployed dazzling devices, calmatives, entangling agents, adhesives ("stickums"), material that makes any surface too slippery to walk on ("slickums"), devices generating infrasound or electromagnetic waves, and devices for riot control[1]. Other possible devices are sprays to weaken vehicle or plane parts, electromagnetic beams to confuse computers, and bacteria to degrade fuel. The term applied to this new generation of military technology is "non-lethal" weapons; it implies that military operations can avoid death and serious injury.

Conventional uses of force solutions are struggling to manage the ever-changing challenges in military, law enforcement and peacekeeping operations. Hence there is the strong need for the adaptation and development of new use of force options. A potential solution to meet these new threats and challenges is through the use of Non-Lethal Weapons (NLWs). NLWs provide military and law enforcement personnel with a tool to resolve conflict with a proportionate, lawful, appropriate and necessary use of force. Recent advances in non-lethal weapon technology have made it feasible for the military and law enforcement agencies to operate in situations and scenarios that would be unfeasible with conventional weapons. NLWs provide flexibility to influence many situations favorably with the reduced risk of human fatalities and collateral damage.
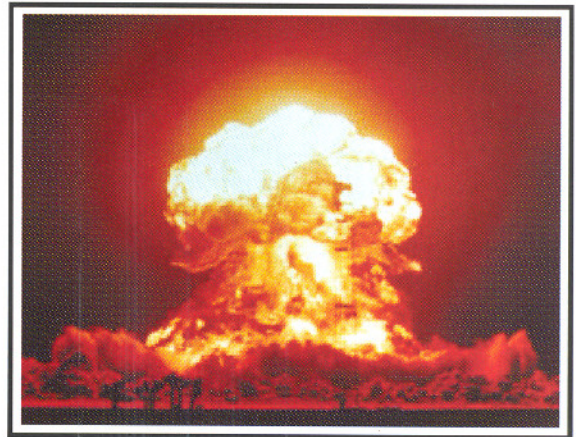
AIM

The aim of this paper is to highlight the use of non-lethal weapons (NLW) in future conflicts.

SCOPE

The paper will discuss the tropic with the following aspects:

- Definition.

- Non-lethal technologies.

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1   Dando M. 1996, *A new form of warfare: the rise of non-lethal weapons*. London: Brassey's.

- Functions of non-lethal weapons.

- Issues to be addressed.

- Strategy and technology.

DEFINITION

The original phrase "non-lethal" caused considerable confusion in identifying the realistic capabilities and the intent of these weapons. The perceptions tend to overstate the capability of the various technologies. The vision, by some advocates, that future wars may be transformed to short, "bloodless conflicts," drew an expected cautionary reaction from the defence community[2]. As a result, the debate did not have realistic expectations about how to employ these technologies. Therefore, a clear, precise definition is essential to correctly characterize what capabilities non-lethal technologies "bring to a future fight."

Weapons that are explicitly designed and primarily employed so as to incapacitate personnel or material, while minimizing fatalities, permanent injury to personnel, and undesired damage to property and the environment. Unlike conventional lethal weapons that destroy their targets principally through blast, penetration and fragmentation, non-lethal weapons employ means other than gross physical destruction to prevent the target from functioning. NLW are intended to have one or both of the following characteristics: 1) They have relatively reversible effects on personnel or material, 2) They affect objects differently within their area of influence.[3]

Implicit in this definition are several important points that are relevant to the discussion. The first is the concept of non-lethal intent. NLW, when properly employed, should significantly reduce lethal effects. However, there is no guarantee of "zero" fatalities or permanent injuries.[4] Certainly, even the most benign weapons technologies may create lethal effects under some conditions. It is the intent that separates this class of weapons from conventional munitions. Unintended lethal effects must be considered, and may modify, employment strategies and tactics.

Second, NLW employment is not limited to the lower spectrum of conflict - peacekeeping, peace-enforcement and humanitarian missions. Rather, they can be applied across the range of military operations where they will enhance the "effectiveness and efficiency of military operations."[5]

The third point is the exclusion of information warfare in the definition of non-lethal technologies. Information warfare is a form of non-lethal warfare when it seeks to deny or disrupt indirectly without actual destruction of personnel or material. However, the means of application are distinctly different from other forms of NLW and therefore, should be addressed separately.

NON-LETHAL TECHNOLOGIES

Non-lethal technologies cover a broad, diverse range of capabilities. The technology ranges from biological, chemical, information warfare, crowd control measures, to the latest offerings of exotic weapons.

Serious interest in "non-lethality" as a technology and as a distinct class of weapons is recent. One study, "Non-lethal and Non-destructive Combat in Cities Overseas," proved to be a seminal assessment of potential non-lethal concepts. The study assessed numerous potential applications and non-lethal technologies for operations in urban areas. This early evaluation became the template for current technology research and development.[6] Today's assortment of emerging non-lethal technologies grew from these concepts following the termination of the Cold War. In a search for relevance, the national labs turned from nuclear warfare technology to less conventional research areas as "non-lethality." As a result, non-lethal concepts are a product of a "technology-push," and therefore, lacked traditional, well-defined war fighting requirements, established doctrine, and initial support.

FUNCTIONS OF NON-LETHAL WEAPONS

NLW function in three realms: counter personnel, counter material and counter capability. Counter personnel objectives include controlling crowds, incapacitating individuals, denying areas to

2   Alvin and Heidi Toffler, 1993, *War and anti-war*, Boston, MA: Little, Brown and Company, p 128.
3   *Policy for non-lethal weapons*, Department of Defense Directive, 9 July 1996, pp 1- 2.
4   Ibid.

5   Ibid.
6   Joseph Coates, May 1970, *Non-lethal and non-destructive combat in cities overseas*, Study Paper for Institute for Defense Analysis, Science and Technology Division and Lynch, Greg, 1995, *The role of non-lethal weapons in special wars*, Navy Postgraduate School Thesis, ADA 297651, Ft. Belvoir Va., Defense Technical Information Center, p 19.

personnel and clearing personnel from facilities, structures or areas of operation. Counter material systems are used to deny areas to vehicles, vessels or aircraft, and to disable or neutralize vehicles, vessels, aircraft or equipment. Counter capability objectives include disabling or neutralizing facilities and systems, and denying use of weapons of mass destruction.[7]

Non-lethal technologies cover a broad spectrum, including areas related to the development of acoustics systems, chemicals (anti-traction, dyes, markers, nausea, stench), communications systems, electromagnetic and electrical systems, entanglement and other mechanical systems, information technologies, optical devices, non-penetrating projectiles and munitions, and many others.

Combinations of non-lethal and lethal weapons are possible. For example, NLW can work in conjunction with psychological, information or electronic warfare.

Prior to the attacks of September 11, military forces were developing and deploying NLW. Given the operations in which U.S. forces were engaged, the emphasis was in two areas - peace support operations and force protection.[8]

STRATEGY AND TECHNOLOGY

Non-lethal technologies provide an effective solution to the political and military security needs of emerging strategic setting. Do the particular competencies of non-lethal technologies offer national decision-makers a credible military option that minimizes risk and maximizes success?

A comparison of the strategic mandates with the unique competencies of non-lethal technologies suggests they may provide a much-needed capability that fills the gap between political coercion and the employment of lethal force.

Emerging Conflict. The attributes of non-lethal tools enable a visible demonstration of intent or disruption of war fighting preparations without significant casualties and material damage to the enemy. This offers a potentially powerful and flexible coercive tool that can be applicable across the range of military options. On the lower end of the spectrum of conflict, non-lethal technologies could substantially increase the effectiveness of traditional sanctions and economic measures. A greater ability to enforce compliance of sanctions by other states, allowing a non-lethal means to stop or inspect suspect shipping, and an ability to selectively disrupt transportation within the target state adds significant strength to this option. Non-lethal "technical sanctions" may achieve more immediate results, permit selective effects against the specific vulnerabilities, and enhance the ability to vary the level of effects to complement political initiatives.[9] In addition, non-lethal technologies may offer the means to intervene in close proximity to non-combatants without unnecessary risk to the civilian population. The combination of effects provides an incentive to compel a change in behavior and may preclude intervention by lethal military force.

Non-lethal technologies enable intervention at a lower threshold of conflict. The precision of effects and the ability to employ as a standoff weapon (via cruise missile, unmanned aerial vehicle, or aircraft) will decrease the political and military risks that presently constrain our decision to intervene. While military intervention may not be able to resolve the core issue driving the confrontation, the appropriate non-lethal application may provide the time and distance necessary to de-escalate a crisis or signal the intent to ward off a potential conflict. A non-lethal intervention can maintain political options since it may not harden a population against future diplomatic efforts or arrangements.[10] National decisions makers no longer have to contend with the paradox of engaging in peacekeeping operations with overwhelmingly lethal military tools.

7   John B. Alexander, Mar 2002, *Non-lethal weapons to gain relevancy in future conflicts,* National Defence Business and Technology, New York, pp 34 –36.
8   Ibid.

9   John Alexander, 9 March 1995, *Non-lethal weapons and the future of war,* Los Alamos staff paper for Harvard-MIT Seminar on the *Future of War,* p 5.
10   Col John Barry, Lt Col Michael Everett, Lt Col Allen Peck, 1994, *Non-lethal military means: new leverage for a new era,* National Security Program Policy Analysis Paper 94-01, John F. Kennedy School of Government, Harvard University.

NLW enable a lower risk option for intervention. Non-lethal means, with large radius effects, can have significant visibility and impact without the use of ground troops. The combination of fewer engaged forces and the less destructive nature of a non-lethal technologies reduces the overall "cost" of intervention in terms of physical damage and political risk. Further, non-lethal engagements reduce the necessity of escalation by the targeted state or group. Arguably, there may be a less emotional response to an electro-magnetic pulse (EMP) attack on a state's communications equipment than a visible, lethal attack on the communications facility. This maintains a more open environment for negotiations and adds to the synergy of political and economic tools.

NLW enable effective conflict termination. The reversibility of most non-lethal effects limits the duration of the "damage." Assuming that the political objective is to re-establish stability, it becomes necessary to assist the failed state to restore economic and political processes. A non-lethal strategy provides one option. The "reversibility" of effects is dependent on the particular non-lethal methods used and the selected targets being attacked. However, several non-lethal technologies could provide this capability. As airpower doctrine continues to emphasize the destruction of national leadership, infrastructure and economic capabilities to achieve "strategic paralysis," the element of "reversibility" becomes more critical. The ability to rapidly re-build the infrastructure avoids the creation of an economically and politically failed state and continuing regional instability.

Major Conflict. At the higher end of the spectrum of conflict, non-lethal technologies provide a significant complement to lethal force during a major conflict, particularly as the effectiveness of non-lethal technologies develop. As previously noted, it is difficult to understand the operational implications given the unknowns of an immature technology, but the impacts should expand as the technology evolves. The vision of airpower is to attack the fundamental centers of gravity in the state's leadership, infrastructure, and war-making capabilities as was demonstrated by the execution of the air campaign in Operation Desert Storm. NLW provide a natural complement to this military strategy. The precise effects and selective nature of engagement can support an efficient, high-tempo

strategic attack of vital targets while limiting the level of violence.

The ability of NLW to delay, disrupt, and disorient can make the enemy forces more vulnerable to lethal attack. The destruction of electronic devices in military equipment and vehicles, disruption of vital transportation and denying critical communications places the enemy leadership in a position to re-consider continuing military action or suffer the consequences of a lethal attack. For example, a non-lethal attack can disrupt air defenses, degrade sophisticated electronics in fielded military forces and aircraft, and render many vehicles unusable. The attack could render a significant portion of the military forces either undefended or non-operational leaving them in a highly vulnerable position. A subsequent attack on the disabled forces with conventional munitions can be conducted at the discretion of national decision makers and military commanders.

The strategic implications for a major conflict are significant. NLW present more than an adjunct to lethal force because they provide the ability to strike early in a conflict, significantly disrupt military actions, and increase the vulnerability of the aggressor's military force. The combination of these outcomes will enable decisive intervention with a smaller deployed military force. In essence, the attributes of non-lethal weapons may allow technology to substitute for mass. The future military requirements to intervene in a major conflict may shift from a Desert Storm sized force to a much smaller Desert Shield force requirement. The enhanced ability to intervene may help solve the dilemmas of insufficient resources to meet the nation's security requirements.

ISSUES TO BE ADDRESSED

There are a number of issues related to NLW that need to be addressed. They involve effectiveness, casualty acceptability limits and rules of engagement. The effects of bullets and explosives are well known while those of NLW are not. Therefore, a concern facing commanders is to have high assurance that the new weapons will perform to expected standards. Questions arise about the effect of various types of NLW on humans.

There is similar concern about measuring the effectiveness of anti-material NLW. Debate abounds as to whether or not NLW can serve as a deterrent

to further aggression. There is a growing consensus that they should not be deployed without adequate lethal capability. Also, NLW should not have an adverse impact on the environment. Long term toxicity testing should be accomplished before fielding.

It is important to establish clear rules of engagement. The pace at which operational situations can change is accelerating. Therefore, the authority to transition from non-lethal to lethal by necessity will be pushed to lower and lower levels.

NLW are not a solution. There are legitimate concerns about their development and use. These include the likelihood of producing unintended death or serious injury and their inappropriate use by untrained personnel.

There are some complaints, however, that appear groundless. For instance, one concern about rubber or wooden bullets has been that they inflict pain, can cause bruising and, in rare instances, result in death. All true. But the reality is that NLW are meant to be adjuncts to lethal weapons. They are not to be used without provocation or proper authority. Therefore, if provocation exists and NLW are not available, the perpetrator is likely to be shot with a conventional pistol or rifle.

The reality of these new conflicts is already beginning to take place both in foreign lands and in cities around the world. NLW will be required.

CONCLUSION

Efforts to defeat the enemy without the use of lethal force is as ancient as warfare itself. According to non-lethal advocates, "victory without battle" may no longer be confined to political and economic tools. Technological advancements in non-lethal concepts may better equip the military forces to achieve this vision. This study examined this contention to determine the decisiveness of non-lethal technologies as an element of military strategy.

The relationship of non-lethal capabilities and the emerging strategic environment suggests that future non-lethal technologies could be decisive. The elements of the new strategic setting are significantly different and demand new tools that operate between diplomacy and war. Strategic uses

of non-lethal technologies can meet these new challenges. Non-lethal technologies, properly employed, can create significant advantages across the spectrum of conflict by invigorating diplomatic actions, enhancing flexibility for military commanders, and adding strategic options for national decision makers. Non-lethal technologies not only provide flexible political options but in some cases can offer a more effective means to achieve goals. Further, non-lethal technologies may represent a capable force multiplier, because a non-lethal attack may significantly increase the vulnerabilities of the enemy's military force while creating the means for effective coercion or destruction of the enemy's military capability by a smaller conventional force.

The creation of the technology and the employment doctrine requires a revolutionary perspective and innovative approaches to executing war. A non-lethal strategy will require innovations in technology to create effective weapons, force structure changes, new analytic processes for determining of centers of gravity vulnerable to non-lethal technologies, re-engineering of intelligence collection and assessment processes to support new planning and assessment needs, and close interaction with the respective economic and diplomatic strategies. Non-lethal technologies can have a revolutionary impact on warfare. The success of implementing non-lethal technologies will depend on the will to overcome the difficult but solvable obstacles inherent in applying a new class of technologies.

Before non-lethal technologies are hailed as a panacea, two cautions are in order. The non-lethal employment assumes the appropriate use of the technology. The limitations of non-lethal technologies previously discussed constrain the situations and missions where non-lethal employment is appropriate. Misuse of the capability may lead to dangerous political and military risks. Second, the assessment assumed unique capabilities common to all non-lethal technologies. The current selections of technologies have individual strengths, weaknesses, and effects. These individual characteristics must be considered for the employment of these weapons. Continued technology development will strengthen the unique competencies of these weapons and result in more effective tools for the future.

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THE KOREAN SUMMIT: IMPLICATIONS FOR ASIAN SECURITY

By: Lt Kol Saiful Anwar bin Md Ali

INTRODUCTION

The first inter-Korean summit talks have took in Pyongyang from June 12-14, 2000 and it was the first historic meeting between the leaders since the 1950-53 Korean War. Presidents Kim Dae-jung and Kim Jong-il accompanied by their delegates attended the summit. Prior to that, both parties agreed to hold preliminary contacts as early as April 2000 in order to discuss procedures related to the matter. Among the issues discussed were those involving reconciliation and cooperation, easing tensions, the reunion of divided families, exchanges in various field and government level dialogue. The summit will be continued in South Korea at an appropriate time in future.

Since the summit will be prolonged, and progress has been made so far, the question arises as to how far the summit can be prolonged and sustained is becoming a prime concern. This paper will examine the impact on Asian security due to the summit, which had taken place in Pyongyang recently. Whether the scenario of the region will be different in the perspective of security will be discussed further.

Historical Background

After World War II, Korea became a pawn in the game between larger powers. The fragile alliance between the United States and the Soviet Union had already began to fray in the closing days of the war, and Korea, not unlike Germany in the same period, was caught in the middle. When the tie between the large powers snapped, the small countries were the losers. Pronouncing the importance of an independent Korea at some vague future date, the great powers agreed to an international trusteeship, similar to the solution in Germany. The Soviets, coming in from the north, and the Americans, advancing from the south, agreed on the 38th parallel as the dividing line between their spheres of influence. This left most of Korea's natural resources – hydroelectric dams, and coal and other minerals in the northern part of the country.

Realising that the Soviets considered the 38th parallel a permanent boundary, the United States tried to involve the UN in the Korean unification. In the immediate post-war period, the Russians agreed that unification was a worthy goal, but only if achieved on their terms. Rivalry escalated into war in 1950. In a surprise attack, North Korean troops poured over the 38th parallel on the pretext of repelling a non-existent invasion from the south. In response, President Truman committed American forces to defend South Korea and at once secured the support of the UN in the name of collective security. Forces were sent from sixteen other countries.[1] All out fighting lasted only about a year. During those twelve months, armies staggered back and forth across the peninsula, blowing up each other and the countryside, baking in the summer, and freezing in the winter. Seoul changed hands four times and was stomped into muddy chaos. The

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1　Higginson, M.S. Dobb, *Asia Pacific, Its Role in the New World Disorder*, Mandarin: Australia, 1996, p 269.

roads and factories the Japanese had built were destroyed. Farm fields lay ruined, leaving the farmers homeless. The North Koreans came close to pushing the Allied forces south into the sea. Only a daring landing behind the lines at Inchon, the port for Seoul staved off disaster. Then UN forces pushed the North Koreans towards the Yalu, on the border with China. Terrified of an American invasion, China rushed to the aid of her fellow Communists.

Finally, the UN troops reached a stalemate with the North Korean troops and their Chinese allies. In 1951, armistice talks began at a small village called Panmunjom. As these talks limped along during the next two years, the killing continued. When a truce, never a peace, was finally declared, around 2 million lay dead, including 140,000 UN soldiers (mostly American), 300,000 South Koreans, and an estimated 1.4 million North Koreans and Chinese. Korea's male population and its intelligentsia had been decimated.[2] Since then, both Koreas have exchanged the chaos of actual war for a constant state of mutual military preparedness. The legacy of war has given a twist to Korean social attitudes, despite their classic Confucian origins. More specifically, while hierarchy pervades Korean life, many Korean subordinates will openly disagree with a colleague or a foreigner. Such behaviour would be an unthinkable breach of propriety in Japan. Koreans maintain loyalty to another individual or the system, but only if that other individual or system is backed by power. When a Chinese defector flew a MiG fighter jet to Seoul in 1986, some maids in the houses of the South's wealthy put down their tools. A MiG jet could signal an invasion. The servants stopped working and waited to see who their new masters would be. There is an old joke amongst Koreans: if the governor of a province died, no one would show up at his funeral, but if his dog died everyone would show up! A people who have had to adjust to one overlord after another cannot afford to be too loyal to anyone.[3]

Historically, the Japanese have always worried the Koreans, and the reverse is also true. The memory that looms largest in the Korean-Japanese relationship is Japan's reign as Korea's colonial overlord from 1905 to 1945, although Japan only officially annexed Korea in 1910. The Japanese imposed a harsh rule on the peninsula. Japanese

military police brutally crushed any signs of resistance; thousands were killed. The Japanese forbade use of the Korean language and forced Koreans to take Japanese names. Japan developed the country economically, building new roads, mines, power plants, and factories. But Koreans benefited little. Few were allowed advanced education, as the Japanese considered them little better than their own Eta, or 'untouchables'. The colonial government forced hundreds of thousands of Korean men to immigrate to Japan to fill the jobs vacated by soldiers. Thousands of Korean women were forced to act as 'Comfort Women' for the Japanese soldiers. As Japan's fortunes declined during World War II, crops grown by Korean peasants were taken to feed Japanese troops. The Koreans were reduced to eating tree bark, boiling the skin underneath into a rough cake.[4]

After the Korean War ended, South Korea was little better off than any Third World country. All the country's resources lay in the north, behind barbed wire, machine guns, tanks, and many divisions of North Korean soldiers. The supply of electric power from North to South Korea was cut. The fields were in need of fertiliser, terracing, and rebuilt irrigation systems. Denied advanced education by the Japanese and by the chaos of successive wars, the populace, though literate, was unsophisticated. Refugees from North Korea and repatriated Koreans from Japan swelled in numbers at a time when the country was least able to cope. During the 1950s, South Korea's economy became locked in a vicious circle of poverty, hyperinflation, and high dependency on foreign aid. Until 1959, the most conspicuous feature of finance in the Republic of Korea was that between a half and one-third of the general budget was provided by American economic aid. Survival seemed the highest goal. At the end of the 1950s, South Korea was still poorer than Sudan.

In 1960, demonstrations toppled Synghman Rhee, the country's first president. Although Rhee had been installed via free elections soon after World War II, his presidency was soon followed by Korea's tradition of authoritarian rule. With his demise, the country flirted briefly with democracy, but the new Democratic Party could neither fulfil the high expectations of the demonstrators nor hold the contentious nation together. After nine months, a military coup brought General Park Chung-hee to

2   Ibid., p 270.
3   Ibid.

4   Ibid. p 271.

power. Only then did South Korea begin to modernise. As a result of a shift in its Far East policies, the United States began trimming its aids to South Korea in the 1960s. If it had been left unremedied, Korea's attempts to establish a strong economic base could have faltered, if not failed. Fortunately, Japan stepped into the breach and, in 1965, it extended some US$500 million in unconditional and conditional aid. This aid made a material contribution to Korea's modernisation.[5]

Park's successor, Choi Kyu-hah, began to loosen the government's grip, releasing political detainees and promising reform. People started to talk about the possibility of a return to Korea's old civilian constitution. But not for long. General Chun Doo-hwan, commander of the Army Security Command and the man appointed to investigate Park's assassination, marched down to Seoul in mid-December 1979. After a spectacular shootout, Chun arrested thirty generals as well as the army chief of staff, charging them all with complicity in Park's murder. From then on, Chun ran the government. The president was president in name alone, until 1980 when Chun also took that position for himself. While Chun was in power, thousands of people suspected of subversive thought or activity found themselves in prison or without a job, and a new press law put the media under strict government drove tens of thousands into the streets. Chun couldn't intimidate everyone. In 1987, he was forced to step aside for military classmate Roh Tae Woo.

President Roh started the process of political change in 1987 by announcing the most sweeping reforms that Korea had ever seen, including direct elections and guaranteed human rights. Still, as a former official in the repressive government of Chun Doo-hwan, the Chun legacy clung to him like a bad odour. He won the December 1987 presidential elections, but two months later, the three opposition parties won a 55 percent majority in the National Assembly. With the election of the LDP's President Kim Young Sam in late 1992, in what were the most democratic elections ever held in South Korea and with the reforms he initiated in 1993, South Korea has moved definitively forward in the process of democratising itself. North Korea strongly disliked President Kim and cast him as an American puppet.

With the election of a new South Korean president, Kim Dae-jung in 1997, it was everybody's expectation that South Korea was likely to quicken the pace of peace talks with the communist North. This was because he had been in prison for giving those ideas during the previous government. He was the first leader of an opposition party to win the presidency since South Korea was founded in 1948 and immediately proposed a summit meeting with North Korea's Kim Jong-il. The security environment on the peninsula had dramatically changed over the years, and the South's comparative advantage was becoming increasingly consolidated. The South had to shift the policy vis-à-vis the North by outgrowing its passive traditional policy and instead pursuing more aggressive options in the inter-Korean relationship. President Kim said his North Korea policy would be based on three principle: zero tolerance for North Korean provocations, no effort to either absorb or undermine the Pyongyang regime, and sinceres effort to establish better relations with North Korea. According to him, the Sunshine Policy is an attempt to create a new paradigm in relations between South and North Korea based on mutual recognition and the idea that, for the long-term future of the Korean people, cooperation is better than conflict, and peace is better than war.

The premise of the Sunshine Policy is that reunification cannot be gained overnight but should be realised step by step because 'reunification is a goal and, at the same time, a process.'[6] The Sunshine Policy is a strategy with which to forge environments suitable for leading the North to voluntary opts for a path leading to changes and reform. Towards this end, the government came up with two core tasks: first, by adopting the principle of separating business from politics, it allowed the private sector to invest in the North; and second, by promoting projects based on a rather flexible principle of reciprocity. Kim Dae-jung's Sunshine Policy emphasizes the comprehensive approach, which requires policy coordination with the United States and Japan, and cooperation with other interested parties, including China and Russia. He initiated a concept for dismantling the Cold War structure by outlining five tasks: 1) pursuit of reconciliation and cooperation between the two Koreas based on the 1992 inter-Korean basic agreement; 2) an early normalisation of relations between North Korea and the United States as well as Japan; 3) fostering of an international

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5   Ibid., pp 272-273.

6   Oknim Chung, The Sunshine Policy, *Korea and World Affairs*, Vol. XXIV, No. 1, Spring 2000.

environment conducive to Pyongyang fulfilling its role as a legitimate member of the world community; 4) arms control coupled with the removal of weapons of mass destruction from the Korean Peninsula; 5) the creation of an inter-Korean peace agreement by replacing the current armistice in effect since 1953.[7]

The effects of President Kim's Sunshine Policy on North Korea are considered remarkable, particularly in terms of inter-Korean exchange. Under the policy, a total of 9,600 South Koreans visited the Communist North for business or other purposes during the two-year period of the Kim presidency. This was a sharp increase from 1989 to March of 1998. The first tourism link between the two rival nations since the Korean War also opened up as a result of the Sunshine Policy. The policy also allowed for more NGOs to seek entry to North Korea, which was not the case under previous regimes. South Korea is now the third largest trading partner to North Korea, and in this regard, the Sunshine Policy can be given credit, since, despite failing to bring immediate changes, it has made the North's economy dependent to an extent on South Korea. Above all, the South-North Korean armed clash in the West Sea helped clear doubt that the Sunshine Policy overlooked the security aspect of inter-Korean relations.

Basing on the historical analysis, it was the Sunshine Policy initiated by Kim Dae-jung that brought the inter-Korean summit into existence. The problem is that many people, including some in the current administration, expect quick results from a policy that is designed for the long term.

The Inter-Korean Summit

The inter-Korean Summit offers a rare opportunity to restart the process of national reconciliation. Nonetheless, does the promise of a historic North-South Summit mean we are on the brink of a new era of détente on the Korean Peninsula? Or are we merely entering a new phase in pursuit of dubious policies keeping North Korea on life-support? In short, the big question is what's behind Kim Jong-il's unexpected historic decision to agree to a North-South Summit? Kim Dae-jung suggested a grand bargain during his speech at the Free University of Berlin on March 9, 2000. Seoul is making three important promises to Pyongyang;

to guarantee their national security to assist in their economic recovery and to actively support them in the international arena. In return, President Kim is asking the North to abandon once and for all armed provocation against the South to comply with previous pledges not to develop long-range missiles.[8] However, there is no feedback from the North regarding the matter.

In accordance with the summit, the leaders of the South and the North, evaluating that the meeting and the summit talks were of important significance in promoting mutual understanding, developing South-North relations and realizing peaceful reunification, declared as follows:

• The South and the North have agreed to resolve the question of reunification independently and through the joint efforts of the Korean People.

• For the achievement of reunification, both parties have agreed that there is a common elemen in the South's proposal for a confederation and the North's proposal for a loose form of freedom. The South and the North have agreed to promote reunification through these frameworks.

• The South and the North have agreed to promptly resolve humanitarian issues such as exchange visits by separated family members and relatives on the occasion of the August 15 National Liberation Day and the question of unswerving Communistsserving prison sentences in the South.

• The South and the North have agreed to consolidate mutual trust by promoting balanced development onthe national economy through economic cooperationand exchange in all fields including social, cultural, sports, health and the environment.

• The South and the North have agreed to hold dialogues between relevant authorities in the near future to implement the above agreements expeditiously.[9]

Both, South and North have agreed not to launch an armed invasion of both side and refrain

8   Manning, Robert A., The Korean Summit-A Test of Both Kims, see *http://www.nyu.edu/globalbeat/asia.*
9   South, North Korea Sign Historic Summit Agreement, see *http:www.yonhapnews.co.kr/news.*

7   Ibid

from committing acts of intimidation against each other. The two leaders clearly recognized the importance of preventing the recurrence of war and establishing peace. The agreement calls for the two Koreas to give up the prospect of war on the Korean peninsula and to resolve unification-related issues via dialogue. Accordingly, Seoul and Pyongyang are expected to open a military hotline for any emergency and suspend hostile acts such as slander. President Kim advised Chairman Kim to normalize relations with foreign nations by settling pending issues such as the North's suspected missile and nuclear weapons programs.[10] On follow-up measures for the summit talks, the government will seek the early opening of inter-Korean government talks to discuss ways to put into practice the details of the agreement.

Since the summit in June last year between Kim Jong-il and South Korea's President Kim Dae-jung, the border has been increasingly open for visits. Indeed, the U.S. Army is working to de-mine the border in preparation for the opening of a North-South rail link.[11] These inter-Korean railways will enable the people to travel to Paris, London and north-eastern China by train. Connecting the 25-kilometer severed section of the Seoul-Sinuiju Line will reduce the transportation costs of goods to Europe by 30 percent. With the North's consent, Korea will be linked to Europe by railway and this Eurasian railway will become an 'iron silk road'.[12] This will generate their economic cooperation and should benefit both North and South. Separated family members could make exchange visits in larger numbers and more frequently. Economic and cultural relationship and personnel exchanges are expected to reach new heights and the authorities of both sides would establish normal and institutionalised channels of contacts and dialogue. It would be a win-win situation.

Implication for Asian Security

Korean peninsula issue was the product of the Cold War. The prolonged tension had lead to pessimistic outlook that as long as differences in the political and economic systems between the two Koreas remain unresolved, peace on the peninsula and Northeast Asia is unlikely to be achieved. But it should be understood that even if the two Koreas were to realize reunification, this would not necessarily ensure peace and stability in the peninsula and Northeast Asia region. But if it occurred, it will change the way the states of the Northeast Asia interact with the Korean peninsula and with other regional states. Security problems in the region was not only due to differing ideologies between two Koreas itself, but complex interrelationships among four major powers (the U.S., Russia, China, and Japan) and their conflicting interests on Korea and other regional issues are important in determining the stability of the region in the future. This is because to the reunified Korea will require a dynamic security strategy with the following components at a minimum: an 'independent' foreign policy aimed at ensuring that all regional actors consider a strong, secure and independent reunified Korea is in their security interest; a security alliance with the United States to guarantee independence; active participation in multilateral fora at the regional and international level; and a comprehensive strategy addressing conventional as well as nuclear defence.[13] In many respects, a reunified Korea could decide the future of the region. A reliable, strong and secure Korean peninsula will be a source of great stability for the region as a whole. A reunified Korea that is weak or insecure will continue to be a source of regional instability and major rivalry between powers.

Among the four major powers, six sets of bilateral relationships occur: U.S.-Japan, U.S.-China, U.S.-Russia, Japan-China, Japan-Russia, and Russia-China. Fifteen sets of bilateral relationships occur when each of the four deals not only with each other, but with the ROK and the DPRK and the two Koreas deal with one another (Figure 1)[14]. Changes in any set of relationships will undoubtedly affect several, if not all, the sets. Given geo-political realities, the Koreas, reunified or not, are likely to face the continued rivalries among the major powers irrespective of changes in international relations, particularly the China-Japan and China-U.S. relationship, which has historically

10   Ibid.
11   *Far Eastern Economic Review*, November 2, 2000.
12   See http://www.yohapnews.co.kr/news
13   Finnegan, Michael J., The Security Strategy of Unified Korea and the Security Relations of Northeast Asia, *The Korean Journal of Defense Analysis*, Vol. XI, No. 2, Winter 1999.
14   Cossa, Ralph A., *The Major Powers in Northeast Asia*, Washington: Institute For National Strategic Studies, National Defense University, 1996, p 2.
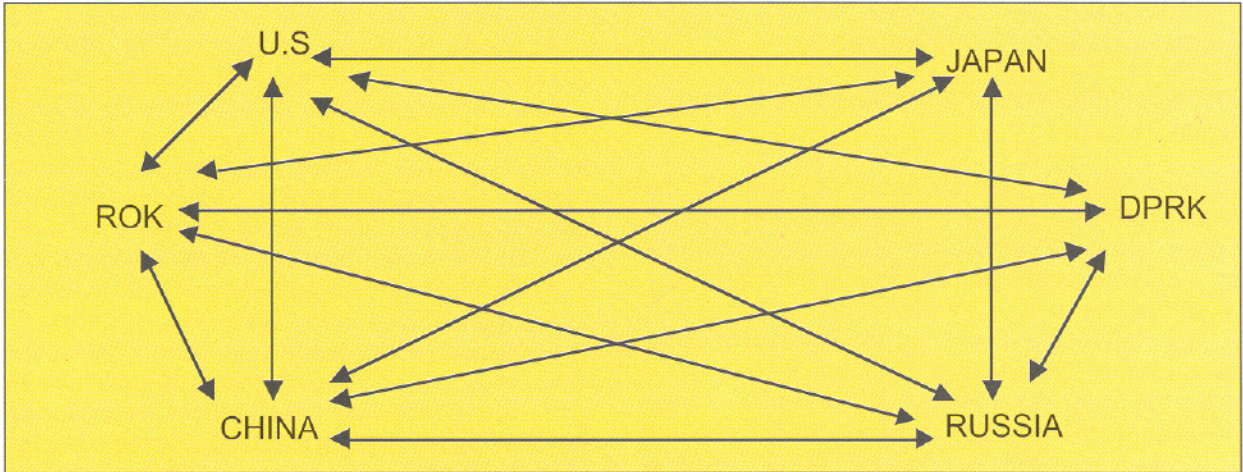
Figure 1: Northeast Asia Interrelationships

significantly influenced Korea. China and Japan have traditionally been much more powerful than Korea, and such an imbalance in national strength will likely continue in the future.

Northeast Asia has been an arena of competition for centuries and it is not likely to cease being so over night and will continue to see rivalries among the major powers intensify, especially the China-Japan, China-U.S., and Japan-U.S. relationships with the emergence of a unified Korea as a new actor in the power structure. Northeast Asia during the Cold War was dominated by the tri-polar relations involving China, the Soviet Union, and the U.S. Countries in the region are now entangled in a more complicated form of rivalry due to the uncertainty involving new security arrangements that may be forged. They are also apprehensive about the U.S. role as a key stabilizer in the region and the degree of willingness of Washington to resolve certain disputes.

Korea and the Major Powers Relations Before Reunification

Korea sits at the traditional convergence point of three major powers: China, Japan and Russia. Since 1945, it has been a focal point of U.S. interests as well. The Korean peninsula has historically been the playground (or battlefield) of the major powers. This strategic position has led to two effects on Korea's foreign policy: a tendency toward isolationism and the frequent use of a major power as balance or protector.[15] The major powers in the region have traditionally viewed Korea as either

useful tool for enlarging or protecting their own sphere of influence, or as a strategic threat when occupied or controlled by another power. Japan saw a pro-Chinese Korea as a dagger pointed at Japan. Korean peninsula has long been viewed by Japan both as a buffer zone between China and Japan, and a potential springboard for Japanese military expansion. Similarly, China traditionally viewed a Korea under Japanese influence as the 'hammer hanging over the head of dragon'. A pro-China Korea, however, was seen as a buffer against Japan or any other maritime power.

Russia's view was a bit more complicated, as a friendly Korea was seen not only as providing buffer area but also an access to warm water ports, a traditional Russian security concern. Assuming Russia has achieved some assurance of long-term stability, however, such relationship may be viewed as a threat by China. Korea in hostile hands was seen as providing a bridgehead for any maritime power, e.g. Japan, England, or the U.S. seeking to invade Eastern Russia. Even the U.S. has viewed Korea as buffer against Chinese expansionism during the Cold War.[16] This vulnerable position has historically given rise to isolationism in Korea, as it attempts to insulate itself against great powers swirling around it. Unfortunately, Korea has never been capable of attempting isolationism from a position of relative strength. This has led to a second

15   Dr Marie-Aimee Tourres, Narrowing the Korean Divide, *ISIS Focus*, Issue No. 160, Jul-Sep 2000, p 21.
16   See Kim Han Kyo, Korean Unification in Historic Perspective in Khil Young Whan, (ed), *Korea and the World: Beyond the Cold War*, Boulder: Westview Press, 1994, p 23.

trend in Korean security policy, the use of major powers as balancer or protectors.

The Reunified Korea: A Medium Power Among Great Powers

While the Korean peninsula was divided, the two Koreas were unable to pursue policies in which unified state interests were paramount. National strength was divided, limiting the opportunity to play an active role in regional affairs. Reunification will enable Korean energies to be fully directed towards becoming an important regional power with world influence, both economically and militarily. These developments will upset the security strategy in East Asia, where the neighbouring giants are accustomed to dominating a divided Korea and lead to a new power structure in the region, fundamentally change Korea's foreign relations with four major powers, and make the power struggle and economic competition in the region more apparent and intense.[17]

In terms of its unified military strength (with a modern blue water navy and possibly nuclear power) and economic capacity, Korea would hold a respectable and possibly commanding position as a middle power. Reunified Korea lives in a nuclear neighbourhood. Hence, there is a strong pull towards attaining a nuclear capability for status and equality. While a nuclear capability potentially increases unified Korea's security, it decreases the overall security and stability of the region's other states. A united Korea may perhaps be able to challenge Japan in some areas of Revolution in Military Affairs (RMA) based on technology by 2020.[18] In the economy aspect, South Korea, currently an OECD member, is the 5th largest economy in the world, the 11th in GDP ranking, and the 30th in per capital income ranking in the world. It will also pursue its ambitious goal to become a member of the G 7. Using the technology of the South and resources from the North a unified Korea is perceived to achieve the target. Aid and investment funds through the G 7 nations, and international institutions such as the World Bank and the Asia Development Bank would serve to assist the unified Korea.

The foreign policy objective of Reunified Korea would be to increase Korean prestige and importance as a regional and world actor and maintain its territorial integrity. The strategic concerns such as conventional defence options, nuclear strategy options, political alliance options, and development options[19] of a reunified Korea will be expressed in a more coherent and powerful manner. Some proud South Koreans hold that their national position should be re-evaluated on a par with all surrounding powers. There are a number of unresolved territorial disputes that will most likely confront Reunified Korea. For example, there is an on going dispute with Japan over Tok-do/Takeshima Island (a South Korea occupied island claimed by both sides while defining their respective EEZ) that shows little sign of being resolved. Reunified Korea will have a bargaining power and force Japan to deal with it in a cautious manner due to the fact power nuclear can be used as a trump card in such a deal.

The first priority of a reunified Korea will be to guarantee its security and survival as a smaller nation surrounded by big powers. As a victim of the struggle among the great powers in the late 19th century and as a former tributary of the Chinese Empire that also suffered colonization by Japan, a reunified Korea will not simply set aside its historical legacy. Korea's complex attitude towards neighbouring nations formed by the historic legacy of humiliation, its fragile geographical location, will influence its strategic orientation and defence policy making in the future.[20]

Potential Threat to Reunified Korea's Interest

The 'new' state will face many security problems and concerns. For example, how will an independent reunified Korea deal with the United States with over half a century of direct and intense involvement on the peninsula? Do the United States forces have a future role on the Korean Peninsula after reunification? What is the rationale for retaining the United States forces? It would be much harder for United States to maintain its military role in the country when North Korea has gone, but the fact is United States has played the role of a power-balancer in the region. This role is still regarded as important because the unified Korea will be under constant threat from the possible emergence of a

17   Fei-Ling Wang, Joining the Major Powers for the Status Quo: China's Views and Policy on Korea Reunification, *Pacific Affairs*, 1999, p 181.
18   Dibb, Paul, The Revolution in Military Affairs and Asian Security, *Survival*, Vol. 39, No. 4, Winter 1997-1998, p 108.

19   Finnegan, Michael J., The Security Strategy of United Korea and the Security Relations of Northeast Asia, *The Korean Journal of Defense Analysts*, Vol. XI, No. 2, Winter 1999.
20   For a detail analysis on security strategy for a unified Korea, see Tae Hwan Kwak and Seung Ho Joo, The Future of the Korean Peninsula: Unification and Security Options for 21st Century, *Asian Perspective*, Vol. 23, No. 2, Summer 1999, pp 163-196.

hegemonic power. Like other rising powers, it is assessed that a reunified Korea will develop a new and strong sense of nationalism. How might Korean nationalism, likely to be fostered as a unifying ideology, be perceived by Korea's neighbours? How will Unified Korea achieve a balance between its desire for absolute independence and autonomy and the realities of its own capabilities and the distribution of power in the region?

There are four potential threats to Korea's interests: first, the rise of a hegemonic or expansionist China would put Korea at great risk. An expansionist China might again see Korea as a necessary buffer against Japan and other maritime powers. While Korea might not suffer the loss of its territory, China may use its considerable military might, including its formidable nuclear forces, to force Korea into the Chinese camp and limit its autonomy. But this action will only occur with the withdrawal of the United States forces. Second, a remilitarised or expansionist Japan would see Korea as a necessary stepping-stone to the mainland. While Japan's military today is a fraction of Korea's size, it is technologically advanced and potentially highly lethal. A third threat, related to the previous two, is the possibility of conflict between China and Japan and the United States. Such a conflict would of course have great impact on the security and stability of the region. Finally, a fourth potential threat stems from the strains of reunification on the domestic economy. Reunification of the two Koreas will be an expensive proposition. Estimates are that the cost could amount to something like US$ 8000 billion over ten years. While the German unification case is often cited as an example of what to expect, the magnitude of difference between North Korea and South Korea is much larger than that of East Germany and West Germany.[21] Economic security is important to the future of a reunified Korea. If these strains were allowed to cause the collapse of the Korean economy, it could threaten Korea's independence by inviting major powers intervention similar to that of the late nineteenth century.

The United States Strategy towards Korean Reunification

The United States is the principle guarantor of peace on the Korean peninsula, through its security alliance with South Korea. The United States also has engaged with North Korea through bilateral relations. This was proven by the North when in early October 2000, Vice-Marshal Jo Myong Rok, North Korea's second most powerful official and a special envoy of the country's reclusive leader, Kim Jong-il made a special visit to the United States to meet President Clinton. By dispatching Jo to Washington, Kim was seen as signalling that his new fence-mending diplomacy has support from the North's conservative military establishment. And for now Washington is playing along. Trade and economic exchanges are to be increased and both sides have committed to improving their relations. North Korea also hopes that the United States will withdraw its status as a terrorist state from the list. Their relations had been strengthened by the visit of Madeleine Albright on the end of the same month. But, unification of Korea will alter the perception of Korea toward United States and its forward military presence in Korean soil to a certain extent. It is assessed that a unified Korea may no longer see itself as an honest small partner or an ally of the United States, and no longer compelled to follow every single policy position taken by its 'big brother'. There is likely to be more tension, backbiting, and sharp criticisms between these two partners. A unified Korea may even take independent actions in accordance with its own principles and interests in some area formally defined by traditional collaboration.

Second, the questions about the maintainability of the United States troop presence became a prominent issue. The dissolution of the North Korean military threat will erode the rationale for the continued stationing of the United States troops on the Korean peninsula, with criticism coming from both the Korean and American public. Past inappropriate behaviour, arrogance, crime, and regulation violations on the part of the United States military force in Korea will no longer be treated lightly by the host government, setting off anti-American sentiment and demands for the United States troop reductions or even a complete withdrawal. The sentiment of the Japanese towards American troops at Okinawa base will be repeated, but in a different place. If the United States forces are forced to leave the Korean peninsula, the United States influence as a stabilizing force in this region will be curtailed and this will alter the balance of power in the region regarding which regional power will compete to fill the vacuum especially China and Japan.

21   For a detail analysis on security strategy for a unified Korea, see Tae Hwan Kwak and Seung Ho Joo, The Future of the Korean Peninsula: Unification and Security Options for 21st Century, Asian Perspective, Vol. 23, No. 2, Summer 1999, pp 163-196.

A particularly delicate aspect of a reunified Korea will bring China and the United States face-to-face. Article III of the 1953 Mutual Security Treaty between the United States and South Korea implies the United States commitment to a unified Korea state. This would make the United States and China relations more complicated and a number of issues will arise from this direct contact. China is concerned with who controls the military environment surrounding China. In the case of Korea, China wants to ensure that no political or military dangers arise from that quarter. If the United States and South Korea Mutual Security is extended to a unified Korea, there will be no buffer states separating the two. Beijing does not wish to have the United States remain in Korea or prefers some reduction in that presence. But such a reduction could have symbolic effect, too, for it would mean assenting to China's wish and acknowledge its role in the region. A potential for greater cooperation between China and Japan will occur. However, China will remain wary of resurgent Japanese militarism and this will continue to colour its interpretation of Japanese actions and motivations. China will potentially view increased Japanese cooperation with Korea as a threat, recalling images of the Japanese expansionism at the turn of the last century. The potential for increased Sino-Russian cooperation is high. Any sense by the Chinese that a de facto United States-Japan-Korea alliance is evolving will enhance the U.S against them fears of many Chinese policy makers. Such a situation would most likely serve as a catalyst to an invigorated Sino-Russian partnership or possible alliance.[22] However, much will depend on China's own self-assessment and its calculation of the costs and gains of such a relationship.

A reunified Korea may adopt a pro-China policy. Such a concern stems from the fear that Beijing might restore its traditional dominance over the Korean peninsula in order to offset the perceived military threat that was long posed by the United States-South Korea security alliance. Such a development would alter the advantageous position that the United States has long enjoyed in the region. Would Japan be impelled by the United States to align with reunified Korea in military ways – something now unthinkable – to forestall Korea from turning to Beijing, a development with negative implications?[23] A unified Korea may inherit North Korea's nuclear capabilities. If a unified Korea decides to acquire a long-considered nuclear deterrence against surrounding nuclear powers, such action would contradict American non-proliferation policies and trigger a new round of tension over nuclear issues.[24]

Japan's Attitude: An Unfavourable Strategic Alteration

Japan has never been a protector or balancer for Korea, but had ruled Korea as a colony for 35 years. This informs Korean security thinking to a great degree, which is aimed at maintaining its strength at a level high enough to deter a remilitarised Japan from considering conquest once again. For many Korean security analysts, Japan has been the principle security concern, based on the legacies of the colonial past. This legacy is unlikely to wane soon, as the national histories of both South and North Korea have purposefully emphasized the Japanese menace and this will be more significant in a unified Korea. There exists a distinct animosity and lack of trust in the relationship between Japanese and Koreans. If this consideration is been used, then two choices are available to a unified Korea; which are either United States or China. However, it must be noted that these feelings of mistrust will probably serve only as a moderate to minimal constraint on the relationship. There is much reason to predict a continued cooperative relationship as the two countries face a number of common security challenges, e.g., energy and environment. Continued access to Japanese aid and investment to ensure post-unification development and economic stability may keep Korean-Japanese relations essentially unchanged.

A united and economically and militarily strong Korea that has deep historical hatred against the Japanese nation would necessarily threaten Japan's security. A reunified Korea may represent a large military force with heavy offensive and mass destruction weapons such as navy vessels, and potential nuclear and missile threat. A reunified Korea would have 1.85 million men under arms, the second or third largest army in the world, larger than

22   Finnegan, Michael J., The Security Strategy of Unified Korea and the Security Relations of Northeast Asia, *The Korean Journal of Defense Analysis*, Vol. XI, No. 2, Winter 1999.

23   Edward A Olsen, Korea's Reunification: Implications for the US-ROK Alliance, in *One Korea-Challenges and Prospect For Unification*, edited by Thomas H Hendrickson and Kyongsoo Lho, Stanford University: Hoover Institution Press, 1995.
24   C S Eliot Kang, Korea Unification: A Pandora's Box of Northeast Asia?, *Asian Perspective*, Vol. 20, No. 2, Fall-Winter 1996, p 24.

the United States military and more than nine times the size of Japan's Self Defence Forces. The consolidation of Korean power might tilt the balance of power in this region by driving a new arms competition if Japan felt it was failing in these areas. In turn, Japan may feel that it must accelerate its pace of remilitarisation, openly revising its defence posture.

Second, Korean nationalism may lead to renewed conflict with Japan over long-historical disputes, aggravating Japanese right-wing groups and damaging the bilateral relations between Tokyo and Seoul. In considering the historical close ties between China and Korea, Japan has some anxieties over the possibility that one day China will extend its influence in the Korean peninsula, forming a threat to Japanese sea lanes of communication while Korea takes advantage of Chinese power to force bilateral concessions from Tokyo.

The Korean Peninsula and China's Security

Korea has traditionally been under the protection of major powers, and for most of its history, this has been China. This has left a legacy of suzerain-tribute state relationship that remains perceptible today especially to North Korea. China today still sees Korea as a natural part of its sphere of influence, if not a full-fledged member of the sinic world. Contemporary Koreans have come to view the past relationship with China as something as once both having a past benefit from a cultural standpoint and something to be avoided in the future, as it is indicative of Korea's weakness and dependency. Many security experts believe that of the four major powers, China is the most unwilling to accept Korean reunification, for a variety of reasons. First, a divided Korea served as buffer state separating continental Northeast Asia from the military and economic influence of the maritime powers, the United States and Japan. A unified pro-United capitalistic Korean state would directly border China, creating a United States security obligation on a land frontier with China, which is simply intolerable to Beijing. China's growing suspicion that the United States has embarked on a Chinese containment policy, while incorrect, nonetheless feeds the desire to maintain a buffer. Even though the United States and China did not oppose to the summit, the effect of the unification had been considered in a dispute manner.

China also does not want to see its influence on North Korea reduced or even eliminated. Pyongyang has been an erratic ally rather than a loyal follower, but geo-politically it is qualitatively more preferable than a united, stronger and more confident Korea that would very likely continue its military alliance with the United States. To lose its historical buffer zone of North Korea on the Korean Peninsula is something Beijing will not likely accept. The adjustment in the composition of strategic power will be disadvantageous to China regardless of whether the United States continues to maintain a military presence on the Korean Peninsula or not. It may be expected that American military surveillance in the vicinity of China's north-eastern regions will be felt more directly in the absence of the North Korea buffer.

Chinese analysts also viewed a united Korea with an effective United States-South Korea military alliance and latest 'redefining' and 'expanding' of the United States-Japan military alliance from a 'defensive shield' to an 'offensive lance' against China with great apprehension. China has long played a unique role and has held a special position vis-à-vis the resolution of inter-Korean tensions through its own diplomatic activities. A reunified Korea will take away a major bargaining chip between China and the United States on the North Korea issue and China's influence on the Korean Peninsula would also likely diminish. Korean reunification means China's diplomatic leverage on the Korean Peninsula will naturally be reduced, as it will no longer have an international role to play in managing inter-Korean differences. Apart from that, a rise in new Korean nationalism will produce very undesirable consequences to China, since there are already standing territorial disputes between the two nations. Unified Korean leaders may challenge historical precedents, including the Second Border Survey and Demarcation carried out jointly by the Qing and Chosun Dynasties in 1887 or the China – Korea Tu-men Border Treaty signed between the Qing Dynasty and Japan in 1909 in order to press their claim for full sovereignty over Tianchi, reputed as the birthplace of Tan' gun, the mythical founder of the Korean race. The territorial issue may emerge as an important diplomatic negotiation topic following Korean reunification and could become a subject of controversy if the two countries fail to control ultra-nationalist feelings and fail to adopt an attitude of realism, respect for history and willingness to accept the status quo rather pursuing narrow national interests.

Finally, there is the matter of ideology. While 'socialism with Chinese characteristics' is a far cry from the 'Juche socialism' practiced by North Korea, political leaders in both nations still rely on communist ideology for their legitimacy. Thus, for a numbers of reasons, China is not eager to see the North Korean domino fall. But China understands that Korean reunification is a long process. As a result, Beijing is carefully enhancing its ties with both Seoul and Pyongyang while positioning itself as a potential replacement to the United States as as security guarantor for a reunified Korea. While some Koreans may be enticed by this possibility, it would likely cause concern in Washington and Tokyo.

Russia

Russia is the power least threatened by Korean reunification because it has already lost its influenceand position in peninsula since 1990. However, Russia might regain some of its lost influence in the peninsula following Korean reunification as Korea may seek ways to constrain China and Japan's military competition by turning to Moscow.[25] Russia would welcome a non-nuclear, unified and stable Korea to serve as a counterweight against potential Chinese or Japanese expansionism. Russian political elite is willing to support Korean reunification in preventing Japan or China from achieving dominance. A reunified Korea may also seek to diversify its military acquisitions to avoid over reliance on the U.S., a situation that might also benefit ties between Russia and reunified Korea.

Korea's Relation with other States

There was a change prior to and after the summit, especially the North which has been seen to be more liberalized. The North who has been seen as a rogue state has established relationships with Italy, Australia, Britain, France, Belgium, the Philippines, Canada, Mongolia and Germany. The relations using economic leverage have benefited the North and on the other hand, benefited both countries too since the inter-Korean summit has worked progressively so far. Mongolia for instance, has unique ethnic and historical ties with the peninsula, a political relationship with North Korea since the latter's inception and a burgeoning economic and political relationship with South Korea. As host of the current Council on Security Cooperation in the Asia Pacific (CSCAP) Northeast Working Group meeting, Ulaanbattar facilitates further discussion on peninsula affairs. Mongolia has hosted visits by North Korean citizen groups, dialogued with South Korea on the issue of North Korean refugees, and offered support for a more formalized security dialogue mechanism, in keeping with South Korean President Kim Dae-jung's approach[26] using the Sunshine Policy.

North Korea has expressed a willingness to engage in more international dialogue and has joined the Association of Southeast Asian Nations (ASEAN) Regional Forum (ARF) last year, a body geared toward political and security dialogue. In fact, the ARF has endorsed a peaceful transition and reconciliation on the Korean peninsula for several years. By joining the ARF, the discussion on the Korean Peninsula stability will be more transparent and will create confidence-building measures in terms of security among the ASEAN countries.

CONCLUSION

The North-South summit has been a significant breakthrough in dismantling Cold War legacies on the peninsula. With the summit success, an elated sense of euphoria prevails in the South for a better chance of reducing tension and boosting economic deals with the North as stated in the Sunshine Policy mooted by President Kim Dae-jung. Apart from the North regime survival, the survival of the state itself, and the important role of the Sunshine Policy led Kim Jung-il to initiate and openly welcome the summit. This might be seen to accommodate the circumstances. One cannot run away from discussing about the reunification when talking about summit, because the summit itself is the beginning of the reunification. The strategic impact of the reunification on the regional structure of international relations will be great and will affect the stability of the region significantly. Peace and stability in the region will be directly influenced by change in the security policies of the three major powers concerned with Korea – China, Japan and the United States.

Thomas J Christensen argues that East Asia is necessarily prone to conflict and predicts a spiral of

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25   See C S Eliot Kang, Korean Unification: A Pandora's Box of Northeast Asia, p 29.

26   Noerper, Stephen E., The Two Kingdoms Period: Toward a New Stability on the Korean peninsula, see *http://www.nyu.edu/globalbeat/asia*

tension between China and Japan. The main reason is China historical memories activities. Besides that, even the acquisition of defensive weapons by Taiwan or Japan (a potential Taiwan ally) threatened China and provoked spirals. He also suggested that the U.S. should limit the Japanese role in United States-Japan alliance, should not co-develop TMD with Japan and South Korea because this could trigger spirals between Japan and China.[27]

On the other hand, the status of relations between China and the United States is very important to the peace and stability in the region. Some extremist observers have suggested that Sino-United States relations may become as antagonistic as those between the USSR and the United States during the Cold War. According to Chu Shulong, Research Professor, Division for World Politics, Chinese Institute of Contemporary International Relations, after the Cold War,

"Americans have changed their strategy towards China, from allying China against the Soviets to accelerating changes by imposing pressure at the beginning of the Cold War and double-sided strategy of engagement and vigilance afterwards. It is no more necessary for the United States to confront and contain the Soviet in Asia and the world, instead, the United States want to prevent the new superpower in the world, and its expansion of democracy, human rights and market economy."[28]

The reunification of the Korean peninsula is not yet at hand. However, it is an eventuality. When it occurs, it will change the way the states of Northeast Asia interact with the Korean peninsula and with the other regional states. It is imperative that we begin contemplating the future of this important region. The United States policy planners would do well to begin long-term strategy assessment, mulling over the most likely security environment created by the probable choices of reunified Korea and the effects on United States policy. Similarly, other less likely but more problematic outcomes of Korean unification should be explored. In some respects, the Northeast Asian region will be a much more complex place after reunification. One might even say the problems will really begin once the structure of the current division is removed. We cannot afford to wait until this time to begin contemplating our strategies and policies.

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27   Thomas J Christensen, China, the U.S.-Japan Alliance and Security Dilemma in East Asia, *International Security,* Vol. 23, No. 4, Spring 1999.

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KAUNSELING MENGIKUT BUDAYA KETENTERAAN

Oleh : Mejar Inderjit Singh a/l Tara Singh

PENDAHULUAN

Kaunseling merupakan kebolehan seseorang yang ingin menolong orang lain untuk mengatasi masalah dan mencapai kesejahteraan hidup di dunia. Dalam beberapa dekad terakhir ini penglibatan orang ramai dalam memberi pertolongan menyelesaikan masalah, sama ada dalam hubungan antara kanak-kanak mahupun antara remaja, semakin meningkat. Kaunseling tidak semestinya diadakan secara formal tetapi boleh diadakan mana-mana asalkan bersemuka dan temu bual boleh bermula. Kaunseling berlaku di rumah di antara ibu bapa dengan anak-anak , di sekolah , perhubungan antara remaja dan juga di tempat kerja.

Angkatan Tentera yang kini berada dalam proses perpindahan daripada peringkat tradisional kepada Angkatan Bersenjata yang berteknologi canggih dengan penumpuan kepada ICT (Information , Communication & Technology) tidak terlepas daripada masalah-masalah anggota yang memerlukan pemerhatian serius. Tanpa mereka teknologi tinggi yang diidamkan tidak dapat berlepas dengan kemampuan yang diramalkan. Ini termasuk K-Learning yang disarankan oleh Tentera Darat ini di mana setiap anggota tentera mestilah membekalkan diri mereka dengan maklumat-maklumat teknikal sejajar dengan perubahan zaman silikon komputer ini. Secara amnya konsep kaunseling diamalkan di dalam bidang pendidikan, bidang perubatan, bidang agama, kemasyarakatan, bidang pemulihan, perkahwinan dan keluarga. Kaunseling sebagai satu profesion mempunyai asas yang saintifik dan objektif dari bidang-bidang psikologi, sosiologi, psikiatri, antropologi dan falsafah.

Kaunseling sebenarnya merupakan sains yang baru bagi membantu dan menolong orang mengenal dan membetulkan dirinya semula.

Perang Dunia Ke Dua telah meninggalkan kesan yang amat besar daripada segi kaunseling. Kajian dan penyelidikan terhadap pegawai-pegawai semasa peperangan tersebut telah memberikan pertolongan besar bagi memahami dan mengenal perwatakan manusia di mana pemindahan orang-orang yang cedera dan orang-orang yang sakit otak diutamakan. Walaupun kaunseling merupakan perkataan yang sering didengar namun ramai yang kurang yakin dengan makna sebenarnya. Persembahan hari ini merupakan satu pengenalan kepada subjek kaunseling serta dapat manfaat anda sebagai seorang anggota tentera dan juga penggunaannya di mana-mana. Kertas ini juga akan memberi tumpuan kepada proses dan kemahiran serta teknik kaunseling di dalam konteks budaya ketenteraan.

TUJUAN

Kertas ini bertujuan untuk memberi pengenalan kepada kaunseling secara am dan penumpuan kepada teknik dan kemahiran kaunseling seorang kaunselor dalam konteks dan budaya ketenteraan.

HUBUNGKAIT PSIKOLOGI DAN KAUNSELING

Kaunseling sering dikaitkan dengan psikologi di mana proses manusia seperti emosi perlulah di titik beratkan kerana tanpa emosi, tingkah laku , sifat tabii, serta jiwa manusia seolah-olah sebuah mesin. Perkataan psikologi (Psychology) berasal daripada gabungan dua perkataan Greek iaitu Psyche (Psiko) yang membawa maksud jiwa, rohani atau mental dan logos (logi) yang bermakna kajian. Sebagai satu perkataan, ia membawa maksud kajian jiwa, mental atau rohani manusia. William James (1890) mendefinisikan psikologi sebagai sains kehidupan mental (Bruno,1984). Beliau menekankan kepentingan unsur-unsur subjektif atau kemanusiaan yang tidak dapat didaftarkan oleh sistem deria manusia. Psikologi moden boleh didefinisikan sebagai satu kajian yang saintifik tentang jiwa dan tingkah laku manusia. Secara keseluruhan psikologi mengkaji semua jenis tingkah laku manusia. Psikologi boleh dibahagikan kepada 3 bahagian:

• **Psikologi Sebagai Satu Kajian Saintifik.** Kajian–kajian yang dilakukan dalam disiplin psikologi menggunakan kaedah-kaedah penyelidikan yang saintifik seperti peninjauan, korelasi, pemerhatian, kes kajian dan lain-lain. Kesemua metodologi tersebut mempunyai ciri-ciri tertentu dan menggunakan prosedur-prosedur yang spesifik. Contohnya kaedah peninjauan (survey) digunakan oleh para penyelidik bagi mengkaji perkara-perkara seperti pendapat orang ramai tentang masalah dadah di Malaysia dan sebab-sebab orang awam kurang minat dalam memasuki tentera.

• **Psikologi Mengkaji Tingkah Laku Manusia.** Tingkah laku manusia adalah perbuatan yang boleh kita lihat. Dalam erti kata lain, semua tingkah laku ini di dalam bentuk lampau (overt behaviour) seperti berjalan,makan, memandu, menerajang, memukul dan lain-lain lagi. Contoh kes pembunuhan ramai- ramai yang kejam dimana seorang lelaki dihukum mati tetapi pihak Persatuan Psikologi Amerika memohon agar hukuman mati digantikan dengan hukuman penjara seumur hidup agar pakar psikologi dapat mempelajari tingkah laku lelaki ini supaya amaran awal dapat diketahui untuk bakal-bakal pembunuh yang mempunyai ciri-ciri tingkah laku seperti ini. Contoh

pelaziman klasikal iaitu satu proses organisma mempelajari sesuatu yang baru dengan tidak melibatkan faktor-faktor dalaman. Pakar behaviourisme yang terkenal adalah Ivan Pavlov yang merupakan seorang pakar fisiologi dari Rusia yang merupakan pengasas teori pelaziman yang berjaya mendapat hadiah Nobel untuk kajian anjing dengan makanan serta bunyi loceng.

• **Kajian-Kajian Ke Atas Proses-Proses Mental Manusia.** Lebih dikenali sebagai tingkah laku terselindung (covert behaviour). Ini merupakan sesuatu tingkah laku yang tidak dapat kita lihat seperti bayangan, perasaan, mimpi, fantasi, khayalan dan lain-lain. Contoh kajian terhadap tahap ingatan manusia, pembelajaran, sistem deria manusia seperti telinga, mata, otak yang mempengaruhi pemikiran dan tingkah laku. Contoh kajian pelaziman emosi oleh J.B. Watson mengenai seorang bayi yang mula-mula suka kepada binatang yang berbulu tetapi takut setelah bunyi kuat diadakan setiap kali binatang berbulu ini mendekati bayi ini yang bernama Albert. Satu lagi kajian adalah pelaziman di mana pembelajaran dikaitkan dengan ganjaran. Kajian Thorndike di mana seekor kucing akan mendapat ganjaran makanan diluar sangkarnya setelah ia mengusik selak tersebut dalam kotak Thorndike ini. Hukum Kesan diasaskan yang menyatakan jika sesuatu tingkah laku diikuti oleh sesuatu ganjaran, maka tingkah laku tersebut akan berlaku lagi berulang-ulang kali. Contoh anggota pergi membuat operasi atau latihan akan mendapat ganjaran cuti panjang (weekend). Ini termasuk kajian B.F Skinner di mana seekor tikus akan mendapat ganjaran makanan jika ia terusik tuas dalam kotak Skinner ini. Contoh yang paling kejam adalah semasa Perang Dunia Pertama di mana ahli psikiatri dan doktor daripada pihak Tentera Nazi telah membuat kajian terhadap tawanan musuh dalam gambar Schindler's List yang di haramkan di Malaysia.

Apa Yang Dimaksudkan Dengan Kaunseling?
Carl Rogers dalam bukunya Counselling and Psychotherapy (1942) mengatakan kaunseling adalah suatu perkhidmatan memberi pertolongan. Konsep ini bergabung dengan unsur-unsur psikologi dan kerja-kerja kebajikan masyarakat di samping hubungannya dengan bidang pendidikan. Good (1945) menganggap kaunseling sebagai satu

bantuan hal pelajaran dan pendidikan, masalah vokasional dan kerjaya. Pepimsky (1954) mendefinisikan kaunseling sebagai satu proses yang melibatkan suatu bentuk interaksi antara seorang kaunselor dengan kliennya dalam situasi yang tersorok, serta bertujuan menolong seseorang klien mengubah tingkah lakunya sehingga dia berasa puas hati dan bahagia terhadap kehendak-kehendak yang diingininya agar boleh tercapai dengan sempurna.

Kaunseling sebenarnya adalah suatu proses pengajaran dan pembelajaran. Ia adalah proses membuat pilihan tentang diri sendiri untuk orang lain dan pengaruh keadaan sekeliling. Kaunseling merupakan proses bersemuka (face to face contact) di antara kaunselor dan klien, iaitu orang yang meminta pertolongan sama ada datang sendiri ataupun dirujuk. Tujuan pertemuan itu adalah untuk mencari alternatif yang paling sesuai untuk klien membuat keputusan menyelesaikan masalah dirinya, di samping mengetahui baik dan konstrain yang akan dihadapi oleh klien ke atas keputusannya. Kesimpulannya kaunseling adalah proses pertolongan. Melalui proses ini klien dibimbing membuat keputusan sendiri. Asas bagi proses ini adalah perhubungan antara kaunselor dengan klien atas dasar bahawa kesan perhubungan itu akan menyebabkan klien itu berubah dan subur. Secara am kaunseling menolong seorang klien:

- Memahami dirinya dan situasinya.

- Mengenal pasti keperluannya.

- Menerima realiti hidupnya.

- Membuat rancangan yang realistik untuk mengendalikan hidupnya.

- Bertanggungjawab ke atas diri dan perbuatannya.

- Menjadi seorang individu yang berfungsi dengan sepenuhnya.

TEORI-TEORI KAUNSELING

Perbezaan-perbezaan dalam teori personaliti, pembelajaran dan persepsi membayangkan perbezaan dalam teori–teori kaunseling. Teori-teori ini digunakan oleh kaunselor mengikut kesukaannya atau pakar dalam kes-kes yang memerlukan teori ini dan juga mengikut tingkah laku, sifat tabii dan penampilan kliennya. Orang yang menolong memerlukan suatu teori panduan untuk menolongnya mentafsirkan keadaan-keadaan yang kompleks di dalam proses menolong. Pada keseluruhannya teori-teori kaunseling boleh dibahagikan kepada tiga mazhab kaunseling seperti berikut:

♦ **Psikoanalitik.** Merupakan pendekatan-pendekatan yang terawal dalam bidang kaunseling dan psikoterapi. Psikoanalis ialah suatu kaedah personaliti, suatu sistem falsafah dan suatu kaedah psikoterapi. Ia menumpukan kepada sejarah seseorang pesakit, memahami dinamik dalaman jiwa dan perhubungan di antara klien dengan terapi adalah perhatian penting untuk psikoanalisis. Ahli-ahli penting termasuk pengasas psikologi Sigmund Freud. Beliau berpendapat yang semua personaliti dewasa manusia dibentuk semenjak mereka hinggalah ke umur lima tahun. Teori ini berpegang kepada andaian bahawa keseluruhan sifat dan tingkah laku manusia didorong oleh sesuatu tenaga yang berpunca dari dalam. Teori ini mengatakan bahawa kesemua sifat manusia telah ditentukan terlebih dahulu dan kita semua hanya boleh mengikutinya sahaja.

♦ **Teori Kemanusiaan Rogers.** Pakar yang amat mementingkan manusia sebagai manusia dan menyangkal keras pandangan manusia sebagai objek yang boleh dimanipulasikan sama ada dalam atau luar. Teori humanistik ini berpendapat bahawa semua tingkah laku manusia didorong oleh pencapaian kesempurnaan kendiri. Dalam usaha mencapai matlamat yang positif ini, manusia ingin mengenali potensi serta kebolehan yang ada pada diri mereka. Teori Rogers memusatkan pandangannya yang menyatakan manusia sentiasa mencari kesempurnaan kendiri. Dalam usaha mencapai matlamat yang positif ini manusia ingin mengenali potensi serta kebolehan yang ada pada diri mereka.

♦ **Teori Terapi Gabungan (Eclectic Therapy).** Teori ini diutarakan oleh Woodworth dan Thorne dan berdasarkan teori personaliti yang berasaskan pemerhatian yang implikasi apabila personaliti berubah mengikut persekitaran. Kaedah gabung jalin membenarkan seseorang kaunselor mempunyai fikiran terbuka,

mengadakan keadaan-keadaan yang perlu bagi memudahkan modifikasi tingkah laku dan memilih kaedah yang paling bersesuaian dengan klien. Aspek-aspek negatif dibuang dan digantikan dengan yang lebih positif.

JENIS-JENIS KAUNSELING

Terdapat banyak jenis kaunseling yang berkait rapat dengan tingkah laku anggota tersebut dari aspek personaliti, persepsi dan emosi klien. Jenis-jenis kaunseling adalah seperti berikut:

♦ **Kaunseling Individu.** Kaunseling ini yang paling terkenal dan popular di mana permasalahan individu sahaja yang dibincangkan mengikut cara dan teknik masing-masing yang berpandukan kepada teori yang dipilih sendiri. Berkesan atau tidaknya sesebuah kaunseling itu bergantung kepada kaunselor dan individu itu sendiri dalam mengemukakan sikap mereka semasa sesi kaunseling. Umumnya kaunseling individu di definisikan sebagai suatu pemusatan hal peribadi, hubungan bersemuka antara dua manusia dalam mana seorang kaunselor dengan kemampuan yang ada padanya akan menyediakan situasi pembelajaran yang membolehkannya menggunakan sifat-sifat dan kemungkinan-kemungkinan yang ada bagi memenuhi diri sendiri, orang ramai dan belajar kehendak-kehendak masa depan. Misalnya kaunseling individu terhadap pencegahan penyalahgunaan dadah, tidak semestinya dijalankan di pusat-pusat pemulihan ataupun bilik-bilik klinik yang khusus. Sebaliknya ia boleh juga dijalankan di tempat-tempat terbuka misalnya di padang, di bawah pokok dan di taman-taman rekreasi. Malahan tempat-tempat begini lebih memberi kesan positif terhadap proses kaunseling itu sendiri. Ini kerana tempat yang terbuka begini boleh melapangkan fikiran klien itu dan membolehkan dia bercerita, membuka rahsianya dengan tidak tersekat-sekat, atau dengan kata lain, dengan rasa penuh yakin dan dapat dipercayai.

♦ **Kaunseling Kelompok.** Kelompok dapatlah dirumuskan sebagai sekumpulan manusia yang mempunyai hubungan interaksi sesama mereka dalam melahirkan satu unit pendapat dan sebulat kata. Dalam erti kata lainnya, manusia yang mempunyai berbagai-bagai pendapat dan kehendak ini dapat duduk bersama memikirkan

satu matlamat yang dipersetujui ramai hingga semua bermuafakat. Klien memasuki dan menyertai pengalaman berkaunseling secara berkelompok ini. Sekurang-kurangnya klien yang terlalu lemah dirinya akan kekurangan keyakinan pada diri sendiri, akan dibantu oleh teman-teman sekelompok dengan cara meyakinkan dirinya semula kepada 'siapa dirinya sebenar' dan bagaimana saya harus bertindak balas terhadap mereka semua. George dan Cristani (1981) menyenaraikan kebaikan-kebaikan yang akan diperoleh daripada kaunseling kelompok:

↝ Kaunselor boleh memberikan khidmatnya dengan lebih berkesan dan klien yang lebih ramai terutamanya klien-klien yang mempunyai masalah yang sama.

↝ Boleh menyediakan hubungan sosial antara peribadi untuk menyelesaikan masalah-masalah antara peribadi.

↝ Klien berpeluang melatih diri dengan tingkah laku baru.

↝ Membolehkan klien meletakkan masalahnya dalam tanggapan dan memahaminya bahawa ada persamaan-persamaan dan kelainan orang lain.

↝ Seseorang klien menjadi sistem pembantu dan pendorong yang baik kepada ahli-ahli yang lain.

↝ Klien dapat mempelajari kemahiran komunikasi antara peribadi.

↝ Klien diberi peluang memberi daripada cuma menerima semata-mata.

♦ **Kaunseling Kerjaya.** Kerjaya merupakan keseluruhan bidang kerja yang dialami oleh seseorang sepanjang hidupnya. Pekerjaan bermaksud kegiatan-kegiatan kerja atau tugas-tugas tertentu. Tugas pula adalah sesuatu tanggungjawab yang telah diamanahkan kepada seseorang untuk dilakukannya termasuklah pekerjaan itu sendiri. Di dalam kaunseling kerjaya ini, seseorang itu dibimbing menyakini dirinya sendiri, sehingga dapat membuat pilihan yang tepat dan berkesan semasa memilih kerjayanya. Justeru itu, adalah menjadi tujuan utama kaunseling ini

membekalkan sokongan dan membantu seseorang memahami benar-benar bentuk kehendaknya sendiri dan selaras dengan bentuk kerja yang ditawarkan kepadanya.

• **Kaunseling Keluarga.** Kaunseling ini diberikan kepada ahli-ahli anggota yang memerlukan bantuan dan sokongan keluarganya dalam menyelesaikan masalahnya. Contohnya seorang penagih dadah memerlukan sokongan keluarganya. Kaunseling ini juga sering diberikan kepada pasangan yang sering bergaduh dan tidak dapat menyesuaikan diri mereka. Sebelum tercetusnya penceraian kedua-dua mereka akan berjumpa dengan kaunselor untuk mendapat kaunseling.

• **Kaunseling Kanak-Kanak.** Ini lebih bertumpu kepada kanak-kanak yang cacat , degil dan sering memberi masalah seperti mencuri , ingkar perintah dan terlibat dalam skandal seks.

• **Kaunseling Dadah/HIV/Alkohol.** Kaunselor mestilah fasih dalam bidang yang diterokai agar klien akan mendapat semangat untuk melepaskan masalahnya. Contoh seorang kaunselor perlu mengetahui semua jenis-jenis dadah, dan apakah cara-cara terkini pengambilannya.

• **Kaunseling Terapi**. Shertzer dan Stone (1979) menganggap kelompok ini sebagai kelompok kaunseling apabila seorang pakar penyakit otak dan pakar sakit jiwa terlibat dan matlamatnya adalah untuk membantu mengurangkan kesan masalah-masalah psikologi yang menghalang mereka daripada menikmati hidup biasa. Contohnya seorang lelaki terpaksa meneruskan hidup setelah kakinya terpotong akibat kemalangan.

• **Kaunseling Rakan Sebaya (Peer Counselling).** Kajian menunjukkan mereka yang mempunyai masalah sering berjumpa dengan kawan rapat mereka daripada berjumpa dengan ibu bapa atau kaunselor yang terlatih. Dengan ini teknik, proses dan kemahiran kaunseling diajar kepada anggota-anggota yang memerlukan seperti mana persembahan hari ini.

• **Kaunseling Rujukan.** Kebanyakan klien terdiri daripada orang-orang yang dirujukkan oleh pihak lain sama ada pihak keluarga, pegawai pemulihan, pegawai tentera atasan, kawan-kawan dan sebagainya. Dalam kes begini kaunselor harus mengambil kira beberapa perkara:

• **Mengapa dia dirujukkan.** Biasanya klien dirujukkan oleh individu atau agensi perujuk apabila melihat keadaan klien yang tidak berfungsi seperti lazimnya, malah tidak rasional. Contoh rujukan atas dasar hendak bercerai.

• **Siapakah yang merujukkan**. Adalah penting bagi kaunselor mengetahui siapa yang datang merujukkan klien itu kepadanya. Ini akan membantu kaunselor mengetahui sejelas-jelasnya tujuan rujukan itu.

PROSES DAN KEMAHIRAN KAUNSELING DALAM BUDAYA KETENTERAAN

Walaupun teknik dan kemahiran kaunseling adalah sama namun di dalam Angkatan Tentera ini berbeza sedikit walaupun konsepnya adalah sama. Ini adalah kerana organisasi tentera menggunakan oleh sistem pangkat. Terdapat sistem piramid yang berterusan yang mempunyai autoriti yang terus dan jelas dari peringkat paling atas ke peringkat paling bawah (Janowitz) & Little, 1965). Struktur hierarki ini menetapkan aliran arahan dari atas ke bawah. Inilah cara tentera mengenakan kawalan organisasinya. Pentadbiran tentera mencipta aturan formal dan arahan bertulis yang menetapkan polisi bagi menghadapi segala kemungkinan. Perintah-perintah asal adalah berhubung dengan masalah umum strategi dan pengurusan. Apabila dihantar ke bawah arahan umum itu ditukar menjadi arahan khusus dan autoriti budi bicara (discretion) pada setiap lapisan dihadkan. Tanggungjawab untuk melaksanakan perintah terletak sepenuhnya pada pemerintah taktikal dan perajurit biasa yang tidak mempunyai pilihan kecuali mengikut. Aliran yang sama berlaku bagi penyampaian maklumat ke atas.

Bentuk hierarki seperti yang disebutkan di atas menjadikan pemimpin tentera di semua peringkat mempunyai kuasa perlembagaan yang banyak, melebihi pemimpin-pemimpin kebanyakan kelompok manusia yang lain (Dixon, 1976). Kehidupan tentera juga adalah kehidupan institusi

(Janowitz & Little), 1965) kerana seluruh hidup anggotanya diberi kepada organisasi.

Akibatnya ada kecenderungan untuk mereka menjadi anggota tentera mempunyai akal budi tentera (*military mind*) iaitu satu kumpulan sikap yang relevan yang dimiliki oleh anggota-anggota profesion itu lebih daripada orang yang berada dalam kelompok pekerjaan yang lain (Abrahamsson, 1972). Walau bagaimana pun seorang anggota tentera sama ada Pegawai atau PTT Kanan memakai dua topi iaitu sebagai seorang pemerintah dan seorang kaunselor. Beliau harus boleh membahagi garisannya sebagai seorang kaunselor dan pemerintah.

PROSES KAUNSELING

Proses menjalankan kaunseling dianggap satu cara yang sistematik, di mana seseorang kaunselor melibatkan diri dalam kehidupan seseorang (klien) dengan tujuan semata-mata menolong orang itu memperbaiki watakya. Penglibatan itu telah dipersetujui oleh kedua-dua belah pihak dan diharapkan supaya hasilnya lebih memuaskan. Proses kaunseling merupakan urutan kaunseling yang tersusun walaupun proses urutan ini mungkin tidak diikuti dengan sepenuhnya kerana ini tertakluk kepada masalah dan peribadi klien. Sesi kaunseling boleh bermula dan berakhir dalam tempoh sekali perjumpaan sehingga berterusan selama setahun atau lebih tertakluk kepada kes klien tersebut. Lima peringkat yang jelas dalam proses kaunseling adalah seperti berikut:

♦ **Pertemuan Awal (*Ice Breaking*)**. Dalam sesi ini, kaunselor menentukan matlamat klien, mewujudkan suasana yang terapeutik, membina perhubungan, dan menstrukturkan perhubungan proses kaunseling.

♦ **Perkembangan Perhubungan**. Dalam peringkat ini, klien akan melalui proses pendedahan kendiri, penerokaan kendiri dan kefahaman serta kesedaran kendiri. Klien seterusnya akan mengenal pasti keperluannya dan membuat rancangan untuk mempraktikkan perlakuan baru. Peringkat ini adalah peringkat yang paling lama di dalam proses kaunseling.

♦ **Penerokaan Yang Lebih Mendalam**. Ada klien yang memerlukan kaunseling yang lebih terapeutik untuk mendekati perasaan yang akan membawa mereka kepada kefahaman kendiri.

Klien jenis ini akan terlibat di dalam penerokaan perasaan dan sikap. Kebanyakan kaunselor tidak bersedia untuk menghadapi perasaan yang begitu mendalam dan masalah rumit yang melibatkan perombakan personaliti. Kebanyakan proses kaunseling akan berkembang daripada peringkat dua kepada penyelesaian/mengatasi masalah (working through) sahaja.

♦ **Mengatasi/ Menyelesaikan Masalah**. Apabila klien mulai sedar tentang makna pengalamannya yang lalu dan perasaannya sekarang, dia memahami yang rasional tentang masalah, perasaan dan perlakuannya. Kefahaman ini akan menyebabkan perubahan tingkah laku selanjutnya. Dalam peringkat ini klien dapat penjelasan serta menerima perasaannya ketika itu, dan juga mengakui kaedah-kaedah helah bela diri yang digunakan selama ini. Klien akan memahami punca masalahnya dan dia akan berusaha untuk mengatasi punca masalahnya dan dia akan berusaha untuk mengatasi masalah itu dari segi hubungan di antara peristiwa lalu dengan pengalaman semasa di dalam perhubungan kaunseling dengan kaunselornya. Perasaan dan pengalaman perlu dibincangkan di dalam semua bidang sebelum klien itu dapat menyatupadukan perasaan dan corak perlakuannya.

♦ **Penamatan**. Salah satu daripada tujuan adalah menolong supaya klien dapat berfungsi dengan sesuai di dalam kehidupan dan dapat berdikari serta bertanggungjawab. Penamatan dapat dibuat sekiranya klien merasakan dia telah membuat keputusan, mempunyai maklumat atau dapat menghadapi masalahnya dengan memuaskan. Dia ada menunjukkan tanda-tanda bahawa dia tidak lagi memerlukan kaunseling. Penamatan juga dapat dibuat sekiranya kaunselor merasakan dia tidak dapat lagi menolong klien mencapai objektifnya. Dalam hal ini, penamatan atau rujukan adalah tindakan yang wajar dan jujur. Tetapi masalah menamatkan kaunseling mungkin tercetus bila terdapat transference di mana seorang klien terlalu rapat dengan kaunselor dan tidak mahu menamatkan sesi-sesi kaunseling ini.

KEMAHIRAN-KEMAHIRAN ASAS DALAM KAUNSELING

Kemahiran asas yang sering dipraktikkan adalah seperti berikut:

♦ **Tingkah Laku Memberi Perhatian (Attending Behaviour).** Menentukan kedudukan klien dan relax secara fizikal. Perwatakan muka (facial expression) perlu dijaga supaya menunjukkan bahawa kaunselor menerima klien, jangan muka kaunselor masam, sedih, muram dan sebagainya. Pertemuan mata (eye contact) harus ditentang, hendaklah merenung kepada klien, ini menunjukkan kaunselor sedang mendengar apa yang diperkatakan.

♦ **Kemahiran Mendengar.** Selain daripada mendengar secara fizikal kaunselor hendaklah memberi tumpuan pendengaran kepada semua aspek terhadap klien, termasuklah gerak-gerinya. Dengan ini akan mencerminkan betapa hormat, bersemangat dan bertenaganya klien dalam menghayati permasalahan yang dikemukakannya itu. Ini juga dapat melahirkan rasa kemesraan yang rapat antara kaunselor dan klien.

♦ **Mengenal Pasti Masalah Klien.** Kaunselor harus mengetahui masalah yang dihadapi oleh klien hasil gambaran samar-samar klien. Contoh masalah keluarga dikaitkan dengan masalah kerja. Satu perkara yang penting untuk menolong klien mengenali maslah itu ialah dengan menyatakan bahawa apa yang berlaku itu adalah akibat daripada tingkah lakunya dan dia bertanggungjawab untuk menyelesaikannya.

♦ **Kemahiran Temu Bual.** Temu bual kaunseling (counselling interview) adalah suatu pertalian peribadi dengan peribadi yang lain, apabila individu yang mempunyai masalah, tekanan emosi dan sebagainya itu meminta bantuan daripada orang lain.

♦ **Refleksi /Mencerminkan Perasaan (Reflection of Feeling).** Refleksi atau gambaran dalam konteks ini ialah menyebutkan semula apa yang telah diperkatakan oleh klien tadi dalam satu rangkai kata yang pendek, tetapi padat. Lazimnya, apa yang diulangi oleh kaunselor hanyalah sebagai pembayang yang mencerminkan perasaan ataupun keseluruhan isi yang disampaikan oleh klien itu tadi. Refleksi merupakan salah satu daripada cara menentukan sama ada kaunselor itu benar-benar berada dalam suasana dan kondisi kliennya.

♦ **Penjelasan dan Memparafrasa.** Memparafrasa meliputi kebolehan mengenal pasti perasaan klien. Perbezaan dengan refleksi adalah nyata. Satu menekankan aspek emosi dan satu lagi aspek kognitif klien. Penjelasan ialah meminta kepastian misalnya kaunselor mengulang semula perkataan klien dalam ayatnya sendiri yang lebih padat, ringkas dan tepat. Penjelasan begini menjadi landasan atau petunjuk pemahaman. Tujuan asalnya adalah untuk memastikan sama ada apa yang didengar oleh kaunselor itu sama dengan apa yang difahaminya , malah semuanya adalah sama seperti yang dimaksudkan oleh kliennya.

♦ **Meringkaskan Perasaan.** Semasa seorang kaunselor menggunakan ringkasan, ia sedang mencuba mengulangi, memfokuskan dan menjelaskan apa yang dikatakan oleh klien. Dalam kaedah merumus dan menggulung lazimnya seseorang itu akan menceritakan semula apa yang telah didengarnya mengikut ayat-ayat dan pemahaman serta pengalamannya sendiri.

♦ **Pendedahan Diri (Self Disclosure).** Ini adalah suatu proses mengenalkan diri kepada orang lain dengan cara berkongsi maklumat peribadi yang sulit. Manusia suka didengar, dihargai dan diterima oleh orang lain. Teknik pendedahan diri dapat memberi kepuasan ini kepada kaunselor dan klien. Teknik ini digunakan pada peringkat awal dan akan menguatkan keyakinan klien untuk menceritakan hal-hal peribadinya yang telah lama tersimpan. Dengan adanya pendedahan diri daripada kaunselor , klien akan berasa selamat dan mengetahui bahawa bukan ia seorang sahaja yang mempunyai masalah yang sulit.

SIFAT-SIFAT SEORANG KAUNSELOR

Seseorang kaunselor harus mempunyai sifat-sifat yang dianggap penting dalam kerja kaunseling. Secara umumnya seseorang kaunselor harus memperoleh sifat-sifat peribadi yang sabar, sensitif kepada keperluan orang lain. Sifat-sifat seorang kaunselor mengikut Carl Rogers adalah seperti berikut:

- **Penerimaan dan Kemesraan (Acceptance & Warmth).** Kaunselor hendaklah mengalami dan menunjukkan minat dan tumpuannya terhadap klien. Kaunselor mesti memberitahu kliennya tentang sikapnya yang sentiasa menerima, menghormati dan menyukai klien secara jujur tanpa menggunakan sebarang syarat (unconditional positive regard). Kaunselor harus menerima klien dengan penuh kerelaan, yakin dan bebas walaupun baru sahaja berjumpa dengan kaunselor. Suasana rapport dapat digambarkan daripada keikhlasan semula jadi kaunselor untuk menerima kliennya.

- **Tidak Menghukum (Non-Judgemental).** Kaunselor bukanlah pengadil atau pendamai. Semasa sesi kaunseling beliau hendaklah memerhati setiap pergerakan dan ucapan yang disampaikan oleh klien dengan teliti. Kaunselor tidak boleh membuat atau mengambil keputusan melainkan telah mendapat bukti-bukti dan keterangan yang lengkap dan teliti. Contohnya, seorang berpangkat Kopral mengatakan bahawa dia telah bergaduh dengan isterinya semalam, kaunselor tidak boleh anggap bahawa kliennya adalah seorang pemukul isteri lazimnya.

- **Ketulenan/Keaslian (Genuineness).** Seseorang kaunselor hendaklah sentiasa seimbang semasa menjalankan kaunseling iaitu tidak berpura-pura, tenang, asli dan tidak menunjukkan keinginan menguasai perhubungan tersebut. Oleh itu kaunselor harus berterus terang dengan klien tanpa menyembunyikan perasaannya dan bertindak tegas. Elakkan sama sekali sikap berpura-pura, menyembunyikan kenyataan dan tidak jujur.

- **Ketepatan.** Kaunselor hendaklah menggunakan bahasa yang mudah difahami oleh klien, hendaklah tepat dan sesuai dengan kebolehan. Kaunselor hendaklah bercakap dan mendengar di peringkat kliennya dengan bahasa yang sesuai dengan taraf kliennya.

ETIKA KAUNSELING

Kod etika memainkan peranan dalam menyediakan satu perlakuan yang piawai (standard) yang harus dicontohi oleh para kaunselor. Kod etika berperanan membantu kaunselor dalam membuat keputusan sekiranya timbulnya konflik. Tanggungjawab seorang kaunselor terhadap klien hak serta kepentingan kedua-dua pihak dapat di perjelaskan. Tujuan kod etika adalah untuk:

- Mewujudkan satu perlakuan yang standard bagi kaunselor membuat keputusan sekiranya timbul konflik.

- Menjelaskan tanggungjawab kaunselor terhadap klien serta melindungi hak kepentingan klien.

- Praktis kaunseling oleh ahli tidak terkeluar daripada tujuan dan garis panduan yang ditentukan.

Kerahsiaan. Ini melibatkan penahanan maklumat yang diterima dalam sesuatu interaksi personal dengan seseorang klien. Adalah penting untuk menyedari bahawa keputusan-keputusan yang dibuat dalam etika atau bidang komunikasi kaunseling mengutamakan kebajikan klien. Terdapat tiga tahap kerahsiaan yang perlu diteliti oleh kaunselor:

- **Tahap Pertama.** Boleh diistilahkan sebagai kegunaan maklumat secara profesional. Maklumat pada tahap ini adalah berkaitan dengan ujian data, rekod-rekod dan lain-lain maklumat yang mungkin timbul mengenai dan di luar klien.

- **Tahap Kedua.** Melibatkan maklumat yang diberikan oleh klien atas dasar personal dalam temu duga kaunseling. Klien patut disedarkan tentang darjah kerahsiaan yang boleh wujud sebelum berkomunikasi dalam situasi kaunseling tersebut.

- **Tahap Ketiga.** Kaunselor tidak semudahnya mendedahkan apa-apa maklumat yang diberikan oleh klien. Dua perbatasan dalam hal ini iaitu bila ternyata wujudnya bahaya kepada nyawa manusia atau jika klien tersebut dengan kerelaan pendedahan maklumat itu

PENUTUP

Kaunseling adalah satu perhubungan di antara kaunselor yang profesional, terlatih dan mahir dengan individu yang memerlukan pertolongan dalam pemahaman kendiri yang mendalam dan memperbaiki kemahiran membuat keputusan serta perubahan tingkah laku, bagi penyelesaian masalah dan pertumbuhan/perkembangan diri. Kaunseling disediakan dalam situasi dan seting yang profesional oleh kaunselor yang mempunyai komitmen terhadap kaunseling sebagai satu cara hidup (way of life). Kaunseling di dalam budaya tentera sama tetapi seorang pemerintah harus bersedia untuk memainkan dua peranan sebagai seorang ketua dan seorang kaunselor. Psikologi dan kaunseling mempunyai kaitan rapat di mana tingkah laku manusia menjadi tumpuan utama. Teori-teori kaunseling telah diwujudkan oleh pakar psikologi untuk digunakan oleh kaunselor sebagai satu panduan kaunseling untuk digunakan kepada situasi-situasi klien yang berbeza dan juga untuk jenis-jenis kaunseling yang terpaksa dilaluinya. Proses kaunseling adalah satu panduan di mana kadang-kadang kala klien telah sedar dirinya tanpa mengikut peringkat seterusnya. Seorang kaunselor mestilah mempunyai sifat-sifat menerima klien dengan mesra, ketulenan, non-judgemental dan ketepatan dalam peranannya sebagai seorang kaunselor. Kod etika kaunseling mestilah sentiasa diikuti termasuk kerahsiaan kaunseling.

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OPERASI SNIPER PASUKAN KHUSUS

By Lt Kol Mazlan bin Md Sahalan

"A concealed, skilled rifleman who shoots at exposed enemy soldiers."

Jay M. Shafritz, Todd J.A. Shafritz & David B. Robertson
The Facts On File Dictionary Of Military Science

PENDAHULUAN

Pada umumnya penglibatan Angkatan Tentera Malaysia terutama Tentera Darat (TD) dalam menubuhkan tim sniper agak lewat dan peranannya terbatas di dalam era insurgensi. Namun pasukan 21 Gerup Gerak Khas (21 GGK) telah menerokai penugasan dengan peralatan yang terhad pada pertengahan tahun 70an. Pada ketika itu, 21 GGK hanya mempunyai dua unit tempur iaitu 1 Rejimen Gerak Khas Malaysia (1 RGKM) sekarang dikenali sebagai 21 Komando dan 2 Rejimen Gerak Khas Malaysia (2 RGKM) sekarang dikenali sebagai 22 Komando dan Pusat Latihan Peperangan Khas (PLPK) sekarang adalah Pusat Latihan Peperangan Khusus (PULPAK).

TUJUAN

Esei ini bertujuan untuk memberikan penerangan mengenai operasi sniper dalam operasi pasukan khusus terutama pasukan khusus TD dalam melaksanakan tugas dan tanggungjawab menjurus kepada kepakaran yang ada pada anggota ini dalam membantu pasukan konvensional atau dalam operasi bersendirian. Esei ini juga menjelaskan kepentingan tim sniper dalam melaksanakan operasi khusus selain daripada operasi-operasi yang melibatkan atur gerak tim sniper daripada 21 GGK dengan lebih efektif.

Selain dari itu, esei ini adalah bertujuan untuk memberi pendedahan bagaimana operasi sniper dilaksanakan dalam operasi pasukan khusus. Ia adalah selaras dengan kepakaran yang dimiliki oleh anggota tim ini dan pelajaran sniper yang diajar kepada anggota yang mengikuti kursus sniper ataupun jurulatih sniper. Ia juga memberikan perbezaan sniper infantri dengan sniper pasukan khusus.

METODOLOGI

Merujuk kepada esei ini, persoalan yang signifikan dan ingin dibentangkan ialah "Operasi Sniper Dalam Operasi Pasukan Khusus". Sememangnya untuk memperkatakan dan memperincikan "Operasi Sniper Dalam Operasi Pasukan Khusus", ianya meliputi satu fenomena yang agak susah untuk dijelaskan. Namun dalam penugasan, ia akan dapat dihuraikan melalui beberapa perspektif supaya tidak timbul kekeliruan.

Menyedari kepada sumbangan tim sniper, maka esei ini akan menjurus kepada sejarah penubuhan, atur gerak bersama pasukan khusus atau membantu pasukan khusus terutama pasukan khusus TD (21 GGK). Esei ini akan diakhiri dengan kepentingan operasi ini pada masa mendatang.

SEJARAH PENUBUHAN

Pada peringkat awalan, tim sniper Gerak Khas telah diatur gerakan ketika berlakunya penawanan bangunan AIA oleh Tentera Merah Jepun pada 4 Ogos 1975. Pada ketika itu, tiada lagi pasukan penembak tepat atau tim sniper yang mempunyai kepakaran seperti itu untuk keperluan tugas tersebut. Oleh yang demikian pihak kerajaan Malaysia telah mengarahkan anggota penembak tepat daripada pasukan khusus yang ada pada ketika itu iaitu anggota daripada 1 RGKM dan 2 RGKM untuk melaksanakan tugas yang penting itu. Maka anggota yang dipilih adalah daripada anggota yang terbaik di dalam pertandingan menembak tahunan. Mereka telah diatur gerakan untuk merealisasikan tugas tersebut. Senjata yang digunakan adalah senjata persendirian iaitu Rifle Colt M15 dibantu dengan peralatan bantuan yang lain iaitu teropong kembar konvensional dan radio set PRC 77. Tiada peralatan canggih atau pelajaran asas dalam atur gerak sniper diberi kepada anggota tersebut.

Bertitik tolak daripada operasi tersebut pihak pemerintah pada masa itu telah mengenal pasti keperluan menghantar pegawai dan anggota untuk mengikuti kursus asas dan jurulatih sniper di United Kingdom iaitu di School of Infantry Sniping pada tahun selanjutnya dan melatih pegawai serta anggota Gerak Khas. Namun usaha tersebut belum menjadi kenyataan walaupun di peringkat percubaan Pusat Latihan Peperangan Khas (PLPK) hari ini Pusat Latihan Peperangan Khusus (PULPAK) dipertanggungjawabkan melaksanakan kursus ini. Pada awal tahun 80an, sekali lagi PLPK telah melaksanakan kursus ini dalam meneruskan usaha untuk melatih pegawai dan anggota Gerak Khas dalam Asas Sniper. Seterusnya pegawai dan anggota ini dihantar ke United Kingdom pada lewat 70an dan New Zealand pada tahun 1981 dan 1982 bagi melanjutkan pelajaran sniper dalam bidang kejurulatihan serta lanjutan untuk meneruskan kesinambungan kepakaran ini. Setelah pegawai dan anggota lulus dan layak dalam ilmu ini, pada awal tahun 1982 kursus Jurulatih Sniper diperkenalkan. Seterusnya, sehingga hari ini kursus asas dilaksanakan di PULPAK untuk anggota pasukan khusus Malaysia dan kursus jurulatih sniper hanya untuk pegawai dan anggota 21 GGK sahaja. Pada penghujung tahun 90an, pelajaran sniper dikembangkan di mana jurulatih sniper Gerak Khas telah melatih beberapa anggota TD dalam menubuhkan cawangan sniper di Pusat Latihan Darat (PULADA) dalam melatih anggota TD dalam kepakaran sniper.

MISI

Misi utama sniper dalam pertempuran adalah memberi bantuan dengan tembakan jarak jauh yang berkesan ke sasaran khusus. Dengan kaedah ini ia boleh menyebabkan kecederaan kepada musuh, melambatkan pergerakan musuh, menakutkan musuh, melemahkan moral musuh dan menambah kekeliruan musuh dalam operasi mereka. Misi sekunder pula ialah mengumpul dan melapur maklumat kawasan pertempuran. Anggota sniper yang terlatih mengkoordinasi ketepatan tembakan dengan senjata dan peluru yang digunakan dan adalah aset yang boleh dipelbagaikan oleh ketua infantri. Kepentingan atur gerak sniper tidak boleh diukur dengan jumlah musuh yang dibunuh, tetapi pada hakikatnya adalah kehadirannya menakutkan musuh dan boleh mempengaruhi perancangan dan tindakan musuh. Sniper meningkatkan keupayaan kuasa tembakan dan ketepatan kepada pelbagai keadaan untuk memusnahkan atau mengharu musuh. Sama ada sniper itu di bawah perintah atau ditumpangkan, ianya memberikan unit tersebut satu kelebihan dalam tembakan bantuan. Peranan sniper adalah unik yang mana ia mempunyai satu kelebihan kepada unit tersebut dalam menembak sasaran khusus pada jarak yang tidak mampu dengan menggunakan senjata persendirian. Peranannya akan menjadi kompleks apabila sasarannya tersembunyi atau di kawasan khalayak ramai bersama orang awam atau semasa dalam keadaan huru hara (riot control, hostage taker).

OPERASI YANG DILAKSANAKAN

Dalam konteks ini, pada dasarnya tim sniper pasukan khusus diatur gerakan bersama kumpulan RKK (Ronda Kumpulan Kecil) atau kumpulan SPK (Seksyen Perahu Khas) dalam operasi menyeluruh namun dalam beberapa faktor lain tim ini diatur gerakan bersendirian. Walau bagaimanapun, ianya tidak keluar dari konsep asal peranan dan tugas pasukan khusus TD (21 GGK) sama ada operasi menggunakan kaedah penyusupan daripada darat,

laut dan udara. Operasi ini meliputi operasi membantu terup yang terlibat dalam Pasukan Pengaman Bangsa-Bangsa Bersatu, menyelamat tebusan dalam sebarang jenis tindakan serta merta atau dirancang.

Kawalan biasanya tidak diselaraskan dalam operasi pasukan khusus yang biasanya operasi dilaksanakan bersendirian. Objektif pada kebiasaannya adalah khusus, iaitu melepaskan tawanan, mendapatkan maklumat musuh ataupun menawan atau memusnahkan instalasi dan peralatan penting musuh. Operasi khusus yang dibentuk meliputi melaksanakan gerakan ofensif, mengumpulkan maklumat, menubuhkan, melatih dan mengawal pasukan gerila, mengadakan pasukan khas untuk tugas khusus dan berlatih untuk berperang. Operasi ini memerlukan persiapan dan perancangan terperinci yang menitikberatkan keperluan pesawat dan kapal laut untuk ulang bekal.

Pada keseluruhan operasi pasukan khusus, penugasan tim sniper termasuk gerakan seperti berikut:

• Apabila tim sniper diatur gerakan dalam operasi khusus maka ianya terus diletakkan di bawah perintah ketua perancang operasi.

• Pada kebiasaannya, tim sniper diatur gerakan membantu tindakan dengan memberi bantuan tembakan jarak jauh untuk melambatkan dan memberikan kecederaan terhadap musuh. Tembakan biasanya ditujukan kepada anggota penting musuh dalam merangka keadaan huru hara dan perasaan terkejut kepada musuh. Lain-lain misi yang dikenal pasti ialah:

- Tindak balas tembakan sniper musuh (counter sniper operation).

- Menembak sasaran penting.

- Mengarah musuh menuju pendekatan yang dirancang.

- Memberi tembakan bantuan ke atas pergerakan pasukan sahabat.

- Memberi maklumat bahagian rusuk dan belakang.

- Mengelak/menghindar dari perhatian musuh.

Tim sniper adalah salah satu elemen yang anjal kerana pergerakannya yang tidak terbatas. Walau bagaimanapun, faktor-faktor asas perlu diambil kira dalam penugasannya. Faktor-faktor tersebut adalah:

• Keadaan bentuk muka bumi.

• Perlu peka kepada perancangan dan konsep operasi khusus.

• Ditempatkan di kedudukan yang boleh memerhati tanah penting/kawasan/tempat pemerhati/ jalan atau tempat pemilihan arah mara musuh.

• Perlu memilih sasaran yang penting (specific target).

Pada tahun 1976 dan seterusnya semasa Pasukan Pengaman Bangsa-Bangsa Bersatu dari Malaysia dihantar ke Somalia dalam menangani perbalahan antara puak di negara itu. Tim ini ditugaskan dalam mengawasi rondaan dari anggota yang membuat rondaan, mengiringi Force Commander dan bersiap sedia untuk diatur gerakan bersama tim CRT (Combat Rescue Team) pada ketika itu. Seterusnya tim ini juga memainkan peranan yang aktif dalam Pasukan Pemeliharaan Pertubuhan Bangsa-Bangsa Bersatu (PBB) atau UNPROFOR di Bosnia-Herzegovina. Buat kali pertama kalinya tim sniper dibekalkan dengan senjata yang lebih berkesan dalam menyaingi anggota sniper Serbia. Tim ini telah dibekalkan senjata yang berkaliber 12.7 mm dengan jarak ketepatan 5 kilometer.

Operasi sniper menjurus kepada peranan dan tugas pasukan khusus TD khususnya dan ATM amnya telah dilaksanakan sejak tahun 70an lagi . Namun penugasannya masih samar-samar. Di dalam pembentangan dalam esei keluaran yang lepas, ia boleh dijadikan salah satu panduan dalam menyelaraskan penugasan di antara tim sniper infantri dengan tim sniper pasukan khusus terutama tim sniper Gerak Khas. Pengatur gerakannya boleh bersama di dalam kumpulan RKK (Ronda Kumpulan Kecil) atau kumpulan SPK (Seksyen Bot Khas) tanpa menambah kekuatan anggota atau boleh diatur gerak bersendirian iaitu anggota sniper itu sahaja. Ini kerana selain daripada kepakaran sniper anggota Gerak Khas perlulah mengikuti kursus kepakaran Gerak Khas dalam merealisasikan tugas menjurus kepada keperluan peranan dan tugas. Ini terbukti dalam operasi di bawah Panji-Panji Bangsa-Bangsa-Bersatu sebagaimana yang telah di bentangkan tadi di atas.Tim sniper Gerak Khas juga memainkan peranan membantu pihak berkuasa awam dalam masa aman terutama dalam keperluan operasi menentang keganasan bersama kumpulan CRT (Combat Rescue Team) Gerak Khas. Ia melibatkan penggunaan senjata sniper yang lebih efektif.

PENUTUP

Dalam erti kata yang sebenar penglibatan operasi sniper dalam operasi pasukan khusus adalah nyata di dalam meliputi bidang tugas dan tanggungjawab. Pengatur gerakannya adalah berlainan dalam menjurus kepada operasi pasukan khusus sama ada dalam masa aman atau perang. Oleh yang demikian, tidak timbul persoalan bila masa ianya diperlukan tetapi ke siap saganya adalah penting selain meningkatkan keupayaan tim ini untuk keperluan hari ini dan mendatang.

" To present, the long range rifleman has had a telling effect on the direction, drive and scope of battle. But his discriminatory nature, he has felled the command structure of his enemies, rendered their equipment useless and driven fear into the hearts of their fighting men. The sniper is one of the most effective weapons on the field of battle. He is frugal and precise . He is no a superman capable of incredible feats,and he is skill in ways that, many misunderstand".

Leonardo da Vinci

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CREATIVITY AND PERSONALITY DEVELOPMENT A CROSS CULTURAL ANALYSIS

By : Lt Kol Amiruddin bin Ismail

INTRODUCTION

The human history has been greatly influenced by the creative contribution of people living in different cultures across the world. Because creativity has a great impact on our lives, scientists have long been interested in it. By storing up our scientific knowledge on creativity, two things can be achieved. First, we can make better and more efficient use of this precious human resource. Second, we can guard ourselves against its more negative and destructive impulses.

Creativity is a multidimensional concept, which is understood by researchers in different ways. They include the cognitive, personality, social psychological and systems perspectives. The cognitive perspective looks at creativity as a special form of problem solving, while the personality perspective looks at the attributes of the creator. The social psychological perspective examines how the social environment influences creative behaviour via intrinsic motivation, while the systems perspective asserts that creativity is an interconnected system consisting of the person, field and domain.

THE NATURE OF SOCIETY

It is argued that in certain societies, the person finds it easier to be creative because of the strong emphasis on the rights and freedom of the person. There are several features that characterise the creative society. One of them is the availability of cultural means. E.g. Mozart would not have been successful if he had been born in Sierra Leone instead of Austria. Another is the people's openness to cultural stimuli. In the case of Mozart, a wide audience in Europe appreciated his music. A third feature is its ability to incorporate new stimuli from other cultures. One reason why Meiji of Japan survived the Western intrusion is that he was better able to incorporate the innovative ideas and practices of modern statecraft from the West.

This article is an attempt to understand the relationship between culture and creativity by looking at how different cultures affect the creative behaviour of the individual. The investigation is limited to two major cultures. One of them is found in the Western world, a society that has been strongly influenced by the social philosophy of liberal individualism and compares it to the society of Malaysia in general.

A COMPARATIVE ANALYSIS

The Malaysian society differs from the Western societies in several ways. The typical Malaysian society is more tightly organised in contrast to their Western counterparts. Secondly, the Malaysian society is collectivistic, i.e., it puts a greater emphasis on the social group than the individual. As a result, Malaysians tend to conform to what their in-groups say and do. They also tend to be more concerned with winning the social approval of their in-groups. In contrast, the Western society is individualistic, i.e., it puts a greater emphasis on the individual than the social group. As such, the Westerners tend to follow their own goals in life; they are less likely to be concerned with winning

the social approval of their in-groups. Thirdly, the Malaysian society emphasises social order and harmony as well as the avoidance of conflict. In contrast, the Westerners emphasize the open and democratic exchange of ideas, even at the risk of conflict. Fourth, the typical Malaysian society is hierarchical; meaning, they should not be disrespectful to those who are their seniors, whether in social positions or chronological age. In contrast, the Western society is classless; meaning that even the highest government official has to endure stringent criticism from his people.

SELF CONCEPTION OF WESTERNERS

The Western conception of selfhood is the emphasis on the individual. The psychological challenge for a person with this conception of selfhood is to free himself from the shackles of the collective, to become an independent and separate entity. Such a person is independent and self-determined, and pursues his own interests and goals in life, instead of conforming to what the social groups say and do in society. He believes in his uniqueness as a person, and focuses on his private thoughts and feelings. He is also prone to the experience of self-focussed emotions, like pride, anger, joy and sadness. When interacting with other people, he is frank and direct, and says what comes to his mind, instead of beating around the bush. In this way, he differentiates himself from other people, and validates his uniqueness as a person.

THE SELF CONCEPTION OF MALAYSIAN

The Malaysian conception of selfhood is Galilean in nature because of its emphasis on the social group. The psychological challenge for a person with this conception is to maintain his connectedness with those significant others whom he is relationally bonded. Such a person is psychologically dependent on the in-group and conforms to it, instead of following the wishes and desires of his own heart. He believes in the importance of social order and harmony, and attempts to uphold the social rules and norms that govern culturally accepted behaviour in public. He is prone to the experience of other's emotions, like shame, embarrassment and empathy. When interacting with other people, he is cautious and indirect, and attempts to read the other person's mind, instead of expressing his personal feelings and opinions in the matter. In this way, he connects

himself with other people, and gains the approval of his in-groups.

THE PSYCHOLOGICAL MAKE-UP

Malaysian society puts a greater emphasis on the social group vis-à-vis the person, while the Western society puts a greater emphasis on the person vis-à-vis the social group. Westerners tend to construe themselves in an independent manner, while Malaysians tend to construe themselves in an interdependent manner. Because his identity as a person derives from his ability to remain as an independent entity, he is motivated to differentiate himself from others. As a result, he behaves in an independent and autonomous manner; he formulates his own goals, and follows his own interests in life, instead of conforming to the wishes of the group. In contrast, a person with an interdependent self-construal views himself as part of a larger web of social relations. Because his identity as a person derives from his ability to maintain a connection with significant others, he is motivated to fit in with them. As a result, he behaves in an interdependent and social manner; he lets his in-group determine his goals and interests in life, conform to what they say and do, and strenuously avoids any social conflict with them. The Western tendency to construe themselves in an independent manner makes them more likely to regard themselves in a positive light in relation to their abilities and attributes as a person. Malaysian, on the other hand, tends to be more modest in appraising themselves.

THE DEVELOPMENT OF PERSONALITY TRAITS

THE PERSONALITY TRAITS

A person who is open to experience is characterised by a recurrent need to enlarge and examine his experiences in life, be it in the area of fantasy, aesthetics, feelings, actions, ideas or values. He likes to experiment with the new, and to surmount, cross or set new boundaries. He is unwilling to be restrained by artificial or socially imposed boundaries. In addition, he has a personal belief and value system that is not tightly compartmentalised or easily affected by contradictory information, i.e., he can live with uncertainty or open himself to various alternatives without feeling anxious. Finally, his thinking processes are creative e.g., he can think in a

divergent way; he has the ability to form remote associates among radically different ideas and he relies on imaginative images to represent a situations.

The open personality is the product of a socialisation style that is warm, supportive and relatively constraint-free, and that nudges the child to engage in various kinds of trial-and-error learning, which is crucial to the development of a sense on initiative and mastery during childhood.

The open personality is more likely to take root in the loosely organised individualistic and liberal society of the West. In such a society, there are few rules and regulations that one must obey and follow. Instead, the person is encouraged to be original, and to innovate and explore.

The Westerners also tend to be more extroverted and dominant in comparison to the Malaysian society. The extrovert is a very familiar character in the personality landscape: to many people, it conjures up the image of a person who is socially poised and confident, as well as energetic, bold and assertive. The typical extrovert is emotionally exuberant, carefree and easy-going. This enables him to mix around well with other people in lively settings. The extrovert is likely to experience frequent and intense self-focussed emotions, such as frustration, anger, pride and joy.

In contrast, a person who is not so extroverted and dominant does not have frequent and intense experiences of self-focused emotions. He is also likely to refrain from displaying these emotions in public. Instead, he prefers to conduct himself in a reserved and detached manner. He does not crave for social stimulation and avoids acting on the spur of the moment. Unlike the extrovert, who is upbeat, active and constantly on the move, the introvert engages in more passive and sedentary activities. He prefers a well-ordered life to one that is filled with change, chance and risk.

PERSONAL VALUES

The term personal values refers to the belief that people hold about desirable ways of behaving or desirable end-states of life e.g., to be an honest person or to seek happiness. Every society will strive to promote those values that are conducive to its long-time survival. There are many values in this world, but they can be organised into ten value types. These ten value types are power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition conformity and security. Although research has shown that people who live in different societies have a common understanding of what a particular value means, this does not imply that they subscribe to the same values. Hence, in the liberal individualistic society of the West, open values, which emphasise change and the freedom to choose one's direction in life, will serve as channels of behaviour for the Westerner. Hedonistic values that focus on the satisfaction of personal needs and desires will also be emphasised. In contrast, in the Malaysian society, conservative values, which emphasise the importance of tradition, conformity and security, will serve as the corresponding channel of behaviour for the Malaysian.

CULTURE, CREATIVITY AND INDIVIDUATED BEHAVIOUR

Researchers indicate that critical thinking is not simply an intellectual challenge but an emotional one as well. An open attitude is as important to this process as one's intellectual knowledge and skill. This attitude comprises zeal, objectivity, flexibility, decisiveness, intellectual scepticism and open-mindedness as well as respect for another person's point of view. Such an open attitude is lacking in conforming and group-dependent individuals, who show a great psychological need for social approval, nurturance, deference, order and control. These individual typically refrain from any spontaneous and exuberant behaviour that casts attention on them. Instead, they place a clamp on what they are thinking and feeling inside. By yielding their personal autonomy to the social group in this way, they gain its approval, as well as preserve its internal unity and harmony.

However, by conducting themselves in this restrained manner, they will limit their capacity for creative/critical thinking. In a loosely organised, liberal and individualistic culture of the West, the person is socialised from young to stand apart from the rest of the social group and society, by asserting his uniqueness and behaving in a spontaneous and exuberant manner. As a result of living in this type of culture, the psychological make-up of the Westerner assumes a certain form, i.e., he is extroverted and dominant, construes himself in an independent manner, and possess a hedonistic set of personal values. Because of this psychological

make-up, the Westerner has the tendency to engage in creative and individuated behaviour. This type of behaviour will meet his psychological needs for uniqueness and differentiation from the social group and society.

CULTURAL IMPACT

When a person is task-involved, he is the origin of action. As a result, he experiences an inner sense of psychological freedom to create. In contrast, when a person is ego-involved, he is a pawn to the action. He feels controlled by extraneous and alien forces, which include external contingencies such as rewards and punishment, or introjects such as guilt, anxiety and shame.

Task-involved creators are self-actualised, are at a mature stage of ego development, are high in private consciousness and score high on various measures of creativity. They believe in their ability to determine their own fate, attribute their success to individual ability or effort as opposed to luck, and do not experience feelings of boredom. They also possess a high level of self-esteem, rarely derogate themselves, and experience low levels of guilt. In contrast, ego-involved and uncreative individual are found to adopt an extrinsic, pressured and time-conscious approach when performing an activity, and to report that it is a very important to do well in achievement situations. They also have the tendency to experience hostile feelings. In addition, when they persist vigorously at a task in the absence of external controls, this persistence does not seem to reflect intrinsic motivation.

THE MALAYSIAN SOCIETY

The Malaysian society is more face-conscious. The term 'face' refers to the social reputation that is achieved by getting on in life through success and ostentation. "Face" is a measure of the social recognition accorded by society to oneself. Because of the importance of "face" in his society, Malaysian will go to great lengths to behave in ways designed to display and protect the image and reality of that position in life that he has achieved.

Why does a Malaysian behave in this face-conscious manner? He does so because other people in his society have a strong tendency to use considerations of hierarchy and status in making socially evaluative judgements about an individual. As a result, a Malaysian is very sensitive about the social position that he occupies in the status hierarchy. He attempts to move up the rungs of the socioeconomic ladder by acquiring those material goods in his society that will inflate his "face" in the community. Only by acquiring them will he be able to feel a sense of satisfaction. This way of feeling good about oneself is known as contingent self-esteem. It is to be differentiated from true self-esteem, which is not reliant on the feelings and opinions of other people. Instead, true self-esteem is based on a feeling of inner worth, which arises when the person behaves in an autonomous and self-directed manner.

The writer, in the final analysis, believed that personality development in every person is dependent and greatly influenced by his or her culture, upbringing, the environment and value system. Just reflect for a while and think what was the major influence in the development of your present personality?

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