

Sorotan DARAT



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**Sebuah Organisasi
Pembelajaran Yang Berkualiti
Responsif Dan Proaktif Berteraskan
Keharmonian Dan Kecemerlangan**



JURNAL TENTERA DARAT MALAYSIA

KANDUNGAN

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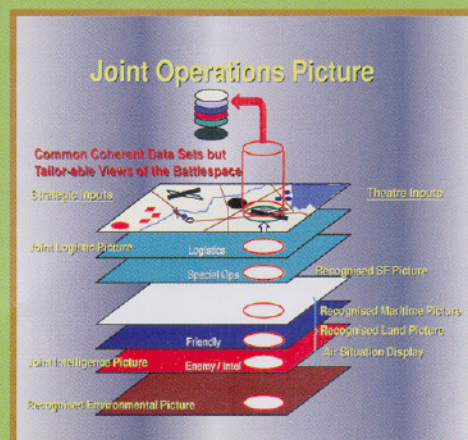
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By Kol Suriakala a/p Suriabagavan

INTRODUCTION

Management gurus assert that human resources management is complex because it involves the basic element that the behavior of people, whose perceptions and expectations are colored by their perceptual abilities and by their social experiences, and whose objectives mix pure self interest, comparisons with others, and some sense of social obligation (Baron, J. N. & Kreps, D. M. 1999: 8). Hence, organizations today must seriously focus in creating a work environment that allows for flexibility, growth and development of its human assets. Leaders who can enable meaningful and fulfilling work experiences for their employees are much more likely to win loyalty and create a culture that sustains and retains valuable employees.

Furthermore, living in the knowledge era, it is well understood that an organization's human capital constitutes its most crucial competitive edge. Many organizations are finding that the key to retention is found in a strategy that considers factors such as opportunities for employees to grow, develop their skills and position them to move forward in their careers. There is a notable trend which is occurring in the area of terms and conditions offered to employees in the public and private sectors. Traditionally, public sector employees have received relatively low wages, high benefits and an ironclad security of tenure. Private sector employees, on the other hand, have always been paid more in wages, slightly lesser benefits and have little or no security.

In the military profession, it is extremely important to be aware of the continuous changes in the military affairs. The Malaysian Armed Forces (MAF) understands the long term workforce challenges and have formulated successful retention

strategies that emphasis on enhancing its human resource capability to meet combat readiness and professionalism. The MAF has a strong sense of social responsibility and acknowledges that it also has citizenship responsibilities to her servicemen as its future interests are bound up with a wider Malaysian community.

MAF recognizes and applauds the dedicated years of service rendered by her officers and soldiers to their country in times of war and peace. In appreciation a comprehensive of the sacrifices required from service members the MAF has put in place death superannuation benefits in cases of retirement, disabilities or the ultimate sacrifice, knowing what the benefits are will provide peace of mind and help provide a security net for the future of one family. Hence, this essay will focus on the role of superannuation benefits as a retention factor in the MAF. It is not only the most salient and immediate concerns to a serviceman prior to retirement but also illustrates its importance as a financial planning for a stable retirement.

WHAT IS SUPERANNUATION BENEFIT IN THE MAF?

In recent years, retirement has become an increasingly important issue whilst the officers corps can expect at least 15 to 20 years or more of relatively healthy retirement after their compulsory age, the servicemen has a much longer retirement life of 30 to 35 years. With the rising cost of pensions and health care, organizations are restructuring their retirement plans to programs that put more responsibility on the employee and less on the corporation. Thus, it's important to keep our service members informed about their retirement benefits and help those nearing retirement age prepares for the transition.

In the context of MAF, these benefits come in a package as the term and condition of service once being in enlisted. It is a benefit that servicemen will earn for his long service and good conduct. Superannuation benefits includes pension, gratuity or other terminal benefits including of the Government or Statutory and Local Authority made to any provident fund in respect of any service which is reckonable together with interest, if any.

The superannuation benefits available are under the defined benefit plans that are the traditional pension plans. MAF as the employer makes 100 percent of the contributions toward these plans and upon retirement, the servicemen receive a specific monthly benefit.

With the provision given under the legislation it is clearly defined that no person or any person shall have an absolute right to compensation for past service or any pension, gratuity or other benefit under the Regular Forces (Pension, Gratuity and Other Benefits) Regulations, 1982 which came into effect since 1 Jan 1976. Only the Armed Forces Council may grant in accordance with the provisions of these regulations pension, gratuity and other benefits to members of the MAF or their dependants or in the absence of dependants, gratuity if any, to their legal personal representatives. Faithful and meritorious service is the criterion that enables a serviceman eligible for the benefits. Moreover, any willful suppression of facts, declaration of bankruptcy and on conviction the benefits payments will cease or will be reduced.

RETIREMENT AND DISCHARGES IN RELATION TO SUPERANNUATION BENEFITS IN THE MAF

Officers

Each category of retirement or discharges in the MAF goes hand in hand with the type of superannuation benefits eligibility. Hence, it is of significance to know and understand under what provision an officer retires and other rank discharged to formulate his/her benefits. Accordingly, officers shall retire from the service upon attaining the compulsory age of retirement appropriate to his rank as follows:

Rank	Age in Years	
	Male	Female
General/Special Duty List		
Colonel and above	58	58
Lieutenant Colonel	55	55
Major	53	53
Captain	50	50
Lieutenant and below	48	48
Professional Duty List		
All ranks	58	58

In certain situations officers may also be required to retire early from the service upon or after attaining the optional age of retirement appropriate to his rank as shown below or on other special circumstances as follows:

- Optional Age Retirement.

Rank	Age in Years	
	Male	Female
General/Special Duty List		
Colonel and above	50	45
Lieutenant Colonel	47	45
Major	45	45
Captain and below	40	40
Professional Duty List		
All ranks	50	45

- Under special circumstances for the rank of Brigadier General and above.
- On medical grounds.
- Lack of suitable employment, promotion prospect, supersession due to unsuitability or inefficiency not within his control.
- For in efficiency or other causes within his control but not amounting to misconduct.
- In the interest of the service on being charged with an offence which does not result in his conviction.
- For misconduct.
- At any time should the circumstances of the case in the opinion of the Yang di-Pertuan Agong require it.

- Reasons of privatization.
- Cancellation of Commissions.
- Dismissal or dismissal with disgrace by a sentence of court martial.

Servicemen

As for the servicemen they will be discharged from the MAF in accordance to the provisions stipulated in the Army and Air Force (Terms of Service) Regulations, 1961 and the conditions are as follow:

- Right of recruit to purchase discharge.
- Discharge or transfer on completion of engagement or re-engagement.
- Discharge on completion of three years full-time service.
- Discharge on account of mental disorder or by sentence of court-martial.
- Discharge on other grounds:
 - ▶ Enlistment has not been approved.
 - ▶ Improperly enlisted.
 - ▶ False answer on attestation.
 - ▶ Unlikely to make an efficient soldier.
 - ▶ Be appointed to a commission.
 - ▶ Compassionate ground.
 - ▶ Reduction of establishment.
 - ▶ Medical standard is below that required for retention in Army.
 - ▶ Lost his Federal citizenship.
 - ▶ Services are no longer required.
- ▶ Unsuitable for further service.
- ▶ Retention is undesirable in the interest of the Service.
- ▶ Appointed by or approval of to serve in any organisation.

Retirement and Discharge Trends

In total, 60419 officers and servicemen retired or were discharged from the MAF from 1997 till 2007. By percentage, 37.6% of officers and 40.9% of servicemen were eligible for a service pension. Officers with not less than 20 years and servicemen with not less than 21 years reckonable service are awarded with a service pension and service gratuity. Officers who were not eligible for the service pensions constitute 62.4%. They will only be awarded with a terminal gratuity depending on the circumstances of retirement. On the other hand, 59.1% of servicemen with less than 21 years will receive the contributions from the Armed Forces provident fund. In total 40.6% opted for pension.

The discharges for servicemen during the early 2000s without a pension were higher because of the establishment of Malaysian Maritime Enforcement Agency. In the new organization they will be given the option to opt for the pension scheme or other wise. For officers the figure retired without a pension is higher because the statistics includes short service commissioned officers who opt to terminate their service after completing an appropriate term.

TYPES OF SUPERANNUATION BENEFITS

Retirement Benefits

Officers

Retirement upon attaining compulsory age or optional age retirement with not less than 20 years of reckonable service would enable an officer to be awarded with a service pension and service gratuity which is calculated based on the following formula:

► Service Pension.

- 1/600 total completed months of reckonable service last drawn salary (subject to the maximum of $\frac{1}{2}$ of his last drawn salary).

► Service Gratuity.

- 7.5% total completed months of reckonable service last drawn salary.

If the retirement of officer is under special circumstances and with not less than 20 years of reckonable service the Armed Forces Council (AFC) may determine a service pension and service gratuity at an appropriate rate calculated using the above formula. Officers with less than 20 years of service are awarded with terminal gratuity at a per centum of 17.5% to 20% of his last drawn salary for each completed month. But, if the officer is retired due to misconduct and under mitigating circumstances, he may be granted a compassionate gratuity

at such a rate determined by the AFC calculated at the rate of 15% of his last drawn salary for each completed month of reckonable service. Officers dismissed by a sentence of court martial totally lose their eligibility for a retirement benefit.

Servicemen

The term and conditions of service of the servicemen requires them to serve for an appropriate term/terms. But, there are provisions that allow them to serve until the maximum age of 55 years with the approval of AFC. To be eligible for a service pension and service gratuity a serviceman needs to serve 21 years of reckonable service that are computed as follows:

► Service Pension.

- 1/504 total completed months of reckonable service last drawn salary (subject to the maximum of $\frac{1}{2}$ of his last drawn salary).

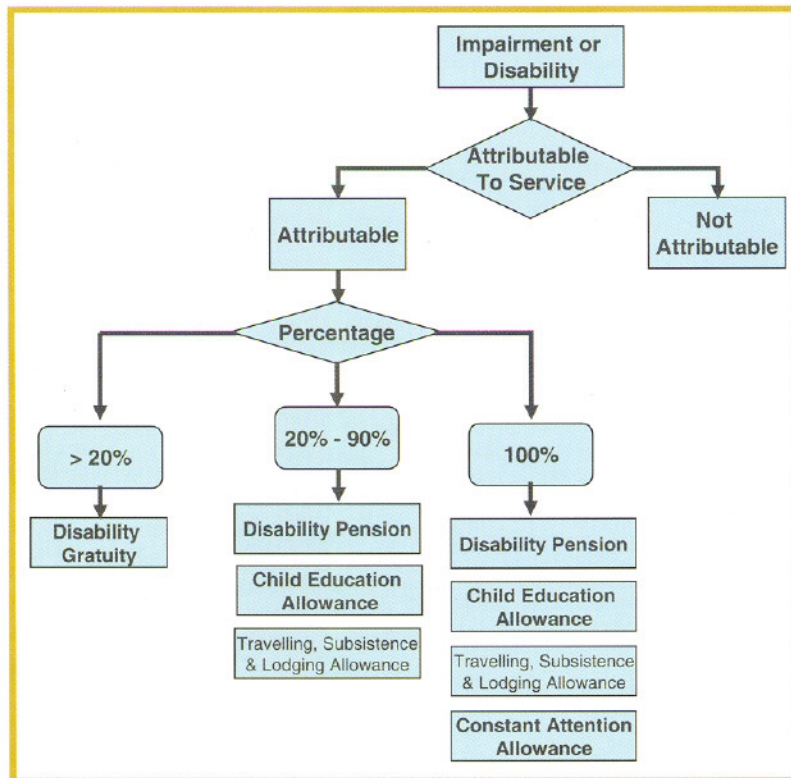


Figure 1: Disability Benefits in the MAF.

► Service Gratuity.

- 7.5% total completed months of reckonable service last drawn salary.

Those servicemen with less than 21 years of reckonable service will be awarded with benefits from Armed Forces Provident Fund which includes 10% of pay as his own contribution, 15% of pay as employer's contribution and accumulated interest plus dividends. This benefit is also payable to those servicemen who are discharged on other grounds unlike for officers.

Disability Benefits

The AFC may grant a disability pension or disability gratuity in respect of a disablement of a member attributable to service or due to a travel accident which is not due to, aggravated or contributed by the negligence or misconduct

of a member. Here, disablement means physical or mental injury or damage, or loss of physical or mental capacity and injury includes a wound or disease. The conditions for the disability benefits are as follows:

- Attributable to service due to a travel accident not due to negligence or misconduct.
- Whilst serving with MAF.
- Certified by a medical board.
- Substantive rank held at the time of disability.
- Paid on the retirement/discharge.

An officer or serviceman would be eligible for a disability pension if his degree of disablement is 20% and above. If the degree of disablement is below 20% then a disability gratuity will be awarded. **Figure 1** illustrates the benefits payable to a disabled officer or serviceman.

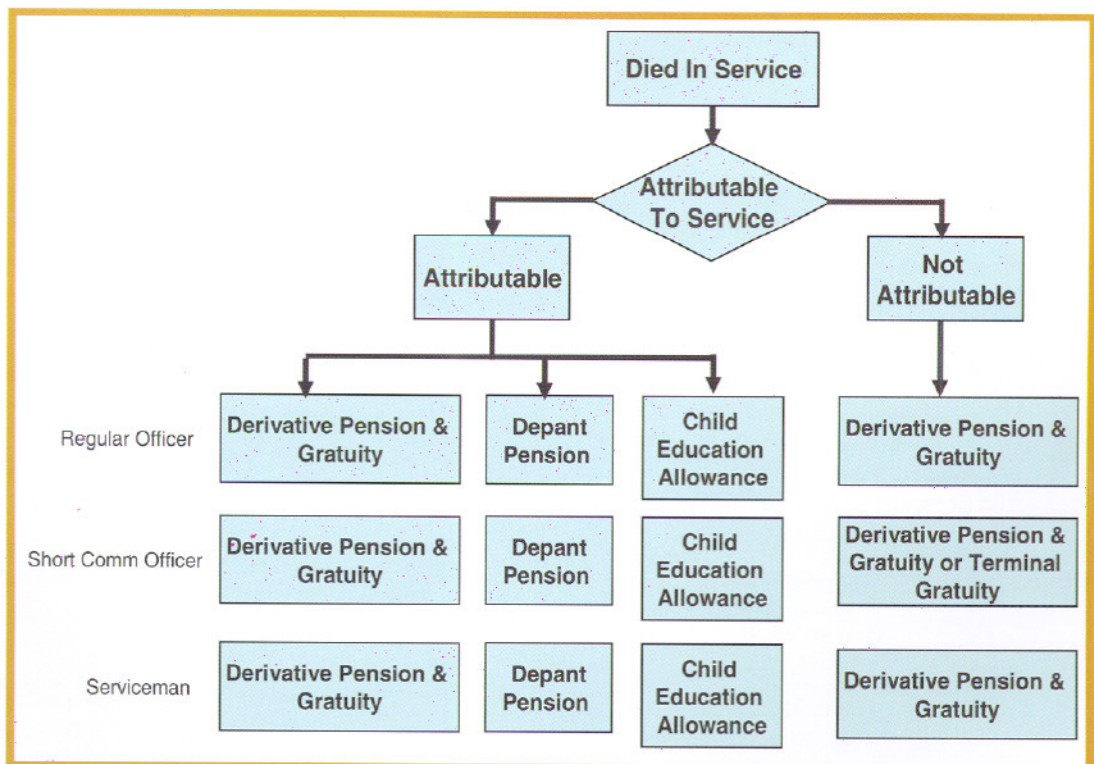


Figure 2: Death Benefits in the MAF.

Death Benefits

There are certain guidelines set out in the legislation that restrict who will be paid superannuation benefits, but in general, payment will be made to a dependant(s) which can be one or more of the following:

- Widow or widower – married whilst in service,
- Child – born whilst still in service.
- Parents in pecuniary need of money.

In general the AFC may grant the death benefits in respect of the death of an officer or servicemen that takes place whilst in service whether attributable to service or otherwise or due to a travel accident which is not due to, aggravated or contributed by negligence or misconduct of the member or after the termination of service if the death is as a result of an injury which is attributable to service. The benefits payable are as per **Figure 2**.

Leave Encashment

Where in the exigency of service an officer or other rank cannot avail his annual leave, he may be permitted to accumulate up to half of his annual leave eligibility but subject to a maximum of 15 days in a year. On his retirement or death, he or his dependants may be granted a cash award equivalent to 1/30 of his last drawn salary including his housing allowance and service allowance for

each day up to a maximum of 120 days. This leave encashment benefit is a lump sum payment at the end of his service.

CONCLUSION

Our nation and the MAF owe a debt of gratitude to those officers and servicemen who volunteer to serve our country. Officers and servicemen deserve the best possible start in the civilian world when the time comes to leave the service and MAF provides the knowledge and skills to smooth the transition. There is no better recruiting influence in the community than a retiree or veteran whose service experience includes being treated with respect and being supported even after making a decision to transit to civilian life. Our officers and servicemen must be reminded that superannuation benefits are valuable as it could be a part of the financial security in times of hardship.

Officers and servicemen need to plan their military retirement long before the application for retirement is submitted. It is of significant importance for officers and servicemen to be aware of the retirement benefits offered by MAF. The Human Resources Department must conduct pre-retirement programs, seminars and workshops to assist those well in advance, as early as 5 years prior to retirement. We often think of retirement as "the golden years." It can be for those who have planned well for the social, emotional, physical, and financial changes that take place. Those who fail to plan may find that the gold is only brass.

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By Kol Shamsirudin bin Mohd Shariff

INTRODUCTION

In the post-Cold War period, South East Asia is perhaps best noted for its rapid rate of economic development and undemocratic governments.¹ The region's economic growth rate is among the highest in the world today, and this trend in growth is accompanied by the ever increasing demands for energy and natural resources. The scarcity of such natural resources and the competition for it, has long been a primary cause of war in the world's recorded history. There are many documented cases of nations using military force to obtain access to strategic minerals, which are considered vital for national security and economic well-being.²

Malaysia has attained considerable importance in the Asia-Pacific region as an exporter of crude oil and prospectively of natural gas. Most of the Malaysian crude oil, natural gas and other natural resources including fishing, are being carried out in the vicinity of the South China Sea (SCS). Besides Malaysia, China and some of the other ASEAN member states, have long been asserting overlapping claims in both the Spratly Islands and Parcel Islands³ of the SCS. Notably, both of these islands and their surrounding areas, host abundance of natural resources and minerals so crucial to all the states in the region. Based on such a backdrop, the question arises as to whether any of these states; including Malaysia, would wage

war with its neighbours over the issue of natural resources and minerals. This article will attempt to analyse this security dilemma and highlight the most probable approach to address such dispute.

SECURITY THEORY

According to Barry Buzan (1990), the security theory essentially cover human collectives that are affected by military, political, economic, societal and environmental factors.⁴ Buzan relates security as the ability of states and societies in maintaining their independent identity and functional integrity within both the regional and international domain. Military security is about the two-level interplay of the state's offensive and defensive capabilities and state's perception of each other's intentions. Economic security on the other hand, concerns the ability of the state to sustain an acceptable level of welfare and power through access to resources, finances and markets. Hence, both of these theories support the realist's concept of self-interest, in determining the behaviour of states within the region. As stated by Mongenthau, the use of power is the primary national interest of state⁵, and in the context of the various states in the region, the SCS is a potential flashpoint for disputes.

SOUTH CHINA SEA (SCS) AS A POTENTIAL AREA FOR CONFLICT

The SCS is rich in natural resources such as oil and natural gas, but the ownership of these

¹ Bob Catley & Makmur Keliat, *Spratlys: The Dispute in the South China Sea*, Ashgate, Singapore, 1997, p. vii

² Allan Dupont, *Environment Challenges to the Security of East Asia*, Strategic and Defence Studies Centre, Australia National University, at 11st Asia-Pacific Roundtable, Kuala Lumpur, 5-8 June 1997.

³ R. D. Hill, N. G. Owen & E. V. Robert, *Fishing in Troubled Water: Proceedings of an Academic Conference on Territorial Claims in the South China Sea*, Center of Asian Studies, University of Hong Kong, Vol. 27 No. 12, Dec 1991.

⁴ Buzan, B., *People, State and Fear: The National Security Problem in International Relations*, Harvester Wheatsheaf, London, 1991, p. 190.

⁵ H. J. Mongenthau, *Politics among Nations*, McGraw Hill, New York, 1993, p. 5.



Map of South China Sea

resources is disputed. Asia's robust economic growth has boosted demand for energy in the region. The United Nations Convention of the Law of the Sea (UNCLOS) has not yet resolved ownership disputed in the SCS. UNCLOS provides for claims to areas of the ocean to be made using a 200 miles EEZ and/or the continental shelf principle.

There are five locations in the SCS that can be identified as sensitive and in dispute (See Map of

SCS). The first location is situated in the eastern Gulf of Thailand in which Malaysia, Thailand and Cambodia are involved. The second area is located in the northern waters of Natuna Islands, between Vietnam and Indonesia. The third is the area surrounding the Gulf of Tonkin, involving China and Vietnam. The fourth area is the Paracels, which involves China, Vietnam and Taiwan. The final location is the Spratly Islands, contested by six claimants namely China, Vietnam, Taiwan, Malaysia,

Philippines and Brunei. On 14th October 1988, a clash took place between Vietnamese and Chinese troops which left 74 Vietnamese missing and seven killed.⁶ Such an incident is a clear indication of the seriousness of the problem, and its potentials for further escalation is ever present.

MALAYSIA'S CLAIM OVER THE DISPUTED AREAS

Malaysia's continental shelf includes the southern portion of the Spratly, together with Amboyna Cay, Pulau Layang-Layang and some reefs in the general area of the SCS. These locations have become a major source of conflict because it is being contested by five other countries within the region. Despite many efforts to resolve these disputes, no permanent solution has been found to date. For example, China continues its economic and military build-up to the extent that it is now a regional power and it has not indicated officially that it will give up its claims of the entire SCS. ASEAN on the other hand, despite its new political, economic and military strength, is no match for China.⁷ The competition to occupy these islands and land masses/features have caused serious interactions leading to armed clashes between some claimants. However on a positive note, for nearly two decades, the situation in the Spratly Island has remained 'status quo', and there has been no further military skirmishes among the said claimants. The only significant events throughout that period were the arrestment of foreign fishermen and the production of charts by China in claiming the disputed areas of the SCS.

POSSIBLE SCENARIOS THAT MAY TRIGGER MALAYSIA'S DECISION TO WAGE WAR AGAINST ITS NEIGHBOURS

Malaysia's claim is limited to the boundaries of the EEZ and based on its continental shelf that projects out from its coast, and includes three islands and atolls south and east of the Spratly Island. This claim overlaps claims by China, Taiwan

and Vietnam, where as claims for certain reefs and cays in the area also overlaps the Philippines' claim over the same matter.

The SCS invariably ranks at top of the list as Southeast Asia's potential hot spots. The lingering territorial dispute among the six claimants over parts or all of the Spratly Islands in SCS does not appear ripe for any near-term solution. Claimants' concerns center on issues of sovereignty and economic benefits to be derived from the exploitation of the disputed region's real and potential natural resources. A broad range of potential triggers for conflicts can cause conflicts and even wars in SCS such as exploration or exploitation activities, creeping occupation, armed displacement, armed enforcement, accidents or miscalculations, and other acts of provocation by any of the claimants. A threat to freedom of passage through the SCS also would severely disrupt regional economies. Should one party gain exclusive control over the area, that state would gain total control over the economic development and trade routes in the region, and moreover give the occupant military advantages in waging war against all other nations in the region.⁸

The basic issue by the claimants is sovereignty, which states traditionally are hesitant to yield on the issue. Yielding on the issue of sovereignty in the SCS could set a dangerous precedent or unleash forces or movement in other areas.⁹ The effects of the current Asian financial crisis on the quest for energy resources in the SCS is not yet clear, and many force a reassessment of regional energy requirements.

There is great potential that the fishery and delimitation problem in the SCS between Malaysia, other ASEAN states and China will become acute in the near future.¹⁰ The conflict accentuated when China declared its EEZ and the overlapping of claims was formalized and explicitly stated. With this claims, more disputes are likely to arise with serious

⁶ Bob Catley & Makmur Keliat, *Spratly: The Dispute in the South China Sea*, p. 9.

⁷ Dr Hj Sutarji B Hj Kasmin, *Conflict in the South China Sea: Will China Wages War?*, Kuala Lumpur, 2002, pp 1-2.

⁸ Niklas Swanstrom, *Conflict Management and negotiation in the South China Sea: The ASEAN Way?* <http://www.southchinasea.org/docs/swanstrom.pdf>, (20 Nov 2008)

⁹ Ralph A. Cossa, 1998. *Security Implications of Conflict in the South China Sea: Exploring Potential Triggers of Conflict*. A Pacific Forum CSIS Special Report. Hawaii. March 1998. <http://community.middlebury.edu/edu/scs/docs/cossa.%20security%20implications%20of%20%20>, (20 Nov 2008)

¹⁰ Niklas Swanstrom. *ibid*.

consequences. All disputants in the conflict have the Gulf of Tonkin, Spratly or Parcel's as their point of departure for their EEZ, thus claims will always overlap and create tension among the parties concerned.

ASEAN'S MECHANISM IN SETTLING DISPUTES (ASEAN WAY)

ASEAN as a liberalist/idealist model is seen to be successful in preventing military conflicts amongst its member states. However from the realist perspective, it is believed that the international community is anarchic in nature; it would not prevent nation states to wage a direct military conflict should their national interests be at stake.¹¹

ASEAN's major goals as set out in the 'ASEAN Declaration' in Bangkok on 8th August 1967 were first to reconcile intra-regional conflicts, which characterized Southeast Asia at the time (in the form of border and territorial disputes and ethnic conflicts and hostility, religious prejudices and the fear by smaller states of bigger and stronger nations). Secondly, was to manage those conflicts and tensions and create a Southeast Asian regional order on the basis of the social and economic systems of each member nation and its territorial status quo; thus 'promoting regional peace and stability'.¹² In the course of its development, ASEAN materializes as a mechanism for Confidence Building Measures (CBM) and Preventive Diplomacy for peace building; not only in Southeast Asia but also in the Asia Pacific region.¹³ As a result, the ASEAN Regional Forum (ARF) was established in 1994 aimed to promote confidence-building measure preventive diplomacy and conflict resolution in the region. Currently this regional forum is being attended by China, Japan, United States, Russia, South Korea and many other countries both regionally and internationally.¹⁴

¹¹ Joseph S. Nye, JR, *Understanding International Conflicts: An Introduction to Theory and History*, 5th ed, Pearson Longman, 2005, pp. 44-53.

¹² Ranjit Gill, *ASEAN: Toward 21st Century*, ASEAN Academic Press Ltd, 1997, London, p. 43.

¹³ Rodolfo C. Severino Jr. 2005. *ASEAN and the Growth of Regional Cooperation in Southeast Asia*. (online) <http://www.aseansec.org/2831.htm>. (25 Jul 2008).

¹⁴ Information on ASEAN homepage: <http://www.aseansec.org> (25 Jul 2008).

Within the framework of this arrangement, Malaysia has managed to avoid war or any other form of conflicts against all the other claimants of the Spratly Islands. Through political dialogue and confidence building measures and initiatives, no tension has escalated into armed confrontation among both the ASEAN and ARF members (especially China), since its establishment more than three decades ago. But nothing can guarantee that this peace and stability will not change to conflicts in any given time-frame or circumstance; given the very fragile and sensitive nature of the entire situation in the SCS.

ASEAN has however, consistently pursued a policy of cooperation in seeking the peaceful settlement of differences. For instance in 1992, recognizing that any conflict in the SCS could directly affect peace and stability in the region, ASEAN issued a declaration 'urging all parties concerned to exercise restraint in order to create a positive climate for the eventual resolution of all disputes'. ASEAN further 'emphasised the necessity to resolve sovereignty and jurisdictional issues over the SCS by peaceful means without resort to force'. In similar context, the ASEAN-China Senior Officials' Consultations Working Group on the Code of Conduct in the South China Sea have met to negotiate a working draft code of conduct covering the principles and norms of state-to-state relations, peaceful settlement of disputes and cooperation.¹⁵

In the present situation, a series of confidence building measures among the claimants would be useful to reduce tension and avoid the interference of extra-regional powers in the SCS. This mechanism would need to be preceded by mutual acceptance of the status quo position of each claimant's occupation of portions of the Spratlys. This may be advantageous to Malaysia since Malaysia will only claim whatever territory she controls, and the issue of sovereignty could then be resolved if each of the claimants come together in multilateral negotiations to discuss their maritime rights and interests.¹⁶

According to Barry Buzan's military security theory, the state is unable to defend the population

¹⁵ *ibid.*

¹⁶ *ibid.* p. 17.

On a positive note, Malaysia and China have had a very good relation over the SCS, and bilateral and informal forum have been conducted for a long time. China has claimed its indisputable right over the region, but has offered Malaysia certain financial rights and cooperation treaties covering joint gas and oil exploration.¹⁸

The conflict in the SCS is very complex in nature and its resolution is unlikely in the foreseeable future. For Malaysia, the claim is becoming more of a security concern especially so when some of the other claimants are flexing their muscles' in the overlapping territories. Besides this, Malaysia feels that the challenge posed by some of these claimants, namely the Philippines, Taiwan, and Vietnam can be managed diplomatically; but the medium and long-term threat of a military challenge by a hegemonic China is potentially worrying. This is because China may opt for a military initiative to settle such a dispute due to its enormous military edge over the other ASEAN claimants, including Malaysia. Currently, it is observed that China and a fast developing Vietnam, are more interested to maintain cooperation and retain investments from the ASEAN members. Malaysia must therefore prepare itself in all aspect to face any eventuality that could occur with regard to developments in the SCS area. However, it is impossible for Malaysia to go to war with its neighbours over natural resources in the near future, given the current mood for normalization of relations and economic dependence throughout the region. Moreover, diplomatic channels and initiatives would be preferred over any instrument of force to resolve the overlapping claims and issues in the SCS.

Rising global energy prices is one of the major factors that have contributed to a potential break through in SEA's most complex and hitherto tense set of territorial disputes in the SCS. Developments over the past 12 months suggest that, for the first time ever, the political will may exist to set aside overlapping claims and pursue joint exploration for seabed resources. These new initiatives have been spearheaded by the Philippines and China, two countries for whom energy security has become a pressing concern in recent years. Putting individual claims aside and concentrating on such a joint initiative, will definitely benefit all parties in the long run. Nevertheless, there has to be the will and determination to carry out and see through this effort indiscriminating, so that a 'win-win' situation is attainable for all parties concerned.

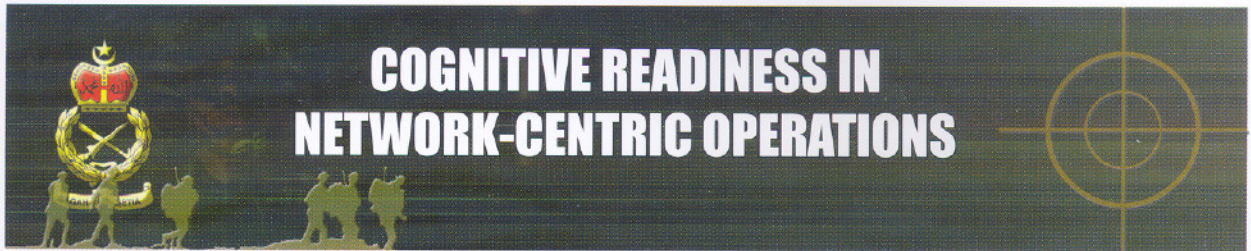
¹⁵ Ralph A. Cossa. 1998. *Security Implications of Conflict in the South China Sea: Exploring Potential Triggers of Conflict*. A Pacific Forum CSIS Special Report. Hawaii. March 1998. http://community.middlebury.edu/edu/scs/docs/cossa_%security%20implications%20of%20. (20 Nov 2008)

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COGNITIVE READINESS IN NETWORK-CENTRIC OPERATIONS

By Lt Kol Amirudin bin Ismail

“Machines don’t fight wars. People do, and they use their minds.”

John R. Boyd

INTRODUCTION

Let us be realistic. Actually, we have no choice but to deal with a whole emerging environment which is getting much more complex. Just have a quick look around us now. And then we should realise that complexity and unpredictability is on an increased and technology is one key culprit for this. Even in the golf course, the use of technology is very much evidenced. Technology is introducing more possible permutations in the battlefield, complicating it like never before. It can be quite scary especially when you know that you are not hands-on!

Then, there is also the issue of changes in the security landscape, the nature of war and how the military forces are being used. For us, the military, a whole new category of mission demands have been pushed affront with Operation Other than War (OOTW). We are actually witnessing many new mission demands recently, ranging from homeland security, fighting SARS, the bird flu or participating in large scale humanitarian efforts. Each new demand introduced new uncertainties and complexity. Despite the complexity, we still need to be able to make good decisions. Sense making is therefore the key and appreciating this, out of increasing uncertainty, we need to seize the opportunity to build the **Cognitive Edge**. Hence, we need to leverage on competitive advantages.

Despite advancements in cognitive research and technologies, most militaries, not forgetting the

Malaysian Armed Forces (MAF), have an ingrained belief that superior decision-making is the outcome mainly from one’s ability to wage the art of war. This is because we are conceptualizing the problem in the domain of training and selecting commanders. On the other hand, engineers and users are often lost in the big picture as they continue to focus on the technical issues of connecting computer systems, rather than how data is converted to useful knowledge that must be used for superior decision-making. We need to bear the best of ideas, concepts and understanding from cognitive, behavioral, organizational, psychology, leadership sciences and other related disciplines to methodically create the Cognitive Edge. The focus here is that we need to support the superior leaders practicing the art of war in the usage of the science of war.

THE COGNITIVE EDGE

The first overall strategy in the search for the Cognitive Edge is that we want to be able to keep as many of our decisions in the know. This could be implemented through developing our sensing and information system capabilities, integration of systems, business process changes and new war fighting concepts. Although technology introduces uncertainty into the battlefield, it can also be on its own antidotes for the resultant complexity. Technology could assist in lifting the **fog of war**. As an aspiration to the Cognitive Edge, we need to develop tools, capabilities, concepts, processes, organisation and systems to enable the armed forces to not just be effective in the known spaces

but also to thrive in and exploit the severe conditions of chaos and uncertainty. It is pertinent that we explore and play with various social and conceptual models and technologies to see how best we can achieve the Cognitive Edge.

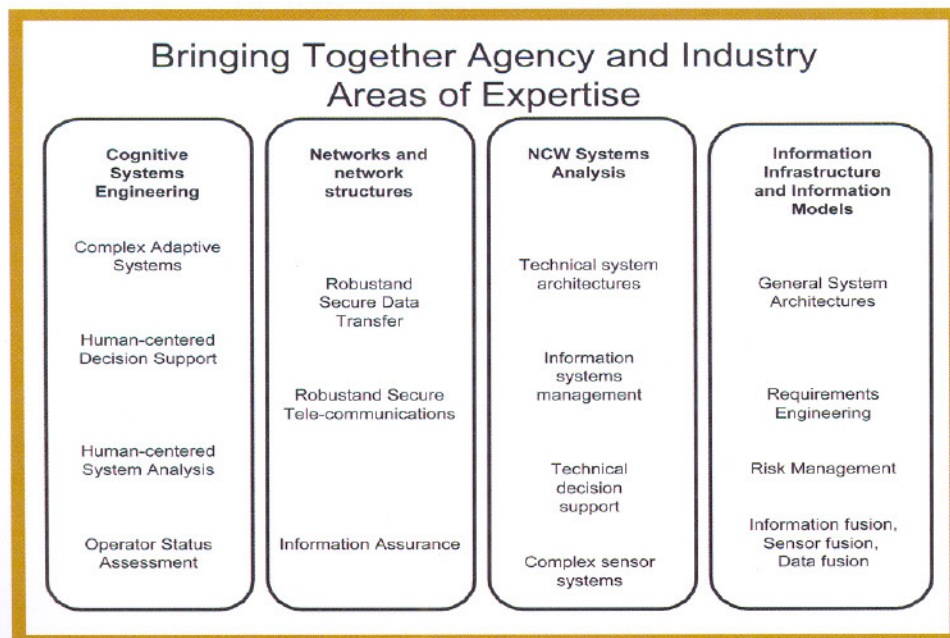
SENSE MAKING

What is sense making? It simply means that we want to make better and faster decisions. In order to achieve a Cognitive Edge, we need to be in control of sustainable competitive advantages which cannot be easily replicated by the adversaries. We need to be aware that the quality of decision making function is related to the amount and quality of information, the knowledge and experience of the person or group. As such the quality of sense making is the rate of data conversion into knowledge and it is inversely proportionate to enemy actions such as deception or concealment.

Hypothetically, we tend to believe that when information increases, the quality of decision making improves. However, at some points, more information causes not only marginal improvement, but can actually end up with negative returns. Sense making is needed to deal with this point of information overload. We need to look at all aspects that limit the best decision possible. In our attempt to understand sense making, we also need to

undertake the need to be aware of the individual with its limitation and biases, the organisation with its limiting structures and negative propensities and not the least of an environment which is making things much worse than in the past.

In order for us to understand sense making in greater depth, there may be a need for us to exploit the issue of **Cognitive Precision**. We need to have an understanding as close to the truth – getting it right by connecting to the right dots by enhancing our reasoning processes. We could also introduce intelligence into data and systems so that data will find data and the relevance will find the user. We could do this by tapping on the wisdom of others. We need to develop a system of **Rapid Cognition that is of** getting it right fast by aspiring to have systems that transfers knowledge with only one glance. We also need to **augment the intrinsic individual cognitive capacity**. This could be achieved with the aid of computer sentinels, virtual assistants, human experts on demand operating with the idea to create social networks on the fly and computer-human symbiosis to better cognition. Also, accept the reality that people often make decisions based on instincts – harness guts feelings. We also need to retain the decision-making character of small groups. Adaptability is also a key factor because the more adaptive one is, the less information he needs.



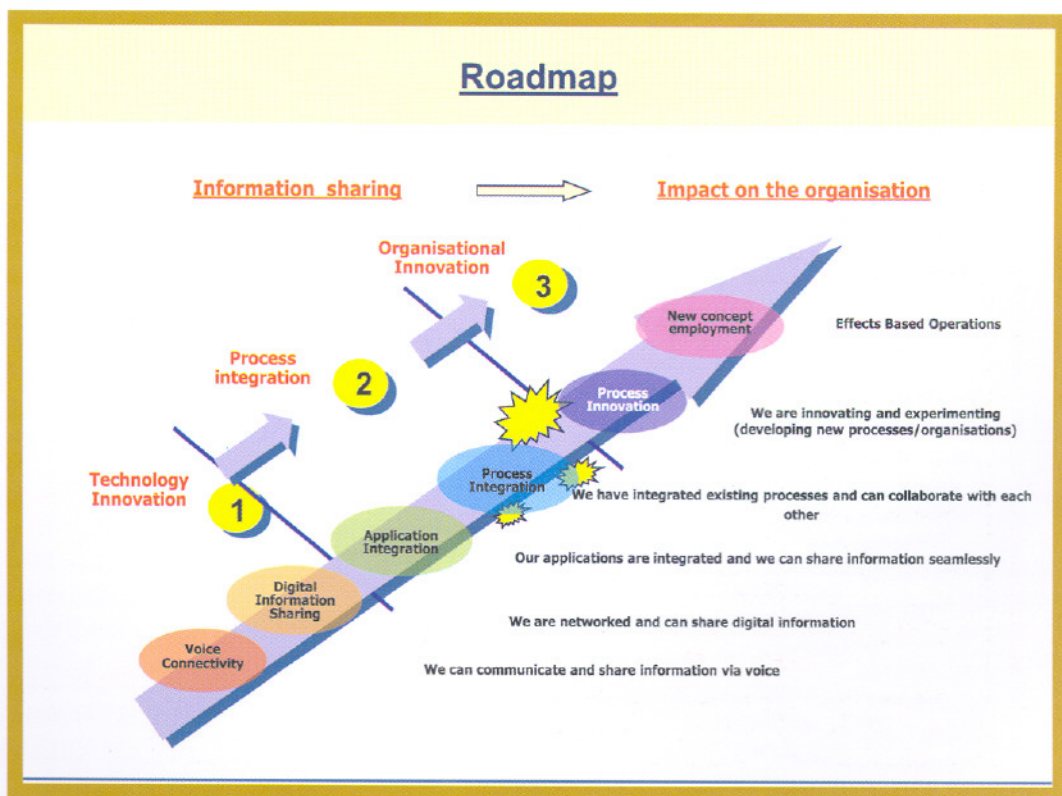
NETWORK CENTRIC WARFARE (NCW) – A WAY FORWARD

At the moment, there are no shortages of vendors and consultants in disseminating advice on how NCW should be developed and propagated in the Malaysian Armed Forces. In the rush to get this capability, perhaps we should also spend ample time to sit down and ponder into an advance understanding of the issues; lest we could get into trouble.

In hardening our defence planning, there always seems to be some project milestones or budget deadline that we need to consider. In worrying about the immediate need to develop NCW capability, do we have to sacrifice the more important? Do we think enough about concepts? Does the capability development officer have a list of things that he aims to buy as either his only pre-occupation or key performance Indicator? It is the norm that the capability development officer always tries to fight for more and more capabilities and features, but without realising it, there are penalties to be paid.

Costs will escalate. For a given budget, something else is actually not acquired. Something is sacrificed although the project manager may not know what this is!

In the journey toward NCW capable, we need to look at new concepts, new force structure and the transformation that would take place will be both exciting and challenging. There is need to learn lessons from the world even as we think about the new concept ourselves. We cannot afford to learn the wrong lessons and do things without thinking. We need to focus on multiple paradigms – one that focused on being systematic and optimizing resources; the other is seeking and discovering new transformational ideas. We need to create a culture of being able to look at things from a different perspective. We need to keep reinventing ourselves to stay ahead. Transformation cannot be a destination – it must be a journey. For NCW, it is not about connectivity, it is about Cognition. There are real challenges in connecting different systems, but the biggest challenge and the one with the highest payoff is not the last mile but to our brain.



NCW REVISITED

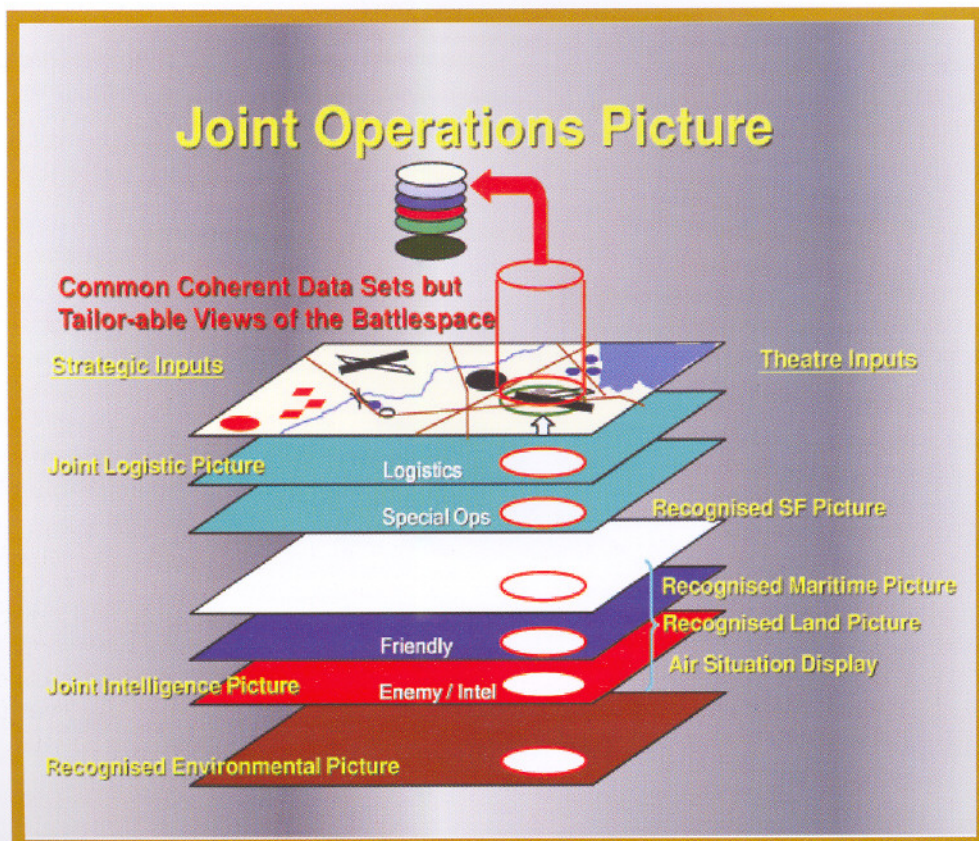
The term network-centric operations refer to military operations enabled by networking of the military force. Networking has multiple meanings, but in the network-centric context it means computer network based provision of an integrated picture of the battlefield, available in details to all levels of command and control down to the individual soldier. Network-centric operations are characterised by information-sharing across multiple levels of traditional echelons of command and control. This information-sharing is made possible by networking the entire force down to the individual level.

Therefore, network-centric operations depend upon the availability of information on the status and disposition of friendly forces, enemy forces, and all other relevant aspects of the operational environment. An underlying assumption of information-sharing is that the latter translates into a shared situational awareness and self-synchronisation through shared mental models of the current situation and of the desired end-state,

leading to a war fighting advantage. Information superiority is advantageous only if it ultimately translated into decision superiority. In network-centric warfare, the capacity to convert information superiority into decision superiority is optimised.

SELF-SYNCHRONISATION

The general layman conception of network-centric operations is the notion that, detailed information would be made available at all levels, and so allowing bottom-up decision making. The said bottom-up organisation (self-synchronisation) in its most basic form (coordination without verbal or written communication) stands in stark contrast to what has traditionally been a highly centralised, top-down command and control approach. By enabling more extended self-synchronisation, network-centric operations are likely to change the balance between bottom-up initiative and top-down directive in favor of bottom-up initiative. Perhaps, this would allow more initiatives and decision making role to be taken by the bottom-up segment.



It has been ages that the top-down directive commands and control were implemented as a necessary response to the limitations imposed on self-synchronisation by the need for unaided line-of-sight contact. Thus, to the extent that network centric military operations reflect a 'revolution in military affairs', they do so in a straightforward manner - by expanding unaided line-of-sight through the use of technology (in effect, 'enabled' line-of-sight).

Crystal ball gazing in the future, perhaps self-synchronisation could lead to emergent properties and efficiencies that were once seemed unachievable with top-down direction. It maybe probable that Network-centric warfare could take advantage of innate human abilities and propensities to maneuver in support of other unit members to achieve a common objective. Historically this has depended on unaided line of sight. NCW could create a virtual line-of-sight connectivity, extending well beyond the actual line of sight, enables self-synchronization to extend beyond the small unit and provides the adaptability and flexibility of self-synchronization at higher levels of command and control and across much greater unit size and dispersion. The fluidity and real-time adaptability with which small infantry units or armor units manoeuvre and fire to take an objective would be impossible with pure top-down direction. Network-centric warfare could extend such innate human talents for self-synchronisation to larger, more widely dispersed units and higher echelons of command and control.

NEW OPERATIONAL CAPABILITIES

As portrayed in the above diagram, the battle space information is made available via networking and digitisation across all echelons of command and control, the ability to self-synchronise will spread from small units to increasingly larger units, and finally will characterise joint operations.

Fred Stein has outlined the 'new operational capabilities for force employment' enabled within the 'shooter grid' of the network-centric environment. These include:

- The ability to be proactive in the planning process to avoid direct confrontation (by employing alternative means), to be prepared to react and exploit opportunities when direct confrontation must occur, and to shape expected actions to stay inside an enemy's decision cycle and keep him outside of ours; and the ability to rehearse, evaluate, and adapt plans rapidly (predictive planning and preemption).
- The ability to achieve dynamic synchronisation of missions and resources from components and coalitions; and to synchronise distributed force operations (integrated force management).
- The ability to enable rapid target search and acquisition, battle coordination and target selection, handoff, and rapid engagement of briefly available targets. These operational capabilities are not new, but without the technological advances now available, their scope was for all intents and purposes restricted to those elements that were within the war fighter's line of sight.

While the Stein taxonomy is based on his observations of the functional capacities enabled by the network force, we must also be absolutely clear that it is to be fully compatible with cognitive executive functions, typically involving the brain's prefrontal cortex - the seat of anticipation, planning, initiative, the integration of reason and emotion, and self-synchronisation. This is the main point in the context of NCW transformation.

IMPLICATIONS FOR COGNITIVE CAPABILITIES

From a cognitive perspective, it must be acknowledged that the mental abilities required to achieve *the Commander's intent* are those facilitated by a network force which include situational awareness, adaptability, mental agility, judgment, initiative, anticipation, planning, and course-of action determination. These are the abilities that are known to be impaired by the various stressors to which today's soldier would be routinely exposed which include environmental extremes (heat, cold), dehydration, high operational tempo, and sleep

loss. However, this does not mean that the cognitive resources of soldiers in a network-centric operation will necessarily be taxed to a greater extent than they are not in a non-network-centric environment. And neither would their operational performance be more vulnerable to the effects of those operational stressors. Rather, it means that the importance and salience of the war fighter's cognitive performance status is likely to be relatively increased against a backdrop of global, network-centric-enhanced war fighting prowess. In fact, it is conceivable that network-centric capabilities will present increased resilience in the face of some operational stressors known to affect cognitive performance.

SLEEP LOSS

Among the many studies relating to stressors affecting war fighter cognitive performance, sleep loss is the most thoroughly characterised. The study indicated that acute, total sleep deprivation and chronic sleep restriction impair cognitive performance which includes the general speed of responding on simple psychomotor tasks. However, complex mental operations—including the ability to anticipate, generate, and execute a plan of action, maintenance of situational awareness, and critical reasoning are also impaired by sleep loss.

Results from studies on the functional brain imaging show that sleep loss would selectively deactivate the prefrontal cortex: the brain region where anticipation, planning, and situational awareness culminate. The implications of these findings are clear. It needs to be understood that even in well-equipped, well-trained, highly motivated soldiers operating within cohesive units with good morale, sleep remains a critical factor for maintaining the cognitive operational capabilities enabled by a network-centric environment. Hence, it would be expected that the better-rested the soldier, the better and faster that soldier will be able to grasp and exploit the information provided by the network. This would serve as an advantage that could be vital when the opposing force who also has the network-centric warfare capabilities.

CONCLUSIONS

In the near future, there is available prospect that network-centric warfare would be the basis of doctrine and operations for the MAF. Fundamental to network-centric warfare is the availability of accurate, detailed, real-time information at all levels of command and control. This information provides the basis for self-synchronisation, in which coordination proceeds without overt communication as the natural consequence of having information in common and having common mental models of the current state and the desired end-state. Such self-synchronisation shifts the balance between bottom-up organisation and top-down control, nevertheless, in favor of bottom-up organisation. Network-centric operations and the associated self-synchronisation place a premium on the performance of individual soldiers and small teams at all levels of command and control.

A critical component of such performance is the ability to integrate information, anticipate, and plan. These executive mental functions depend on the prefrontal cortex of the brain for successful execution. Various physiological stressors degrade cognitive performance. These include carrying excessive loads, dehydration, hypothermia, sleep loss (which degrades prefrontal cortex function directly), and nutritional or caloric deficiencies. Apart from just focusing on the tangible aspect involving NCW, it is pertinent also to study the need of soldiers in the network-centric force. It must also be an undertaking that they will have sensors and software constituting a war fighter physiological status monitor (WPSM) incorporated into the individual soldier computer, linking them through the network-centric warfare network. These will provide information on their biomedical status with respect to these performance-degrading stressors. This information would be used by commanders to manage biomedical resupply (water, food, sleep, etc.) to sustain performance. Thinking out loud, other measures of cognitive performance will be included in the suite of sensors and software. With these systems in place, commanders will have the tools in hand to sustain individual and unit performance in the network force.

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Oleh Lt Kol Mohd Radzi Bin Abd. Hamid

PENGENALAN

Kebahagiaan dan keharmonian rumah tangga yang berpanjangan adalah idaman bagi setiap pasangan yang berkahwin. Idaman sebegini bersifat universal kerana ia tidak mengira agama, bangsa dan budaya. Setiap pasangan memilih pasangan masing-masing berdasarkan ciri-ciri tertentu atau cita rasa individu. Di samping itu bagi pasangan beragama Islam, mereka menerima konsep jodoh ditentukan oleh Tuhan. Jika telah ditakdirkan oleh Tuhan, jodoh tidak mengenali erti cantik atau sempurna. Sungguhpun setiap pasangan sama ada suami atau isteri, menanam idaman yang sama tetapi kadang kala idaman tersebut tidak tercapai. Terdapat satu petikan barat yang popular iaitu *'you get some, you lose some'*.

Di dalam perkhidmatan tentera, terdapat sesetengah anggota dan pegawai memilih pasangan dari perkhidmatan yang sama. Ada juga sekelompok kecil anggota peringkat bawah yang berkahwin dengan pegawai. Ada juga yang memilih pasangan dari perkhidmatan lain seperti Tentera Laut dan Tentera Udara. Sepintas fikir, perkahwinan sesama mereka adalah percantuman yang terbaik kerana dua anggota yang berdisiplin disatukan. Maka mudahnya, disiplin antara mereka akan menjadi lebih baik dan kuat. Walau bagaimanapun, prestasi perkahwinan pasangan sesama perkhidmatan didapati lebih banyak kegagalan dari kejayaan. Sesetengahnya usia perkahwinan tidak sampai usia setahun. Malah ada segelintir yang beberapa kali berkahwin dengan pasangan dari perkhidmatan yang sama tetapi rumah tangga mereka berpecah juga pada akhirnya.

Bagi pihak tentera, perkahwinan sesama anggota tentera di lihat amat positif. Gabungan ini di lihat akan memudahkan urusan pentadbiran

dan menjimatkan kos seperti peruntukan rumah keluarga dan kos pergerakan ke tempat kerja. Maka ada organisasi di dalam tentera yang merancang majlis perkahwinan beramai-ramai antara sesama anggota. Sungguhpun demikian, matlamat asal tidak tercapai kerana pasangan berkenaan berpisah pada akhirnya. Kegagalan perkahwinan sesama mereka di lihat boleh mencetuskan masalah sosial lain dalam tentera. Masalah keluarga atau peribadi berupaya menjejaskan prestasi kerja. Anggota tentera akan hilang fokus dari pekerjaan utama dan lebih banyak menyelesaikan masalah peribadi. Situasi ini didapati boleh mengancam keselamatan rakan, organisasi dan masyarakat. Terdapat kes-kes yang mana anggota tentera mengamuk, tidak hadir bertugas, membunuh diri, dan mengganggu rumah tangga rakan kerana menghadapi masalah rumah tangga.

PEMAHAMAN MAKSUD

Sesetengah orang mengumpamakan perkahwinan seperti sebuah meja perjudian. Ianya bergantung kepada kebijaksanaan pemain dan nasib baik. Perkahwinan mengundang seribu dugaan dan cabaran tanpa mengira darjat dan pangkat. Insan yang terlalu bijak seperti seorang sarjana juga turut terlibat dalam kancah pergolakan perkahwinan kerana nasib tidak menyebelahnya. Dugaan dan cabaran ini lebih meninggi bagi pasangan yang berkahwin dengan anggota tentera, jika dibandingkan dengan pasangan awam biasa. Sementelah lagi kedua-duanya adalah tentera. Ini disebabkan oleh cara hidup ketenteraan yang amat berbeza. Pasangan perlu bersedia untuk ditinggalkan seseorang dalam tempoh yang agak lama, sikap yang tegas dan agak keras, mengurus hal anak-anak secara sendiri, waktu kerja yang tidak tetap dan sistem yang penuh disiplin.

DEFINISI KOMUNIKASI

Secara sedar atau tidak kita berkomunikasi sejak dari dalam rahim ibu. Sesetengah ulama berpendapat, bayi mula berkomunikasi ketika usia 40 hari dalam rahim ibu. Ada pula yang mengatakan setelah berusia 6 bulan. Kita berkomunikasi 24 jam sama ada secara sedar atau pun tidak. Mimpi juga boleh dianggap berkomunikasi. Perkataan komunikasi dibentuk dari perkataan *commune* yang bermakna kesamaan. Menurut Ezhar Tamam (2004), komunikasi ialah satu proses ke arah mewujudkan kesamaan. Apabila kita berkomunikasi kita berusaha membentuk kesamaan dengan cara bertukar dan berkongsi maklumat secara lisan dan bukan lisan.

Terdapat tiga peringkat kesamaan iaitu kesamaan perkataan (peringkat asas), kesamaan dari aspek makna dan kesamaan dari segi kepercayaan dan keyakinan. Peringkat kesamaan ini dapat dijelaskan dengan melihat situasi tahap penerimaan mesej oleh individu. Mesej berkenaan mungkin difahami tetapi tidak dipercayai. Ia merangkum kesamaan peringkat ketiga. Komunikasi tidak mendatangkan kesan yang diharapkan lantaran pendengar tidak yakin dengan apa yang didengar dan difahami (Ezhar Tamam, 2004).

Kamus Kolej Amerika menterjemahkan komunikasi sebagai kaedah menghantar mesej tentera, arahan menggunakan telefon, telegraf, radio, dan kurir. Hakikatnya komunikasi meliputi semua keadaan sama ada sama atau pun tidak. Jika wujud situasi kesamaan, ia adalah faktor penyumbang kepada kejayaan berkomunikasi. Jika sebaliknya, komunikasi tetap berlaku dan kesannya mungkin tidak baik atau tidak memberi kesan langsung. Ini di sebabkan, kadang-kadang kita berkomunikasi tanpa ada harapan apa-apa pun seperti menjerit pada laut yang dilakukan sekadar suka-suka.

Sungguhpun demikian, sarjana memiliki takrif yang tersendiri berdasarkan hasil kajian. Ada sarjana terdahulu yang melihat komunikasi dari aspek yang lebih luas skopnya. Dalam hal ini, komunikasi di katakan satu proses yang menghubungkan bahagian-bahagian yang terasing di dalam dunia (Ruesch, 1957). Konsep Ruesch lebih luas skopnya. Definisi yang pelbagai ini disebabkan

oleh latar belakang sarjana yang berbeza dan fokus kajian yang berlainan. Bagi sarjana yang fokus pada niat dan tujuan berpendapat komunikasi adalah situasi apabila sumber memancarkan mesej kepada penerima dengan sedar, bertujuan mempengaruhi perlakuan penerima (Miller, 1966). Gode (1959) pula berpendapat komunikasi adalah proses mewujudkan persamaan antara dua orang ataupun lebih sesuatu dimonopoli oleh seorang ataupun beberapa orang. Kedua-dua definisi ini, memberi gambaran bahawa setiap komunikasi mestilah memiliki niat atau tujuan. Tindak perhubungan yang dilakukan tanpa sebarang niat dianggap bukan komunikasi.

Perkembangan teknologi komunikasi yang semakin tidak terjangkau, tahap dan fokus komunikasi adakah kompleks dan sentiasa berubah-ubah. Kadang-kadang, kita merasakan semua benda yang di lihat atau tidak di lihat adalah komunikasi kerana masing-masing memiliki takrifan sendiri dari sudut berbeza yang diyakini itulah yang tepat. Abdullah Hassan (2002) mentakrifkan komunikasi intim sebagai hubungan lanjutan yang melibat aspek perasaan, jiwa, minat dan kekosongan hidup. Bagi beliau komunikasi intim memerlukan usaha yang lebih jika dibandingkan dengan komunikasi biasa. Pendapat Abdullah Hassan selari dengan pandangan Zamri Mohamad (2006). Beliau menjelaskan komunikasi intim memerlukan penggunaan bahasa-bahasa cinta yang puitis dan memerlukan kreativiti yang tinggi. Bahasa-bahasa puitis disusun menjadi kata cinta yang mempertingkatkan taraf komunikasi kepada tahap intim.

BENTUK KOMUNIKASI PASANGAN

Komunikasi antara pasangan boleh di katakan sebagai komunikasi kumpulan kecil kerana berkongsi makna dan mesej. Ia tergolong dalam kategori komunikasi *interpersonal*. Manusia berhubung dengan manusia adalah proses kefahaman berkenaan dunia serta berkongsi maksud dengan yang lain (Beebe, Beebe & Redmon (1999). Melalui komunikasi ini jalinan hubungan dapat ditingkatkan. Bijak dalam berkomunikasi dapat mengeratkan hubungan pasangan. Beebe, Beebe & Redmond (1999) menjelaskan komunikasi interpersonal sebagai kaedah komunikasi yang istimewa kerana ianya terjalin apabila manusia

saling berinteraksi sesama manusia sehingga dapat mempengaruhi antara satu sama lain dan selalunya dengan tujuan untuk mengkoordinasi sesuatu hubungan.

Persoalannya ialah jika tujuan berkomunikasi untuk mengkoordinasi sesuatu hubungan seperti yang di katakan oleh Beebe, Beebe & Redmond, mengapa berlakunya perselisihan dalam komunikasi manusia. Bahkan sesetengah kes menjadi terlalu ekstrem hingga menyebabkan kematian. Bentuk komunikasi atau hubungan pasangan melibatkan komunikasi seorang ketua (suami) dengan pengikutnya atau orang yang dipimpin iaitu isteri dan anak-anak. Sebagai ketua keluarga atau suami, ia memiliki tanggungjawab dan peranan untuk memastikan keluarganya berjalan lancar dan mencapai matlamat yang diangankan. Maka antara bentuk komunikasi antara pasangan ialah komunikasi ketua dengan pengikut. Mengikut Barker, Wahlers dan Watson (1995) seorang ketua perlu memiliki kemahiran komunikasi yang upaya menggerakkan pengikutnya ke arah mencapai matlamat dan sejahtera keluarganya. Dalam hal ini si suami perlu menjalankan tugasnya seperti memberi arahan, nasihat, panduan, teguran menyelia dan sebagainya. tertakluk kepada tujuan atau niat berkomunikasi. Sekiranya pengikut tidak mahu mematuhi arahan atau apa sahaja yang gariskan oleh ketuanya, maka ia bergantung pada kebijaksanaan ketua untuk mengendalikan pengikut seumpama itu. Dalam bentuk komunikasi ini, ketua dianggap sebagai seorang yang terpimpin atau tanpa dosa dan memiliki segala ciri-ciri yang baik dan murni.

Pinquart (2003) kurang bersetuju dengan pendapat oleh Barker, Wahlers dan Watson. Bagi beliau, peranan ketua keluarga hanyalah merupakan faktor sampingan. Beliau berpendapat perpecahan sesebuah keluarga di dorong oleh dua aspek utama iaitu '*loneliness*' dan '*sex differences*'. Kesunyian yang dihadapi oleh individu sama ada suami atau isteri adalah berpunca dari komunikasi yang amat terhad. Komunikasi yang dilakukan, berlaku dalam suasana beku. Implikasi dari faktor kesunyian, pasangan bertindak keluar dari ikatan perkahwinan untuk mencari penawar kesunyian. Manakala perbezaan matlamat seks menjadikan pasangan bertindak mengikut haluan masing-masing. Suami bertindak memenuhi kehendak

seks kerana didorong oleh rasa tanggungjawab dan memenuhi keperluan batiniah. Manakala isteri pula melakukannya kerana demi kasih dan sayang ke arah mendapatkan zuriat. Dua sebab ini membuka kepada sebab-sebab yang lain seperti curang, suami dianggap tidak pandai memainkan peranan sebagai ketua keluarga dan lain-lain lagi.

Sungguhpun demikian, kadang-kadang berlaku perselisihan antara pengikut dengan ketua. Maka ia berbalik pada bentuk yang pertama iaitu komunikasi bertujuan untuk mengkoordinasi hasrat. Dalam hal ini juga Ezhar Tamam (2004) berpendapat jika pengikut tidak memenuhi tanggungjawabnya sebagai pengikut, maka potensi ketua tidak akan terserlah. Langsungnya seorang suami tidak dapat menjalankan peranannya dengan berkesan atau terus gagal dalam rumah tangganya. Bagi menyelesaikan masalah komunikasi ini, Hussain (1988) menggariskan beberapa sifat komunikasi ketua yang baik iaitu:

- Seseorang ketua yang berkesan akan sentiasa memberi ruang dan menawarkan peluang yang tidak terbatas kepada pengikut-pengikutnya untuk meluahkan pendapat, rasa tidak puas hati, bercakap dan sebagainya.
- Seorang ketua yang berkesan sentiasa memiliki keupayaan untuk mendengar dengan baik dan berkesan mengenai apa-apa pun perkara yang dicakapkan oleh pengikutnya.
- Seorang ketua yang berkesan tidak menghalang, bahkan sentiasa menggalakkan pengikutnya untuk memberitahu sebarang masalah berkaitan dengan urusan mereka yang berkaitan.
- Seorang ketua yang berkesan sentiasa mengotai dan mengatakan apa yang mereka mahukan.
- Seorang ketua yang berkesan sentiasa dan di mana-mana sahaja akan memberikan maklumat yang benar diperlukan oleh pengikutnya.
- Seorang ketua yang berkesan sentiasa akan memberikan atau menjawab soalan dengan jelas dan memuaskan hati pengikutnya.

- Seorang ketua yang berkesan tidak akan terburu-buru dalam membuat sebarang keputusan. Beliau sentiasa menimbang maklum balas dan cadangan pengikutnya semasa membuat keputusan dan rancangan.

Walaupun seorang suami memiliki semua ciri-ciri baik yang dinyatakan oleh Hussain di atas tetapi beliau tetap menghadapi masalah dalam dengan pasangannya. Bagaimana hal ini boleh berlaku. Ini bermakna seorang ketua yang berkesan tidak menjamin sejahtera antara pasangan. Maka ke arah mewujudkan suasana yang harmoni dan sejahtera antara pasangan, ia memerlukan kedua-dua belah pihak iaitu suami dan isteri memiliki sikap yang berkesan dan memainkan peranan masing-masing dengan baik. Tubbs (1995) menjelaskan pengikut juga memainkan peranan penting dalam membentuk komunikasi yang berjaya antara pasangan. Beliau mengkategorikan pengikut kepada tiga jenis iaitu kebergantungan, tidak sehaluan dan berdikari. Ezhar Tamam (2004) kurang bersetuju dengan pendapat Tubbs ini. Beliau berpendapat perkara utama dalam kesejahteraan hubungan pasangan atau kumpulan bukanlah ketua tetapi berpegang kepada prinsip-prinsip kepengikutan seperti berikut:

- Sentiasa taat kepada ketua selagi tidak menyalahi lunas-lunas yang sebenar.
- Ketaatan dilakukan sebagai satu pertanggungjawaban.
- Taat kepada kedudukan bukannya kepada orang tertentu.
- Berpegang pada prinsip bukannya personaliti.
- Menegakkan yang benar dan memerangi yang batil.
- Bersama dengan kumpulan.
- Tidak bangga apabila pendapat diterima.
- Hormati perbezaan.
- Taat masa senang dan masa susah.

- Hak ketua untuk tidak menyatakan sesuatu sekiranya terdapat hikmahnya.
- Minta persetujuan ketua sebelum melakukan sesuatu.

Seorang suami, seorang ketua juga seorang pemimpin dengan seorang pengikut atau pasangannya adalah asas dalam satu kumpulan kecil yang saling memerlukan. Corak komunikasi antara mereka ialah saling memberi dan menerima atau menerima dan memberi. Maka seorang ketua atau suami yang baik dan berkesan hanya bermakna atau muncul apabila adanya pengikut atau isteri yang baik dan berkesan juga. Ketaatan dari kedua-dua belah pihak khususnya isteri sebagai pengikut adalah perkara pokok atau ramuan utama dalam hubungan antara pasangan. Dengan hanya mengetahui prinsip-prinsip pengikut tidak mencukupi selagi ia tidak dihayati dan difahami. Sebagai isteri bertindaklah sesuai dengan seorang suami dalam parameternya sendiri yang amat konstruktif dan sentiasa ingin bersatu padu dengan suaminya ke arah membentuk satu pasangan yang intim dan membentuk komunikasi yang berkesan.

Teleki (1984) juga bersependapat dengan Pinquart iaitu faktor ketua keluarga hanyalah sebab kecil. Dalam hal ini, Teleki meletakkan sebab perpecahan rumah tangga kepada tiga sebab utama iaitu '*acceptance, psychological control, and lax discipline*'. Pendapat beliau berdasarkan kajian ke atas 29 pasangan yang telah berpisah dan 30 pasangan yang masih bersama. Penerimaan (*acceptance*) adalah kunci kepada segala masalah rumah tangga. Jika pasangan saling menerima, semua perkara yang susah menjadi senang dan pasangan bersedia menerima kelemahan pasangannya. Pendapat Teleki ini selari dengan konsep reda kepada pasangan dalam Islam. Islam menuntut umatnya supaya lebih bersyukur dan menerima apa sahaja amanah yang diberi oleh Tuhan dalam bentuk isteri atau pasangan. Kekuatan dan kelemahan isteri terletak pada suami.

TAHAP-TAHAP HUBUNGAN

Dalam melakukan komunikasi antara pasangan ia perlu melalui tahap-tahap tertentu. Komunikasi yang baik antara pasangan bukanlah berlaku dalam

sekelip mata. Ianya akan melalui empat tahap hubungan iaitu:

- Tahap Pra kenal.
- Tahap membina keserasian
- Tahap mesra/matang.
- Tahap pengekalan.

Pada tahap **pertama; pra kenal**, dua individu belum lagi bersatu atau menjadi satu kumpulan. Seorang teruna akan cuba menghampiri si dara yang disukainya. Pada tahap ini proses perkenalan akan berlaku seperti bertukar-tukar nombor telefon, saling menghantar mesej pesanan ringkas, surat dan email, saling berkirim gambar, saling bertukar hadiah dan sebagainya. Setelah merasai saling menyukai, berakulah **tahap dua iaitu membina keserasian**. Pasangan ini akan mula bercantum melalui ikatan janji seperti bertunang, merisik dan membuat pengesahan. Keserasian ini terus dibina hingga ia menjadi kuat. Pada **tahap tiga**, pasangan terus berkahwin atau bersama untuk melalui proses kemesraan yang sejati atau lebih matang. Sehingga lah dikurniakan cahaya mata dan memiliki parameter sebagai sebuah keluarga atau pasangan bahagia. Pada tahap akhir, pasangan akan berusaha untuk mengekalkan kemesraan dan keserasian yang telah dibina sebelum ini sekiranya berlaku sebarang kesilapan, pasangan akan saling memaafkan dengan tujuan mengekalkan kemesraan.

Pada dasarnya tahap-tahap tersebut berlaku mengikut susunan proses yang sistematik dan ia sebenarnya terjadi tanpa dirancang sama sekali. Sama ada pasangan sedar atau tidak, proses mengadakan hubungan melalui tahap tersebut dan kemungkinan tahap menjadi kurang tidak boleh dinafikan. Walau bagaimanapun masih terdapat elemen-elemen lain yang membantu kejayaan tahap-tahap hubungan ini. Sebenarnya tahap-tahap hubungan mungkin lebih atau mungkin kurang dari empat berlaku kerana ia merupakan satu keperluan bagi mewujudkan hubungan. Ini disebabkan oleh sifat semula jadi manusia yang inginkan hiburan (leisure) (Yoon G. Lee, 2004)). Lee berpendapat hubungan yang dibuat atas sebab keperluan hiburan yang mana individu memiliki sikap semula

jadi untuk merasakan dimiliki atau memiliki. Bagi menjelaskan pandangan ini, beliau membahagikan keperluan hiburan pasangan kepada tiga kategori iaitu '*active leisure, passive leisure and social entertainment*'. Setiap hubungan yang dijalin sama ada dalam kontrak perkahwinan atau sebagainya, memerlukan elemen hiburan tersebut. Kajian beliau mendapati, pasangan yang saling menghiburkan pasangannya sama ada secara aktif ataupun pasif dan memenuhi keperluan sosial dalam diri, akan kekal bahagia.

Pendapat Lee ini hampir sama dengan konsep '*loneliness*' yang diketengahkan oleh Pinquart. Ianya juga selari dengan kepercayaan Agama Islam yang menuntut umatnya yang berkahwin supaya saling memberi dan menerima, saling memahami dan bertanggungjawab. Imam Ghazali (terjemahan 1973) menasihati kaum lelaki yang bergelar suami supaya bersifat kebuda-budakan dan sentiasa berjenaka ketika bergaul atau berkomunikasi dengan isteri. Beliau mengatakan adalah menjadi sifat semula jadi kaum hawa yang suka kepada hiburan, gurau senda dan mempunyai sifat keanakan-anakan yang kekal dalam diri mereka.

Manakala Gaines (1996) pula berpendapat unsur '*respectful behavior among engaged/married couples*' merupakan perkara terpenting dalam menjamin kerukunan hubungan pasangan. Beliau tidak melihat tahap-tahap hubungan sebagai keperluan wajib. Sungguhpun hubungan melalui tahap-tahap tersebut tetapi tanpa rasa hormat diri atau menghormati pasangannya, hubungan akan menjadi cacat (*handicap*) atau berpecah (*mad relationship*). Gaines melihat elemen ini sebagai asas tunjang untuk menerima peribadi seseorang sama ada sempurna atau kurang. Jika pasangannya tidak sempurna seperti asal usulnya seorang hamba abdi dari ladang gandum, untuk kekal berhubung, kita harus bersedia menerima keadaan tersebut. Kita harus menerimanya dalam konsep menghormati dirinya, walaupun kita akan diketepikan oleh masyarakat dan terpaksa menghadapi pelbagai tohmahan jiran dan saudara.

KEGAGALAN DAN KEJAYAAN KOMUNIKASI

Musa Abu Hassan (2004) berpendapat untuk menjayakan sesuatu proses komunikasi bersemuka,

seseorang itu perlu tahu tentang faktor-faktor yang mempengaruhi keberkesanan komunikasi berkenaan seterusnya mengoptimumkan hasrat berkomunikasi. Beliau meletakkan lima faktor penting yang akan menjamin kejayaan komunikasi. Bagi beliau, jika lima faktor ini tidak diikuti, maka komunikasi berkenaan akan gagal atau menjadi tidak berkesan.

Emosi dan perasaan adalah faktor utama. Berkomunikasi dalam keadaan ceria atau riang memberi kesan yang lebih jika dibandingkan dengan berkomunikasi dalam keadaan sedih atau marah. Dalam keadaan sedih, seluruh tubuh kita tidak bersedia untuk berkomunikasi. Maka kita tidak akan berkomunikasi secara serius atau tidak dapat memberi fokus yang mendalam. Faktor yang kedua ialah siapa khalayak tersebut. Jika kita berkomunikasi dengan orang yang tidak dikenali, kita akan cuba membataskan proses berkomunikasi. Begitu juga ketika berkomunikasi dengan seseorang ketua. Pengetahuan tentang perkara yang akan dikomunikasikan adalah faktor yang ketiga. Ada juga sarjana yang menyebut keselarasan bahasa atau perkara. Begitu juga dengan tahap pengetahuan. Jika ia sama maka komunikasi menjadi lebih mudah untuk difahami. Faktor yang keempat ialah tempat atau lokasi.

Ramai orang tidak sedar bahawa lokasi juga memainkan peranan yang penting dalam menentukan kejayaan komunikasi. Jawapannya boleh kita temui dengan menjawab soalan seperti, mengapakah sesuatu mesyuarat dibuat dalam sebuah bilik mesyuarat yang khusus? Mengapa perbincangan korporat di lihat lebih berjaya jika dibincangkan sambil bermain golf? Ini kerana faktor lokasi memainkan peranan penting. Faktor yang terakhir ialah tujuan komunikasi. Faktor ini berkait dengan bentuk komunikasi yang di bincang lebih awal iaitu untuk mengkoordinasi sesuatu perkara.

Menurut Leyva Meredith (2003), *the communication failure between military wives sited on their own diffrences. Because military way of life have exclusive values and ethics which most wives don't understand*. Beliau juga menjelaskan kegagalan komunikasi antara pasangan tentera, mungkin disebabkan oleh kedua-dua belah pihak. Dalam masalah ini tidak ada pihak yang boleh dipersalahkan. Berdiam diri, keluar rumah seorang

diri, pergi pesta tari menari atau minum *wine* di bar atau hotel juga di lihat sebagai petanda telah berakunya kegagalan komunikasi.

Turbner (2002) menyatakan kegagalan komunikasi keluarga perlu di lihat dari skop yang lebih luas. Ini disebabkan oleh faktor kepelbagaian. Bagi beliau, komunikasi keluarga perlu di lihat dengan menyeluruh kerana ia melibatkan semua ahli keluarga. Kekalutan sesebuah keluarga bukan disebabkan oleh seorang sahaja individu tetapi ia perlu di lihat secara lebih luas termasuk faktor-faktor lain menyumbang kepada kegagalan komunikasi berkenaan.

Pendapat Turbner boleh diterima kerana faktor sekeliling perlu diambil kira dalam berkomunikasi. Faktor gangguan seperti bunyi bising adalah asas pada gangguan. Turbner melihat dalam skop yang lebih jauh. Dalam hubungan pasangan, faktor gangguan bagi Turbner bukanlah bunyi bising tetapi individu yang rapat dengan pasangan seperti ibu bapa, sanak saudara dan rakan-rakan. Beliau juga membahagikan pihak-pihak berkenaan kepada dua kategori yang mana pihak bertindak positif dan pihak yang bertindak negatif. Hubungan pasangan yang terganggu atau komunikasi yang gagal hanya boleh diselesaikan oleh pihak yang positif. Pihak yang negatif di lihat boleh menyebabkan tahap kegagalan komunikasi pasangan menjadi tidak terkawal. Pihak yang tidak sensitif ini termasuklah pihak ketiga yang cuba merosak hubungan, sanak saudara yang mempunyai niat yang tidak baik.

Selain itu faktor salah faham juga merupakan sebab ke arah menggagalkan komunikasi. Sesetengah sarjana mengatakan ia adalah persepsi. Jika kita membuat persepsi negatif lebih awal, maka komunikasi agak sukar untuk dibentuk dan mungkin ia tidak berkesan. Kita hendaklah memiliki persepsi yang positif bagi membuka segala deria untuk mencerap dan menerima segala maklumat yang disalurkan ketika berkomunikasi. Persepsi negatif boleh dianggap sebagai gangguan dalam komunikasi. Seseorang komunikator yang baik akan sentiasa bersedia menerima semua gangguan.

Ezhar Tamman pula membahagikan perkara ini kepada dua iaitu tingkah laku akomodasi dan tingkah laku divergen. Kedua-dua tingkah laku ini juga di lihat boleh menggagalkan komunikasi

Akomodasi	Divergen
Saling memberi tumpuan ketika berkomunikasi. Cuba memahami antara satu sama lain.	Mengelak diri dari berkomunikasi
Memperlahankan kadar percakapan agar pendapat boleh mengikuti	Mengelakkan diri dari mewujudkan suasana yang boleh menimbulkan ketegangan atau konflik
Mengulang perkataan yang berpotensi di salah dengar dan di salah faham	Mengambil sikap tidak endah situasi konflik yang timbul
Mengubahsuaikan tabiat komunikasi agar sesuai dengan situasi dan keperluan pendengar	Menonjolkan perbezaan tabiat komunikasi misalnya dari segi telo
Tidak terburu-buru sebaliknya memberi masa komunikator menyatakan mesejnya	

Jadual 1: Tingkah laku Akomodasi dan Tingkah laku Divergen

pasangan. Beliau menyatakan dengan jelas antara sikap-sikap akomodasi dan divergen seperti di dalam Jadual 1.

Tiehen (2000) berpendapat faktor-faktor kegagalan komunikasi pasangan berbeza mengikut abad. Kehidupan abad dulu dan kini memiliki tuntutan dan keperluan yang berbeza. Pasangan wanita pada abad dulu, didapati lebih bersifat menerima (*receive*), sukarela (*volunteer participation*), dan setia (*loyal*) pada pasangan lelaki. Pasangan lelaki dianggap sebagai pelindung utama dalam hidupnya. Memiliki seseorang lelaki perkasa, darjat kehidupan seorang wanita telah meningkat. Justeru pasangan wanita akan berkhidmat pada pasangannya dengan penuh sukarela. Tiehen berpendapat, nilai-nilai hidup ini tidak lagi kukuh pada pasangan di abad baru. Corak komunikasi dan nilai-nilai pasangan abad baru telah berubah yang mana beliau mendapati '*married women's volunteer participation continued to decline from 1985 to 1993*'.

Pendapat di atas menepati arus pergerakan atau pembangunan masyarakat barat. Nilai-nilai kehidupan pada masa zaman empayar Rome dan revolusi perusahaan sama sekali tidak sama. Sungguhpun Tiehen tidak menyatakan perpecahan hubungan disebabkan oleh kegagalan berkomunikasi secara fokus tetapi sikap penolakan pasangan wanita jelas menunjukkan bahawa ia berpunca dari kegagalan untuk berkomunikasi dengan baik.

Mengikut Nurhanasafiza Mat Adnan, "..... *perceraian yang berlaku ini disebabkan kelemahan komunikasi antara kami suami isteri. Jika berlakunya sebarang perselisihan faham atau pergeseran pendapat antara kami, kita berdua senyap. Kalau Hana bercakap, suami senyap dan begitulah sebaliknya*". Nurhanasafiza juga menyatakan campur tangan pihak lain dan tuduhan adanya pihak ketiga juga adalah antara sebab perceraian beliau (Zubir, 2007, Februari, 18). Dalam contoh kes ini, perceraian rumah tangga bukan sahaja disebabkan oleh kegagalan komunikasi tetapi juga oleh sebab-sebab yang lain seperti campur tangan orang luar dan adanya pihak ketiga.

Kedua-dua individu atau pasangan saling memerlukan dalam menjanakan komunikasi yang baik. Kegagalan berkomunikasi bukannya disebabkan oleh sebelah pihak sahaja. Kedua-dua belah pihak hendaklah bersedia menerima atau bersedia untuk berkomunikasi dan mencerap apa-apa pun yang di sampaikan oleh pasangannya. Antara pasangan mestilah sensitif dan *mindful* dengan cara atau kaedah ketika ia berkomunikasi. Pasangan perlu keluar dari rangka komunikasi lamanya dengan mengambil kira perspektif orang lain dan cara orang lain. Ini bertepatan dengan kata bidalan 'masuk kandang lembu, bunyi macam lembu, masuk kandang kambing bunyi macam kambing'. Membina jambatan komunikasi memerlukan kesabaran, kepekaan dan kesungguhan.

KOMUNIKASI TENTERA

Pola komunikasi agak berbeza dengan individu awam lain tetapi mempunyai hasrat atau objektif yang sama. Kaedah mesej disampaikan, nada suara, bahasa badan *body language* dan jarak ketika berkomunikasi memberi perbezaan (Leyva, 2003). Individu tentera bersuara agak kasar dan kuat, bahasa badan yang mungkin tidak selaras dengan bahasa kata di aplikasikan ketika berkomunikasi dengan pasangan. Faktor jarak tidak diambil kira kerana bagi mereka semua orang wajar diberi layanan yang sama. Individu tentera berkomunikasi dalam pola dan corak yang sama dengan isteri, kekasih, tunang atau mana-mana buah hatinya. Leyva juga berpendapat, perbezaan ini tidak disedari oleh individu tentera berkenaan kerana sikap dan amalan tersebut telah sebatih dengan diri dan jiwanya.

Pendapat Leyva di atas agak sempit dan membuat rumusan sekaligus tanpa mengira ada sebahagian kecil individu tentera yang tidak bersikap sedemikian rupa. Ada juga individu tentera yang jiwanya amat halus dan sangat sensitif dan mengambil kira semua faktor dalam menjalankan hubungan intim. Khoo Kheng Hor (2002) menjelaskan bahawa komunikasi tentera menjadi amat berkesan kerana mereka terdiri dari individu yang terlatih. Individu menimba pelbagai pengetahuan strategi perang dan strategi tersebut boleh diaplikasikan oleh mereka ketika berkomunikasi. Strategi-strategi hubungan yang diasaskan oleh panglima-panglima perang seperti Sun Tzu boleh digunakan dalam mengurus rumah tangga mereka. Sebarang masalah komunikasi yang wujud boleh diselesaikan dengan prinsip-prinsip panglima perang terdahulu.

Muhammad Hafizudin Thani (2003) berpendapat pasangan perlu meneliti keserasian komunikasi sebelum membuat keputusan untuk menjadi intim atau menjalankan hubungan dengan lebih jauh. Ketika fasa mencari calon pasangan isteri atau suami, setiap individu perlu meneliti aspek kesamaan dan penerimaan pola komunikasi pasangan mereka. Perkahwinan campur yang melibatkan pasangan yang bercakap bahasa yang berlainan di lihat sebagai komunikasi tidak selari. Biasanya pasangan sebegini akan menghadapi masalah dalam berkomunikasi. Ezhar Tamam pula berpendapat faktor perbezaan budaya antara

komunikator (sumber dan Penerima) menjadi ciri khas dan utama dalam komunikasi silang budaya. Perbezaan ini merangkumi bahasa, persepsi, nilai, pengharapan dan perlakuan. Perbezaan termasuk aspek-aspek yang tidak boleh di lihat dengan mata kasar.

Berlandaskan konsep di atas, kaedah dan pola komunikasi yang berbeza di kalangan tentera boleh dianggap sebagai satu perbezaan yang menghalang keberkesanan komunikasi. Jika kedua-dua pasangan dari organisasi yang tidak sama, perbezaan tersebut menjadi lebih lebar jurangnya. Ini bermakna pasangan tentera memerlukan usaha untuk menyelesaikan masalah perbezaan terlebih dahulu. Maka mereka perluas mengikut fasa hubungan yang telah dijelaskan di atas. Implikasi dari pembinaan asas diri yang bermula sejak awal individu menerima pendedahan ketenteraan hinggalah mencapai tempoh dari 20 ke 40 tahun, individu tentera menjadi biasa atau terbentuk secara automatik kaedah dan cara berkomunikasi. Individu tentera lebih fokus atau terus kepada perkara yang ingin dikongsi. Mereka tidak menerima aspek politik dalam hubungan. Sama ada pasangan menerima atau tidak pendapat mereka, komunikasi tetap akan dijalankan. Dalam masa yang sama sikap yang kekal ini terbawa hingga kepada dalam rumah tangga. Maka hubungan dengan pasangan mereka juga menjadi begitu.

Pasangan tentera yang berkahwin dengan pasangan yang sama sewajarnya boleh menerima kaedah komunikasi yang telah sedia terbentuk kerana mereka juga melalui situasi yang sama. Masalahnya mengapa pasangan tidak boleh menerimanya. Zamri (2002) berpendapat, setiap pasangan memiliki rasa lembut dan sensitif terhadap segala perlakuan tanpa mengira apa pun pembentukannya. Ini bermakna individu tentera juga memiliki rasa lembut dan perasaan walau apa pun telah dibentuk untuk menjadi fokus hampir 20 tahun. Beliau juga berpendapat setiap manusia memiliki rasa jiwa dan rasa kasih yang amat tersorok. Lebih-lebih lagi melibatkan pihak isteri yang sentiasa ingin dibelai dan dimanjakan. Sungguhpun demikian, Zamri juga mengatakan pasangan isteri juga perlu berusaha memahami bahasa cinta suaminya yang mungkin dilontar dalam kaedah yang kasar kerana baginya itu tidak kasar kerana berlaku saban masa dalam hidupnya.

CARA MEMPERBAIKI DAN MENJAGA HUBUNGAN/KOMUNIKASI

Pelbagai sarjana mempunyai pelbagai kaedah untuk menyelesaikan masalah hubungan atau masalah komunikasi yang wujud. Hubungan pasangan yang menghadapi masalah perlu diselesaikan dengan cepat. Langkah pertama ialah menyelesaikan perbezaan budaya yang dinyatakan oleh Ezhar di atas. Hasanah Che Ismail (2006) pula melihat kesanggupan kedua-dua belah pihak adalah perkara paling penting dalam memperbaiki hubungan atau komunikasi. Jika sebelah pihak sahaja yang ingin memperbaiki hubungan atau komunikasi sedangkan sebelah pihak lagi tidak mahu berbuat demikian, di akhirnya hubungan akan menjadi lebih buruk lagi. Kesediaan untuk memperbaiki hubungan perlu ada pada dua pihak berkenaan kerana proses memperbaiki hubungan memerlukan sikap saling memaafkan.

Dari sudut yang lain perhubungan dapat diperbaiki dengan mengadakan pihak ketiga. Penggunaan pihak ketiga adalah pada tahap yang dianggap tidak boleh di bincang lagi. Situasi pada masa tersebut adalah agak runcing. Hubungan yang terjejas antara pasangan dan tidak boleh diselesaikan oleh mereka, maka pihak ketiga diperlukan. Dalam hal ini, pihak ketiga boleh di datang kan dari keluarga masing-masing, sahabat atau sesiapa sahaja yang memahami masalah berkenaan. Ezhar Tamam juga melihat hubungan yang tidak baik sebagai cabaran komunikasi. Bagi mengatasi masalah hubungan, Ezhar mencadangkan tiga strategi iaitu strategi kognitif, strategi efektif dan strategi tingkah laku. Strategi kognitif berkehendakkan pasangan berusaha untuk memahami budaya pihak yang lain bagi memperbaiki hubungan. Manakala strategi afektif pula, pasangan hendaklah bersikap terbuka sabar, membuka minda, melihat masalah sebagai perkembangan positif dan masalah dianggap sebagai perkara yang tidak memeningkan dan strategi tingkah laku.

Imam Habib (2002) menjelaskan bahawa hubungan sepasang suami isteri perlu dijaga pada peringkat yang lebih awal. Jika rasa kasih sayang dibina lebih awal, kegagalan hubungan lebih mudah dibaiki. Beliau menggariskan 6 hak dan kewajipan terhadap pasangan atau teman.

- Hendaklah anda mengharapkan sesuatu yang baik baginya seperti mana kita mengharapkan

perkara-perkara baik terhadap kita. Begitu juga perkara-perkara yang kita benci.

- Hendaklah anda meletakkan dirinya di tempatmu dalam mengambil berat dan mengurus urusan dunia, mengumpul kemanfaatannya, menunaikan segala keperluannya, serta bergirang ketika ia gembira dan bermuram ketika ia merasa sedih.
- Hendaklah anda berusaha menimbulkan kegembiraan di dalam hatinya dengan apa cara sekalipun.
- Hendaklah anda memelihara namanya di waktu ia hadir atau ghaib (tidak hadir), dan di waktu ia masih hidup mahupun sudah mati.
- Hendaklah anda berbakti kepada anak-isterinya serta kaum kerabat nya setelah ia meninggal dunia dan di waktu hayatnya juga.
- Hendaklah anda membantunya dengan tenaga dan wang ringgit ketika dalam keperluan. Kiranya anda bisa mengutamakan dirinya atas diri sendiri, adalah lebih baik dan afdal.

Imam Habib melihat hubungan perlu dijaga bukan sahaja secara zahir dan melibatkan individu berkenaan, bahkan melebihi dari itu. Bagi beliau hubungan perlu dijaga dan di perbaiki meliputi sanak saudara, kaum kerabat khusus anak-anak dan isteri yang di tinggal setelah ia mati. Bahkan kita dinasihati supaya berbakti kepada waris yang ditinggalkan. Ini bermakna hubungan bukan sahaja perlu dijaga ketika rakan kita hidup, ia juga perlu dijaga setelah ia mati. Hubungan lebih mulia akan terbentuk sekiranya kita berusaha untuk menjaga nama dan memberi kegembiraan pada sahabat kita. Pendapat Imam habib ini selaras dengan Hadis Rasulullah S.A.W berkaitan tanggungjawab muslim kepada muslim yang lain. Rasulullah S.A.W menggariskan enam perkara atau hak muslim terhadap muslim yang lain.

- Kita hendaklah memberi salam ketika menemuinya.
- Undangan beliau hendaklah dipenuhi.
- Jika ia meminta nasihat, kita hendaklah menasihatnya.

- Hendaklah mendoakannya jika ia bersin.
- Jika ia sakit hendaklah melawatinya.
- Jika ia mati hendaklah turut menghantar jenazahnya ke kubur.

Rasulullah s.a.w berkehendakkan hubungan itu bukan sahaja terbina ketika kita hidup bahkan hubungan pasangan atau individu terus kekal walaupun sahabat kita telah mati. Dalam hal ini, kita sering beranggapan hubungan telah terputus setelah sahabat kita meninggal dunia. Kadang kita langsung tidak mengambil tahu urusan sahabat kita yang telah mati. Sedangkan ia merupakan satu sunnah Rasulullah untuk kita mengambil tahu atau kekal menjalin hubungan dengan waris yang ditinggalkan. Oleh itu kita sering mendoakan kesejahteraan dan di tempat bersama orang-orang yang soleh bagi orang-orang yang telah mati. Doa bagi para sahabat yang telah mati menjadi sunat bagi kita selepas menunaikan sembahyang.

Asas di atas jika direnung dari perspektif hubungan pasangan, yakni suami isteri adalah menjadi tanggungjawab suami atau isteri untuk menjaga hak-hak suami atau isteri sungguhpun ia telah mati. Ini bermakna semasa ia hidup tanggungjawab tersebut melebihi dari segala-galanya. Mazuen Yahaya (2004) pula mengatakan suami isteri perlu bergerak seiring dan sejalan demi keharmonian rumah tangga mereka. Sekiranya bergerak tidak seiring atau tidak sejalan, beliau meletakkan tanggungjawab kepada suami untuk memainkan peranannya membentuk kembali hubungan supaya seiring dan sejalan. Dalam aspek yang lain pula ia meletakkan peranan utama kepada isteri yang perlu mengalah agar ia mengikuti arah perjalanan yang dibina oleh suaminya. Isteri tidak boleh membina arahnya sendiri tanpa mengira asas haluan yang telah dan cuba dibina oleh suaminya. Kedua-dua belah pihak perlu berganding bahu dan sentiasa berbincang untuk menentukan kehidupan

atau hubungan yang dibina sentiasa dalam suasana tenteram, bahagian dan harmoni.

FAKTOR-FAKTOR PENDORONG PERKAHWINAN

Sebuah persahabatan terjalin oleh pelbagai sebab. Persahabatan yang lebih kukuh di jalin dalam bentuk sebuah perkahwinan yang disebabkan oleh pelbagai faktor yang mungkin berbeza atau pun sama dengan sebab persahabatan di jalin. Sungguhpun demikian, sebab perkahwinan lebih terarah, fokus dan rinci mengikut kehendak masing-masing. Dalam perkara sebab perkahwinan pasangan anggota tentera, ia didapati lebih spesi?k dan berbeza dari pasangan bukan anggota tentera. Ini kerana pola komunikasi dan corak kehidupan anggota tentera agak berbeza. Oleh kerana aktiviti tentera amat padat dan sentiasa terisi oleh perancangan sepanjang tahun, maka pergaulan sosial seorang anggota tentera agak terbatas, hanya meliputi kumpulannya sahaja. Anggota tentera lebih suka untuk mengekalkan '*esprit-de-corps*' kelompok dalam apa jua aktiviti termasuk aktiviti peribadi. Kehidupan di dalam sebuah kem yang berpagar dan di kawal oleh tradisi dan disiplin, menjadikan pihak luar sukar untuk menghampiri.

Sehubungan itu, terdapat lima sebab yang mendorong perkahwinan pasangan tentera iaitu:

- Cinta sama cinta.
- Diperkenalkan oleh kawan.
- Diperkenalkan oleh ibubapa.
- Kenal di pejabat.
- Telah lama kenal.

Jadual 2, menunjukkan cinta sama cinta adalah sebab faktor pendorong paling kuat oleh hampir separuh (46.7%) pasangan anggota tentera.

Kaedah Perkenalan	Peratus
Cinta sama cinta	46.7
Melalui kawan	10.0
Melalui ibu bapa	6.7
Kenal di pejabat	20.0
Telah lama kenal	6.7
Sebab-sebab lain	10.0

Jadual 2: Kaedah Pengenalan

Tahap Perasaan	Peratus
Ada perasaan	3.3
Mungkin sayang	6.7
Sederhana sayang	16.7
Sayang	10.0
Sangat sayang	63.3

Jadual 3: Tahap Perasaan Semasa Baru Berkahwin

Sungguhpun demikian, terdapat juga pasangan tentera yang berkahwin atas sebab kenal di pejabat (20.0%) dan kenal melalui kawan (10.0%). Selebihnya ialah perkenalan telah lama dan sebab-sebab lain. Sungguhpun faktor penglibatan ibu bapa agak sukar berlaku tetapi kajian ini mendapati adanya perkenalan yang diusahakan oleh ibu bapa iaitu sejumlah 6.7 peratus. Ini bermakna kaedah tradisi iaitu calon atau pengaruh ibu bapa tidak popular dalam perkahwinan sesama pasangan di kalangan anggota tentera. Situasi ini berlaku mungkin kerana ibu bapa tidak mempunyai peluang untuk berkenalan dengan pasangan anak menantu. Maka mereka tidak berpeluang untuk mencalonkan. Lagipun pola pekerjaan anggota tentera yang sering berjauhan dengan keluarga juga memainkan peranan.

Dari aspek perasaan kepada pasangan sebaik sahaja mendirikan rumah tangga, akan menjelaskan faktor pendorong perkahwinan sebenar. Jadual 3 menunjukkan kebanyakan responden mempunyai rasa sangat sayang kepada pasangan sejumlah 63.3 peratus. Ini menunjukkan rasa sangat sayang di pupuk sejak belum berkahwin atas asas cinta sama cinta. Walau bagaimanapun terdapat responden yang sayang sedikit sahaja sejumlah 6.7 peratus dan 3.3 peratus belum sayang tetapi mempunyai perasaan kepada pasangannya.

KAEDAH KOMUNIKASI PASANGAN

Bagi pasangan tentera, kaedah komunikasi yang dilakukan tidak banyak berbeza dengan masyarakat awam. Jadual 4 menunjukkan pasangan yang mengadakan perbualan dalam bentuk perbincangan adalah 90.0 peratus dan selebihnya memilih untuk berdiam diri. Tidak ada responden yang memilih untuk menggunakan khidmat orang tengah ataupun bergaduh. Situasi ini menunjukkan pasangan tentera memiliki rasa ketinggian maruah yang tebal

dan rahsia keluarga tidak boleh dikongsi dengan orang lain. Manakala lokasi pilihan untuk berbual atau berbincang ialah di rumah sendiri sebanyak 80.0 peratus dan melalui telefon sejumlah 10.0 peratus. Pasangan tentera kurang berbual di rumah orang, di kafe siber atau lokasi-lokasi lain. Oleh kerana waktu malam sahaja masa untuk pasangan tentera bertemu, maka waktu malam adalah waktu yang paling banyak perbualan dilakukan iaitu sebanyak 43.3 peratus berbanding dengan waktu pagi sejumlah 36.7 peratus dan waktu petang sebanyak 20.0 peratus. Dalam masa sehari, melebihi 4 jam adalah masa yang paling banyak (26.7%) diperuntukkan oleh responden untuk berbual dengan pasangan. Walau bagaimanapun, jumlah kedua terbanyak di luangkan untuk berbual ialah 2 ke 3 jam dan 3 ke 4 jam. Sungguhpun begitu julat perbezaan pilihan responden adalah tidak tinggi antara setiap kategori. Kajian juga mendapati, hanya 6.7 peratus sahaja yang berbual 1 ke 5 kali sehari. Dari aspek jumlah perbualan pula, kategori berbual banyak kali iaitu tanpa had adalah yang tertinggi iaitu sebanyak 43.3 peratus. Namun begitu, kajian juga menunjukkan ada responden sejumlah 10.0 peratus yang jarang berbual dalam sehari. Hasil perbandingan keempat-empat pernyataan di atas, dapatlah dirumuskan bahawa majoriti pasangan tentera menggunakan kaedah komunikasi semuka dengan pasangan dan memperuntukkan masa lebih 4 jam dalam sehari untuk berbual.

Melihat dari aspek hubungan intim, berdasarkan Jadual 5, di dapati wujudnya komunikasi bahasa tubuh antara pasangan sejumlah 63.3 peratus responden memeluk pasangan setiap hari dalam masa seminggu. Jumlah kedua tertinggi (13.3%) ialah 11 ke 15 kali dan 1 ke 5 kali sahaja. Hanya 10.0 peratus responden yang memeluk pasangan 6 ke 10 kali dalam seminggu. Lokasi pilihan untuk memeluk pasangan ialah di dalam rumah sebanyak 43.3 peratus. Lokasi terendah (26.7%) iaitu di dalam

Kaedah/Masa Komunikasi Perasaan	Peratus
Kaedah Komunikasi	
Berbual/Berbincang	90.0
Berdiam diri	10.0
Waktu Perbualan	
Pagi	36.7
Petang	20.0
Malam	43.3
Lokasi Perbualan	
Rumah sendiri	80.0
Rumah orang lain	3.3
Kafe siber	3.3
Dalam telefon	10.0
Lokasi lain	3.3
Masa Perbualan Sehari	
1 ke 5 kali	6.7
1 ke 2 jam	20.0
2 ke 3 jam	23.3
3 ke 4 jam	23.3
Lebih dari 4 jam	26.7
Jumlah Perbualan Sehari	
1 ke 5 kali	20.0
6 ke 10 kali	16.7
11 ke 15 kali	10.0
Jarang berlaku	10.0
Banyak kali	43.3

Jadual 4: Kaedah dan Masa Komunikasi Pasangan

Komunikasi Intim	Peratus
Memeluk Pasangan Dalam Seminggu	
1 ke 5 kali	13.3
6 ke 10 kali	10.0
11 ke 15 kali	13.3
Setiap hari	63.3
Lokasi Berpeluk	
Hanya di dalam bilik tidur	26.7
Di dalam rumah	43.3
Di mana-mana	30.0

Jadual 5: Komunikasi Intim

bilik tidur. Hasil kajian ini menunjukkan pasangan tentera kurang berpeluk di dalam bilik tidur tetapi memilih untuk memeluk pasangan di mana-mana di dalam rumah.

KESAN DAN KEGAGALAN KOMUNIKASI

Kegagalan berkomunikasi adalah perkara yang tidak dapat dielakkan. Lebih-lebih lagi komunikasi antara pasangan yang berkongsi hidup dan perasaan. Jika setiap pasangan mempunyai perasaan intim yang kuat antara mereka, maka mereka akan sentiasa berusaha untuk mempertingkatkan tahap hubungan. Begitu pula sebaliknya, jika kita tidak mempunyai perasaan intim yang kuat terhadap pasangan. Kajian ini adalah untuk melihat kegagalan atau kelemahan komunikasi yang terbentuk di kalangan pasangan tentera dan kesannya kepada rumah tangga.

Berdasarkan Jadual 6, di dapati 56.7 peratus responden bertentangan pendapat dengan pasangan sebanyak 1 ke 2 kali sebulan dan melebihi 5 ke 6 kali hanya sejumlah 3.3 peratus. Jumlah yang rendah ini, selaras dengan kaedah komunikasi yang dipraktikkan iaitu perbualan atau perbincangan. Lagipun bertentangan pendapat bukanlah satu perkara yang positif. Sejumlah 30.0 peratus setuju dan 10.0 peratus sangat setuju bahawa pertelingkahan rumah tangga disebabkan oleh pasangan tidak memahami apa yang dinyatakan oleh pasangannya. Selebihnya adalah tidak pasti (26.7%), tidak setuju (23.3%) dan sangat tidak setuju sejumlah 10.0 peratus. Ini menunjukkan komunikasi perbualan amat efektif untuk menyelesaikan masalah pasangan. di dalam budaya timur. Kajian juga menunjukkan pasangan tidak menyalahkan pasangannya dan pertelingkahan berlaku disebabkan oleh faktor-

Kesan/Kegagalan Komunikasi	Peratus
Bertentangan Pendapat Dalam Sebulan	
1 ke 2 kali	56.7
3 ke 4 kali	26.7
5 ke 6 kali	3.3
Lebih 8 kali sehari	3.3
Tidak pernah	10.0
Tidak Memahami Mesej	
Sangat tidak setuju	10.0
Tidak setuju	23.3
Tidak pasti	26.7
Setuju	30.0
Sangat setuju	10.0
Kaedah komunikasi salah	
Sangat tidak setuju	20.0
Tidak setuju	33.3
Tidak pasti	26.7
Setuju	20.0
Kegagalan berkomunikasi sebab kecil	
Sangat tidak setuju	3.3
Tidak setuju	26.7
Tidak pasti	20.0
Setuju	46.7
Sangat setuju	3.3

Jadual 6: Kesan dan Kegagalan Komunikasi

faktor lain. Sejumlah 33.3 peratus responden tidak bersetuju dengan pertelingkahan yang berlaku disebabkan oleh kaedah komunikasi yang salah dan hanya 20.0 peratus sahaja yang setuju. Sejumlah 46.7 peratus responden setuju bahawa kegagalan berkomunikasi dengan baik hanyalah sebab kecil sahaja dalam pertelingkahan pasangan. Jumlah yang tidak bersetuju hanyalah 3.3 peratus. Hasil kajian menunjukkan bahawa masalah komunikasi atau kegagalan berkomunikasi dengan baik bukanlah sebab utama dalam masalah rumah tangga mereka. Masalah ini hanyalah sebab yang kecil sahaja.

Kelemahan atau kegagalan berkomunikasi antara pasangan di katakan sebagai punca perpecahan rumah tangga ataupun menjejaskan keharmonian pasangan. Manakala amalan komunikasi yang silap juga boleh menjadi penyebab perpecahan. Jadual 7 menunjukkan pernyataan-pernyataan responden berkaitan kemungkinan kesan kepada hubungan pasangan. Hanya 3.3 peratus

sahaja setuju bahawa kegagalan berkomunikasi dengan baik menyebabkan pertelingkahan. Manakala majoriti responden ((36.7%) tidak setuju dengan amalan komunikasi yang salah seperti mulut becok, sebagai penyebab pertelingkahan. Didapati juga, 33.3 peratus responden tidak setuju bahawa kegagalan berkomunikasi telah menyebabkan mereka berselisih pendapat dengan pasangan dan hanya 20.0 peratus sahaja bersetuju. Dari aspek penggunaan bahasa kesat, majoriti responden (60.0 %) tidak setuju dengan kaedah komunikasi yang salah itu telah merenggangkan hubungan dan hanya 3.3 peratus sahaja bersetuju. Sesetengah pasangan di dapati bertindak untuk memulaukan komunikasi dengan kerana tidak puas hati dengan pasangan mereka. Pemulauan ini boleh dilakukan dengan bertindak untuk berdiam diri, hanya menggeleng dan mengangguk ataupun keluar dari rumah. Sejumlah 66.7 peratus tidak setuju dengan pernyataan ini dan hanya 20.0 peratus sahaja yang setuju.

Kesan/Kegagalan Komunikasi	Peratus
Bertelingkah	
Sangat tidak setuju	23.3
Tidak setuju	36.7
Tidak pasti	6.7
Setuju	30.0
Sangat setuju	3.3
Berselisih Pendapat	
Sangat tidak setuju	20.0
Tidak setuju	33.3
Tidak pasti	26.7
Setuju	20.0
Guna Bahasa Kesat	
Sangat tidak setuju	36.7
Tidak setuju	60.0
Setuju	3.3
Bertindak Untuk Berdiam Diri	
Sangat tidak setuju	6.7
Tidak setuju	66.7
Setuju	20.0
Sangat setuju	6.7

Jadual 7: Kesan Kepada Hubungan Pasangan

Daripada dapatan di atas dapatlah dirumuskan bahawa kegagalan berkomunikasi ataupun kelemahan berkomunikasi bukanlah penyebab mutlak kepada perpecahan hubungan pasangan tentera. Rata-rata responden tidak bersetuju, hanya peratusan kecil sahaja yang bersetuju. Sungguhpun peratus yang setuju hanyalah kecil tetapi ia memadai untuk membuktikan bahawa kegagalan komunikasi antara pasangan juga turut memberi kesan kepada hubungan pasangan. Tahap keseriusan kesan tidak di uji dalam kajian ini.

CADANGAN PENYELESAIAN

Bagi memperbaiki kelemahan komunikasi yang wujud, cadangan-cadangan berikut boleh dilaksanakan:

- Kebanyakan pasangan tentera tidak memahami seni atau faedah berkomunikasi. Komunikasi antara pasangan tentera hanya berlaku bila perlu sahaja. Justeru adalah dicadangkan agar pasangan-pasangan tentera diberi satu kursus komunikasi interpersonal ataupun komunikasi intim. Dalam kursus ini, pendedahan teknik penyelesaian masalah melalui komunikasi boleh didedahkan. Selain dari kursus komunikasi, mereka juga perlu didedahkan dengan teknik menyelesaikan masalah rumah tangga yang betul.
- Soal selidik menunjukkan pasangan yang berjauhan amat jarang berkomunikasi tetapi wujud rasa intim. Sungguhpun demikian, jika terlalu jauh dan kebarangkalian pertemuan adalah rendah, ini akan menjejaskan keserasian laras komunikasi. Justeru, pihak Sumber Manusia tentera perlu mengurangkan jarak tempat bekerja bagi pasangan yang berkahwin sesama mereka.
- Bagi pasangan yang bekerja di satu lokasi, komunikasi mereka hanya terbatas pada waktu malam dan di kamar tidur. Batas komunikasi akan besar kesannya apabila wujud individu lain seperti ibu bapa atau sanak saudara yang tinggal bersama. Bagi mengelakkan perkara ini, ibu bapa dan sanak saudara perlu dielakkan dari tinggal bersama pasangan tentera terlalu lama. Selain itu, pasangan tentera juga

perlu mengamalkan komunikasi di tempat kerja seperti makan tengah hari bersama dan sebagainya. Komunikasi intim yang terbentuk sejak awal dari kawasan pejabat akan membina suasana komunikasi yang baik semasa di rumah nanti.

- Setiap pasangan tentera perlu meluangkan masa untuk beriadah dengan pasangannya. Masa yang ada perlu digunakan ataupun dikhususkan kepada keluarga atau lebih dikenali dengan *quality time*. Kemudahan teknologi yang ada seperti telefon bimbit, surat elektronik, sistem pesanan ringkas dan 3G boleh digunakan sebagai penghubung antara pasangan yang berjauhan.

PENUTUP

Secara keseluruhannya dapatlah dirumuskan bahawa komunikasi pasangan memerlukan perkara-perkara berikut:

- Keseluruhan pasangan tentera mengamalkan pola komunikasi yang pelbagai. Masa berkomunikasi paling banyak ialah pada waktu malam sahaja iaitu ketika di rumah. Komunikasi di rumah hanya berkisar kepada masalah tempat kerja dan rutin keluarga. Pasangan tentera amat jarang bersiar-siar, maka pola komunikasi di luar agak kurang. Kebanyakan mereka amat letih setelah sehari suntuk bekerja. Maka masa di rumah digunakan untuk mandi, menonton televisyen dan rehat. Perbualan hanya berlaku di hadapan peti televisyen dan di kamar tidur.
- Sesetengah pasangan tentera tinggal bersama ibu bapa yang telah tua atau pun saudara terdekat. Pasangan keluarga tentera yang mempunyai ahli tambahan ini, pola komunikasi mereka agak berbeza. Komunikasi mereka lebih terbatas dan amat terhad. Komunikasi menjadi lebih kurang jika pasangan bekerja di tempat yang berjauhan. Bagi pasangan yang tinggal berjauhan dan hanya sebulan sekali bertemu, pola komunikasi intim di lihat dengan jelas. Mereka lebih banyak masa untuk bersiar-siar di pasar raya seperti Jusco, Makro dan KLCC. Sesetengah dari mereka mempunyai masa untuk berjalan-jalan di taman ataupun pergi menonton wayang gambar.

- Keseluruhan pasangan tentera lebih suka menyelesaikan masalah dengan cara berbincang. Ini bermakna kaedah komunikasi yang baik digunakan ketika berhadapan dengan masalah rumah tangga. Sebahagian kecil menggunakan khidmat pihak ketiga.
- Bagi pasangan yang bekerja berdekatan, masa untuk berkomunikasi lebih banyak. Mereka pergi bekerja bersama-sama dan bertemu ketika makan tengahari di kantin atau pejabat. Masa berkomunikasi berlaku selang 3 jam dalam satu hari. Pasangan kategori ini di lihat kurang bermasalah.

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INTELLIGENCE ASSESSMENT OF IRAQ'S ALLEGED POSSESSION OF WEAPONS OF MASS DESTRUCTION (WMD) AND ITS CONNECTION WITH AL QAEDA PRIOR TO THE IRAQ WAR

By Lt Kol Ho Hin Chai

SYNOPSIS

Intelligence is pivotal in any military endeavour and also helped shape policies regarding threats to national interests. What drove the US and its coalition of the willing to commit themselves to invade Iraq were the alleged Iraqi possession of vast amount of deployable WMD and its close association with Al Qaeda. The 9/11 incident was the major influencing factor in the decision to wage war with Iraq. In doing so, strong justifications were needed by the US to shore up domestic support and world opinion of the 'noble and rightful' mission to disarm the tyrannical Saddam Hussein. The intelligence build-up to this invasion was dramatic and full of deceit and intrigue. The key judgements about Iraq's WMD programs were either overstated or not substantiated through authentication and verification. It seems that the whole intelligence process was followed but what made it went astray was because of the pressing requirement of policy relevant intelligence assessment by the White House regarding Iraq's WMD and its connection with Al Qaeda.

Since the decision to invade Iraq had been made after the successful mission to oust the Taliban from power in Afghanistan in January 2002, the CIA and the coalition intelligence agencies fabricated intelligence to suit the requirement of the White House and 10 Downing Street. Fabricated and unsubstantiated intelligence were made to make real of the threats posed by Iraq's WMD. After the successful invasion of Iraq, intensive search was conducted to ascertain the intelligence claims of Iraqi WMD-Al Qaeda connection and most importantly to substantiated the justification of the invasion. The subsequent US's Duelfer Report, UK's Butler Report and UN's Monitoring, Verification and Inspection Commission Report all dismissed the claims that Iraq possessed vast stockpile of operational WMD and its collaboration with Al Qaeda to use it.

However, the flaws and failures of intelligence and its assessments in this case were done to meet the requirement of the political masters in Washington and London. The decision had earlier been made. Intelligence procurement and assessment had to be tailored to support the set objective and policy. The intelligence community cannot be wholly blamed for the subsequent folly of the Iraq War. They were loyal and obedient pawns in the strategic game of national interests played by their political masters.

INTRODUCTION

The Iraq War was the major resultant effect of the 9/11 incident where the United States (US) launched its Global War on Terror and Iraq represent the central front against terrorism. Terrorism alone would not justify an invasion against a sovereign state like Iraq. In fact, the US together

with its 'coalition of the willing' were looking for a more concrete and plausible reason to invade Iraq. That 'overwhelming justification' was provided in the excuse to prevent then Iraqi President Saddam Hussein from deploying his alleged possession of vast stockpile of Weapons of Mass Destruction (WMD). According to the Butler Report, key intelligence used to justify the Iraq War has now

been shown to be unreliable as British Intelligence MI6, did not authenticate the source properly and sometimes relied on third hand report.¹ On the US side, their intelligence agencies particularly the CIA were severely criticised by the Senate Intelligence Committee for giving flawed information about Iraq's WMD programmes where it was either overstated or were not supported by accurate intelligence.² The US-led coalition forces invaded Iraq on 19 March 2003 and according to analysts it will be a long war with no end in sight.³

Al Qaeda has been blamed for the terrorist attacks on US homeland on 9/11 and its chief, Osama bin Laden, was the primary suspect for he considered the US was a state of war with global terrorism.⁴ There were unsubstantiated intelligence reports that Osama bin Laden was in active collaboration with Saddam Hussein to carry out terrorist attacks using WMD but there were no evidence to prove it.⁵ These reports were made to strengthen the US's justification to invade Iraq. Taking Al Qaeda head on would aroused the sentiments of the American people to support wholeheartedly the US Government's action against the enemy who dared to launch an attack against them in their own backyard which cost nearly 4000 American lives.

Despite these justifications to invade Iraq, the US and the coalition intelligence communities understood about Iraq's weapons program prior to the invasion and outlined policy reforms to improve threat assessments, deter transfer of WMD to terrorists, strengthen the UN weapons inspection process, and avoid politicisation of the intelligence process.⁶ However, this was a clear case of intelligence exaggeration and fabrication to create the 'all the certainty of reasons to go to war' directed

to stir up the American public and world opinion that Saddam Hussein did possess WMD and was collaborating with Al Qaeda to unleash global terror especially against the US and its allies. The tragic consequences of the Iraqi invasion in Operation Iraqi Freedom and the subsequent problematic occupation that followed until this very day has greatly tarnished US's reputation as the champion of democracy and human dignity of the free world.

This essay will discuss the problems associated with the assessment of Iraq's WMD and its connection with Al Qaeda prior to the Iraq War and will explore the intelligence foul-up to Iraq alleged possession of WMD, and the Iraq- Al Qaeda connection.

INTELLIGENCE FOUL-UP TO IRAQ'S ALLEGED POSSESSION OF WMD

The US was all too eager to embark on the Iraqi invasion to maintain the momentum on the war on terror after having successfully dislodged the Taliban from power and Al Qaeda members in Afghanistan in early 2002. In the run-up to the Iraqi invasion, US intelligence on Iraq was badly distorted by political pressure which resulted in analysis to fit the requirements of the White House.⁷ That Iraq illegally possessed chemical, biological and nuclear WMD or had ongoing WMD development programs was a crucial claim of the Bush administration. Coupled with the presumed links to Al-Qaeda, Saddam Hussein had become a dangerous threat and his removal from power became expediently necessary.⁸ However, with all the strong justifications, the US still had no right to infringe the sovereignty of another country in violation of international law - what more by the use of military force.

The intelligence run-up to the Iraq's alleged possession of WMD was flawed from the very beginning. The US intelligence community failed the political leadership in the White House by providing inaccurate information and poor assessment of Iraq's WMD possession and capabilities and, also, the preparation for and conduct of the war were

¹ BBC News, 14 July 2004, *Serious flaws in Iraq intelligence*, viewed 2 April 2008, < http://news.bbc.co.uk/2/hi/uk_news/politics/3890961.stm >.

² BBC News, 9 July 2004, *CIA slated over Iraq intelligence*, viewed 2 April 2008, < <http://news.bbc.co.uk/1/hi/world/americas/3878969.stm> >.

³ The Canberra Times, 2 September 2006, *Bush's apocalyptic vision*, p.17.

⁴ Weinberg, L., 2005, *Global terrorism – a beginners guide*, Oneworld Publications, Oxford, p.150.

⁵ Wilkie, A., 2004, *Axis of deceit*, Black Inc Agenda, Melbourne, p.20.

⁶ Carnegie Endowment Report, January 2004, *WMD in Iraq: Evidences and implications*, viewed 2 April 2008, < <http://www.carnegieendowment.org/publications/index.cfm?fa=view&id=1435&prog=zgp&proj=znp> >.

⁷ Wilkie, A., op cit, p. 105.

⁸ Asia Times Online, 17 September 2005, *The whitewash thickens*, viewed 2 April 2008, < http://www.atimes.com/atimes/Middle_East/G117Ak02.html >.

impaired by profound intelligence failures.⁹ Iraq did possess chemical and biological weapons at the time of Operation Desert Storm (1990-1991) and had used chemical weapons on mass killing of the Kurds and during the Iraq-Iran War (1980-1988). After Desert Storm, Iraq had destroyed most of its Chemical Biological (CB) stockpile due to international pressure but it was not documented.¹⁰ The most shocking information about Iraq's chemical and biological weapons capabilities was provided by Hussein Kamal who was head of Iraq's advance weapons programs and also Saddam Hussein's son-in-law, who defected to Jordan in 1995. He revealed that he had been hiding all the chemical and biological weapons in his chicken farm. What followed was an exaggerated report made to the White House detailing a vast stockpile of chemical, biological and also nuclear weapons in Iraq. The US took propaganda advantage of Kamal's defection and the report. However, the report omitted a most important truth. Kamal had also revealed to US and British intelligence interrogators that Iraq's actual weapons were all destroyed shortly after the end of the first Gulf War which he himself ordered and confirmed. This truthful revelation was also verified by Kamal's military aide who also defected to Jordan together with him.¹¹ Of course, revelations from defectors cannot be taken as the gospel truth. However, it exposed the extent of intelligence being cosmetically bloated and omitting vital truth to meet the requirement of an already pre-set objective of an inevitable invasion of Iraq.

In October 2002, the CIA produced the National Intelligence Estimate (NIE) which concluded that Iraq was still pursuing its WMD programs and was capable of deploying biological and chemical weapons.¹² However, this NIE assessment was in actual fact inaccurate, as pointed out by the 'Commission on the Intelligence Capabilities of the US Regarding WMD', and was further substantiated by the Iraq Survey Group (ISG).¹³

⁹ Bodansky, Y., 2004, *The secret history of the Iraq War*, HarpersCollins Publishers Inc, New York, p. 2.

¹⁰ Rampton, S. & Stauber, J., 2003, *Weapons of mass deception*, Hodder Headline Australia Pty Ltd, Sydney, p.80.

¹¹ Ibid, p. 83.

¹² The National Security Archive, *CIA whites out controversial estimate on Iraq Weapons*, viewed 2 April 2008, <<http://www.gwu.edu/~nsarchiv/NSAEBB/NSAEBB129/index.htm>>.

¹³ Commission On The Intelligence Capabilities Of The US Regarding WMD, Report to the President, 31 March 2005, p.45, viewed 2 April 2008, <http://www.wmd.gov/report/chapter1_fm.pdf>.

The Commission also highlighted the problems in making good intelligence assessment which led to intelligence failures. It seems that the CIA had put the blame on Saddam Hussein's history of using chemical weapons, poor intelligence collection, poor tradecraft management of intelligence, analysis driven by assumptions and inferences rather than substantiated data and lastly, inadequate validation and vetting of dubious intelligence sources.¹⁴ In many ways, it revealed that the CIA failed in their responsibility to do their job. However, it looked rather strange that such weaknesses exist in a renowned and professional intelligence agency like the CIA. Consequently, the former CIA Director George Tenet had to resign.

According to the Butler Report, there were a number of flawed intelligence assessments regarding Iraq's alleged possession of WMD which were the result of intelligence failures of the MI6. The report confirmed that Iraq actually did not possess significant, if any, stocks of chemical and biological weapons in a state for use or develop plans for its usage. Furthermore, it mentioned that a high percentage of intelligence acquired may not be all accurate or reliable and it was not properly authenticated and there was no solid evidence that Iraq had bought uranium from Niger for its uranium enrichment program. Regarding Al Qaeda, the report mentioned that there was no hard intelligence that it possessed nuclear material. Also, the claim that Iraq had the capability to deploy WMD in 45 minutes should not be reported without explaining what the claim referred to.¹⁵ Conclusively, intelligence only played a limited role in determining the decision and also the legality to go to war with Iraq. The real reason was the 9/11 incident and not Iraq's alleged possession of WMD.

After the successful invasion of Iraq, the Iraq Survey Group (ISG) was set up by the CIA and the Pentagon to conduct a thorough search for suspected stockpiles of WMD, such as chemical and biological agents, and any supporting research programs and infrastructure that could be used to develop WMD. David Kay, the prominent U.S. scientist who was tasked to search for WMD in Iraq after the first Gulf War, was chosen to head ISG.

¹⁴ Ibid, p.47.

¹⁵ BBC News, 14 July 2004, *At-a-glance: Butler Report*, viewed 3 April 2008, <http://news.bbc.co.uk/1/hi/uk_politics/3892809.stm>.

However, he resigned in January 2004 when he was convinced that no WMD could be found and was disgusted at the way intelligence was used to justify the war. His replacement, Charles Duelfer, released the Duelfer Report on 20 September 2004. Again, the report confirmed that Iraq had ceased production of WMD after the first Gulf War and had no operational WMD at the time of the invasion in March 2003. In March 2005, an agenda was added to the report where it mentioned that the suspected transfer of WMD from Iraq to Syria before the war was unlikely but it was unable to confirm it.¹⁶ This was a case of introducing new intelligence grey areas and creating new credence to distract focus from the actual failures of intelligence assessment on Iraq's WMD and directly implicating Syria which is staunchly anti-US. Iraq's WMD incapability was again confirmed by Dr Hans Blix who was the head of the United Nations Monitoring, Verification and Inspection Commission (UNMOVIC) in Iraq in the briefing to the UN Security Council on 14 February 2003.¹⁷

As far as Iraq's nuclear weapon capabilities are concerned, the British Joint Intelligence Committee (JIC) had reported as early as December 2000 that Iraq had not possess any nuclear components and the infrastructure to make it. With the ongoing economic sanctions on Iraq, it would be quite impossible for Iraq to build nuclear weapons and it would take at least 5 years to make one with foreign assistance. Again it stated 'unconfirmed intelligence reports' that Iraq has the capability and is covertly acquiring uranium to start its nuclear weapons program.¹⁸ In other words, by the time of the invasion of Iraq, the coalition intelligence had known very well that Iraq was incapable of retaliating with tactical nuclear weapons. The tailored intelligence and reinforced by Saddam's brutal and tyrannical character made a very convincing assessment for 10 Downing Street and also the White House.

A week before the Iraqi invasion commenced, former US Secretary of Defence Donald Rumsfeld

spoke to the press that Saddam Hussein is still hiding biological and chemical weapons in total violation of UN Security Council Resolution 1441 which offered Iraq a final opportunity to comply with its disarmament obligations. He told the press that it is hidden in mobile trailers and moving them to different locations every 12 to 24 hours and placing them in civilian residential areas.¹⁹ Accordingly, there was no mention of this claim in either of the 9/11 Commission Report or the Butler Report. It can be argued that if this claim is mentioned, both the reports would have said that it is unsubstantiated intelligence and lacks credibility. Also at this stage, any unsubstantiated sensational intelligence claims would be useful to the White House to boost up the final war preparation.

IRAQ'S CONNECTION WITH AL QAEDA

There is no doubt that the 9/11 incident was planned and executed by Al Qaeda but to link it to Saddam Hussein would required a substantial evidence. The claim that a senior officer in Saddam Hussein's Fedayeen was a prominent member of Al Qaeda, did not carry any weight at all. This claim was based on 'knowledge of captured documents in Iraq' and it was never confirmed. The 9/11 Commission Report also confirmed that there was no such link and cooperation between Al Qaeda and Iraq in conducting the deadly attack against the US.²⁰ This cooked up delicious dish of intelligence had eager customers at the White House who ate it happily, filling up the justification and satisfying the American public opinion on the already set intention to invade Iraq. There were unsubstantiated intelligence reports that in 1998 Al Qaeda had made contacts with Iraqi intelligence to acquire toxic chemicals and other terrorist relevant conventional weapons. The JIC reported in November 2001 that although contacts had been made, there was no cooperation between the two because of mutual distrust.²¹

In President Bush's address on Iraq on 7 October 2002, he mentioned that Iraq and Al Qaeda

¹⁶ Wikipedia, *Iraq Survey Group*, viewed 3 April 2008, <http://en.wikipedia.org/wiki/Iraq_Survey_Group>.

¹⁷ National Security Archive Electronic Briefing Book No. 80, *Iraq and weapons of mass destruction*, viewed 4 April 2008, <<http://www.gwu.edu/~nsarchiv/NSAEBB/NSAEBB80/>>.

¹⁸ Review of intelligence on weapons of mass destruction, viewed 4 April 2008, <http://www.archive2.official_documents.co.uk/document/deps/hc/hc898/898.pdf>.

¹⁹ BBC News, *Reasons for the Iraq war - US Defence Secretary Donald Rumsfeld, speaking to the press*, 12 March 2003, viewed 5 April 2008, <http://news.bbc.co.uk/1/hi/world/middle_east/2948068.stm>.

²⁰ John Lehman on Iraq / Al-Qaeda Links – "Still to be Confirmed" (*But, Meanwhile, Please Believe It!*), 24 June 2004, viewed 5 April 2008, <<http://www.counterpunch.org/leupp06242004.html>>.

²¹ Review of intelligence on weapons of mass destruction, op cit., p.119.

were collaborating to attack America and that their cooperation went back a decade ago. Saddam Hussein had been reinforced with Al Qaeda leaders and fighters who fled Afghanistan after the fall of the Taliban Government to the coalition forces, and they were given training in bomb-making, poisons and deadly gases.²² Sadly to say, President Bush's statements were all false as investigated by the Carnegie Endowment for International Peace and had made a liar out of the President.²³ There is no doubt that President Bush had to implicate Iraq's WMD with Al Qaeda's terrorism lethality for these two 'forces of evil' provided the overarching reason to invade Iraq. This address was President Bush last chance to convince the US Congress to vote for the possible use of US military forces to ensure Iraq comply with UN SCR 1441.²⁴ The President succeeded and the US-led coalition force went to war with Iraq – until today.

When former US Secretary of State Colin Powell addressed the UN Security Council on 5 February 2003, he again reiterated on the Iraqi-Al Qaeda deadly connection. He also revealed that reliable intelligence reports received through interrogation of a captured Al Qaeda fighter that they were being trained to make chemical and biological bombs by Iraq.²⁵ The US Defence Intelligence Agency later reveal that the reports were false and most likely derived from a fabricator.²⁶ As the D-Day for the launching of the planned invasion got nearer, it seemed that the US was willing to misled the UN Security Council to get its approval to invade Iraq and remove the threats of WMD and Al Qaeda altogether.

Needless to say, Al Qaeda played a most influencing factor in the decision to invade Iraq; even though, there was compelling evidence that

the terrorist organisation had no meaningful and impacting role in Iraq. The Al Qaeda factor provided the necessary additional justification and provided the opportunity for the US to exact revenge and at the same time to strengthen its influence in the Middle East.

CONCLUSION

There is no doubt that intelligence was wrongly used by both the intelligence communities and the political powers at Washington and London. There was nothing wrong with the procurement of intelligence regarding Iraq's actual possession of WMD and its purported collaboration with Al Qaeda. The intelligence was right all along but it was manipulated or fabricated by intelligence officers so as to produced the required assessment or 'what they wanted to listen'. The decision to wage war with Iraq had already been made after the Taliban had been ousted from power in Afghanistan. Therefore, for any field intelligence officer or analyst, giving favourable reports to the policy makers is considered doing the right thing in supporting the aspiration of the political masters. In this case, they developed a natural inclination to produce and present intelligence that supported predetermined and set policies. It had to be 'politically viable and justifiable', irrespective whether the source of the intelligence was unreliable or unsubstantiated. It is only logical to conclude that the failings of the CIA, MI6 and other intelligence agencies were the result of intentionally not doing their job truthfully and that they did it very well indeed.

It can also be deduced that President Bush and former British Prime Minister Tony Blair and their close associates knew all along that Iraq did not possess WMD capabilities, what more of their collaboration with Al Qaeda. Playing the Iraqi WMD and Al Qaeda strategy, President Bush managed to mislead the US Congress and the American public. He knew that the invasion would be easy with the US overwhelming firepower, air supremacy and battlefield technological edge. Besides, any sane and reputable military commander would have strongly advised their political masters against attacking Iraq if indeed it did possess vast deployable WMD. Likewise, any sane and reputable political masters would listen to their advisors in such circumstances. It would be suicidal and the invasion would have been a disastrous folly if Iraq did indeed possess WMD. It will be too risky

²² Carnegie Endowment for International Peace, *WMD in Iraq: Evidence and Implications – President Bush's address on Iraq*, Cincinnati, Ohio, 7 October 2002, viewed 5 April 2008, <<http://www.ceip.org/intel.pdf>>.

²³ Dean, JW., 2004, *Worse than Watergate – the secret presidency of George W. Bush*, Little, Brown and Company Publisher, New York, p.139.

²⁴ Wilke, A., op cit., p.77.

²⁵ Gordon, M. & Trainor, B., 2006, *Cobra II – The inside story of the invasion and occupation of Iraq*, Pantheon Books Publisher, New York, p.134.

²⁶ Ibid, p.134.

a gamble to take where the lives of thousands of coalition troops and national pride and integrity were at stake. Knowing very well of the assured success of the invasion, intelligence assessments were cosmetically fabricated to win public support of the pre-conceived plan to invade Iraq.

From the very beginning, the US intelligence on Iraq was badly distorted by political pressure from the White House, and it was only natural that the resultant assessment was also distorted. In actual fact, it can be said that the intelligence assessment sent to the White House were all correct!. The

deliberate haste to wage war with Iraq had very little to do with Iraq's WMD or Al Qaeda but a lot to do with the US strategic and domestic interests. Both President Bush and his former Secretary of State Colin Powell knowingly presented official fabricated statements on the threats posed by Iraq, indicative of the telltale signs of lies and intrigue that took place in the White House. However, if things were to go wrong, they could still use the tactics of making scapegoats out of the intelligence agencies for providing inaccurate intelligence assessments which caused them to make the wrong decision to invade Iraq.

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COPING AND MANAGING DIFFICULT PEOPLE

By Mej Inderjit Singh a/l Tara Singh

"Individuals behave in a difficult manner because they have learned that doing so keeps others off balance and incapable of effective action. Worst of all, they appear immune to all the usual methods of communication and persuasion designed to convince or help them change their ways."

Mark Twain

INTRODUCTION

Is there someone in your workplace a dominant boss, a difficult co-worker, or maybe even a demanding friend or relative who drives you crazy? Are there people at your job who make you feel inadequate, unworthy, or just plain miserable? If you have to work with difficult people every day, you probably dread going to work each morning. What is more significant, you might get so stressed that you cannot concentrate on the job. Difficult people and situations exist in every work place. They all have one thing in common. You must address them before the situation goes overboard and affects you with physically and mentally. No matter the type of difficult situation in which you find yourself, dealing with difficult people or situations is a must. We all have to deal with difficult people at some point in our lives. Some of us are lucky enough to encounter difficult people only on rare occasions, while some of us have to deal with a difficult person every day of our working life. One of the best defenses against difficult people is knowing yourself well enough to be confident about your 'difficult people tolerance threshold'. Learn how to deal with difficult people and diffuse hostile situations will definitely improve your work productivity and more importantly your constant reliable attitude in place despite confronting these difficult people especially in a highly discipline organization like the military.

The modern world requires diverse groups of people to work together in order to achieve results. Sometimes this is easy, but in others situations it seems that if only the other person was a little more reasonable, all would be resolved. One of the key issues with difficult people is that they do not always perceive themselves as difficult. They do not "need" to be right, they are right, as an example. They do not "always" have to be in charge, they are just best suited to the leadership role in their minds. This article will look at the various categories of difficult people and discuss the practical approaches in how to overcome them before they hinder one's your normal day-to-day routine.

CATEGORIES OF DIFFICULT PEOPLE

Difficult people do exist at work. Difficult people come in every variety and no workplace is without them. How difficult a person is for you to deal with depends on your self-esteem, your self-confidence and your professional courage. Dealing with difficult people is easier when the person is just generally intolerable or when the behaviour affects more than one person. Dealing with difficult people is much tougher when they are attacking you or undermining your professional contributions. The challenge in a hierarchical organization like the military provides another fragment of leadership qualities in

forwarding issues with the upper echelons in a very diplomatic manner

The best defense against conflict in such a situation is to be prepared for interacting with difficult individuals. Difficult people exist at work as in all facets of life, and they come in every variety. But it is much tougher when they personally attack you or undermine your professional standing. The easy way out in most organizations is to transfer the person to another department but more often the thorny person is your boss or peer; which makes life even more difficult to cope. The daily close interaction and commitment to organizational goals requires all concerned them to work together in "harmony". People do not see life, as it is they see life as they are. So, difficult people see others as difficult because they are. They may try to provoke a reaction, even if it will be of a negative nature. Hence, characterizing them can help separate the person from the behaviour. Difficult people can be characterized as follows:

- **The Snake.** Can gossip about or criticize others' personal lives or engage in inappropriate public disagreements. This can pollute personal relations and the work environment and bring the organization into disrepute. They enjoy spreading rumors to both parties hoping to be in their good books. Stories become very juicy to further aggravate the situation.
- **The Shark.** Can display similar characteristics to the snake but acts subversively such as withholding information, advancing irrational excuses for incomplete work and harassing colleagues. They often act as they know everything and in full control of all situation.
- **The Wild Cat.** Often unseen at work. They may have a history of withholding information, advancing ridiculous excuses for incomplete work and poor performance about which they can be defensive. They may refuse to do given work, even sabotage the work of others and reject being managed by anyone. They can attract undue management time and cause colleagues stress and frustration harassing colleagues.

- **The Hyena.** Can be rude, aggressive, domineering and negative about people, always blaming others and never taking responsibility for their own actions. There can be complaints about them, colleagues become tense and disaffected, and sickness and absence rates can rise.

Most importantly, if you are embroiled in a constant conflict at work, you may not only get blamed for being "unable to handle the situation like a mature professional," you may be labeled as a "difficult" person too. This label is hard to evade and can have devastating consequences for your career. Finally, if the situation continues to deteriorate over time, the organization and your boss may tired of you. The boss may decide you are a "high maintenance" employee, easily replaced with a more professional or cooperative person, and you could lose your standing in the organization or being transferred.

ACTIONS IN DEALING WITH DIFFICULT PEOPLE

While you probably cannot change such a person, the good news is that by following these actions for dealing with problem people in the workplace, you can avoid being their victim:

- **Identify Problem People.** Learn to recognize when someone is "toxic." Difficult people come in all shapes and sizes. Some talk constantly and never listen. Others must always have the last word. Some people fail to keep commitments. Others criticize anything that they did not create themselves. A toxic colleague can take the form of a cut-you-downer, a two-faced backstabber, a gossip, a meddler, an instigator, or a nasty competitor.
- **Avoidance.** An obvious way of dealing with traumatic people is to just stay away from them. And where this is feasible, it usually works. However, there are four problems with this approach. One is that it is not always possible to avoid people, particularly if you work or live with them. Second, if you avoid people who are still in your orbit, you may find yourself looking over your shoulder to make sure they're not nearby.

The third problem is that you do not learn how to deal with the person if you simply skirt around the problem. It would not help you to develop better coping strategies. And fourthly, you could actually end up magnifying your stress when you do see them.

- **Openly Aggressive People.** Like the hyena, stand up to them, but do not fight. Overly aggressive people expect others to either run away from them or react with rage. Your goal is simply to assertively express your own views, not try to win a battle of right and wrong. First, wait for the person to run out of some steam. Then call the person by name and assert your own opinions with confidence.
- **Beware Bad Bosses.** Bosses are in charge, whether you like it or not. If your intention is to keep your job, you will have to learn how to get along with an arrogant or controlling boss. If you need to confront your boss, avoid putting him or her on the defensive. This is the most risky situation with which to deal.
- **Take Concrete Action.** Once you are fully aware of what is happening, deciding to live with the situation long-term is rarely an option. Your situation would not improve unless you do something about it. In fact, left unaddressed, it usually gets worse. Let the co-worker in question know that you are on to his or her game and that you will escalate it to a higher authority if necessary.
- **Do not Let The Problem Aggravate.** Make sure to take actions swiftly. You may eventually become so angry that your efforts to address the situation could become irrational. It is far better to tackle the problem while you can maintain some objectivity and emotional control.
- **Never Sink To Their Level.** As problematic as the person may be, there are many dysfunctional approaches to dealing with them in which you do not want to engage. Do not

send anonymous notes, gossiping about the person, bad-mouthing him or her to the boss.

- **Make The First Move.** If you approach a difficult person with the belief that he or she is as eager as you are to restore harmony, you can make the first move. Start your conversation with such as "I am sorry for what I may have done to hurt you" or "I could be wrong."
- **Preserve Your Reputation.** Constant complaining about the situation can quickly earn you the title of "office grouch." Top management might wonder why you are unable to solve your own problems, even if their tolerance of the situation is part of the problem. If you are embroiled in a constant conflict at work, you may end up getting blamed for other problems.
- **Always Agree To Disagree.** If you personally dislike a co-worker or boss, you can still learn from their opinions, viewpoints, and ideas. If you can find something to appreciate about them, comment on it in a favorable way. If that person senses your allegiance, they will be naturally drawn to you, and you may both learn to get along despite your differences.

CONCLUSION

Difficult people can make your workday less enjoyable. With the right strategies, you can learn to deal with them effectively. Better to check your fight, flight or freeze reactions and refuse to be a part of a duel in which you are an inadvertent participant. Sure, you need to stand up for yourself, but do so without demanding that you be above criticism at all costs. Remind yourself of your long-range goals: saving time, energy, hassles and maybe even your own hide. Always take preventive actions so that you can avoid being roped in a difficult situation by a difficult person. Although these strategies would not change the difficult people, they will break their ability to interfere with your effectiveness.

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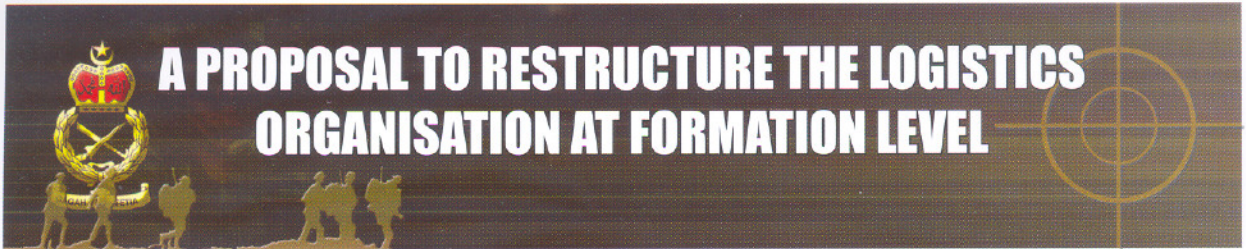
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By Mej Mahendra a/l Sekaran Nair

"I think I should concentrate on the actualities of war - the effects of tiredness, hunger, fear, lack of sleep and so forth... the principles of strategies and tactics are absurdly simple, it is the 'actualities' that make war so complicated and so different and are normally so neglected"

"Field Marshal Wavell,

INTRODUCTION

Logistics can be considered is a very vital element in a military organisation as it is the root factor in determining the operational capability and readiness state of the organisation. The front line combat units for instance need logistics support in order to sustain a battle. Transportation needs fuel for movements. Troops need food to survive and fight the battle. All these requirements are fulfilled by the logistics organisations. When it comes to planning, logistician has to plan to fulfill all tactical requirements in detail until the needs of the most left hand man in the left hand section. This simply means that logistic planning should cover the needs of each and every man involved fighting in a battle. These logistics concept also applies during daily unit administration whereby in military bases, the logistic needs for all personnel should be taken into consideration when planning. In order to facilitate effective planning, it is important for us to constantly review the organisational structure of logistic organisation in order to achieve the logistics mission in a more efficient and effective manner.

If we were to look closer into the definition logistics, we would find that logistic itself to be an interesting word with a wide variety of meaning. Jomini, an early military strategist defines Logistics as 'the practical art of moving armies' under which he included providing for the successive supplies and establishing and organising lines and supplies.

Jomini's definition is still relevant until today¹. Let look into the present definition on logistics. The word logistics itself is widely used in the military environment especially whereby it can be regarded as a vital component. Logistic can be defined as the applied science of defining supportable systems and implementing the acquisition of resources². Thus logistics is the most important thing in the world. It is what creates and sustains civilisation. Without logistics, the world as we know it would cease to exist. Logistics involves all of the distribution, material support, personnel support and support engineering required to raise, mobilize, deploy, sustain, reconstitute, redeployed and demobilize combat forces. It excludes personnel management and the internal management of organisations.

Logistics in military is the science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, those aspects of military operations which deal with design and development, acquisition, storage, movement, distribution; maintenance, evacuation, and disposition of material; transport of personnel; acquisition or construction, maintenance, operation and disposition of facilities; acquisition or furnishing of services; and medical and health service

¹ Jomini A.H., The Art of War, Philadelphia, 1973, pg 225.

² Jone, V. James, Integrated Logistics Support Handbook, Second Edition McGraw Hill, Inc., Irvine California, 1994, pg 1.

support³. Here, from the above definition, we can see the wide role of logistics that involves not only few individuals but inclusive of a few organisation. It can be a complex system that demands strong coordination from various groups of expertise in order to fulfill the logistic mission.

OVERVIEW ON THE LOGISTICS ORGANIZATIONS OF SOME DEVELOPED COUNTRIES

The aim of this paper is to analyse and discuss logistics organisation system with the intention of proposing the appropriate logistic organisational restructuring and system enhancement according to the present edge. This would be carried out by first looking into organisation structure of the armies in several developed countries. Further to that, the logistic organisation in the Malaysian environment would be discussed. Several key issues relating to the logistic organisation and system would be discussed. Finally, a possible approach of restructuring the service support organisation would be discussed in general.

Having given several definitions on logistic, let to discuss further on several military logistic organisation particularly from the developed countries with the aim to compare and suggest several improvement that could be done to the Malaysian based on their logistics concepts. The reason of choosing developed countries is that they had indeed implemented and reengineered their processes so as to provide best and efficient logistic support to the units.

UNITED STATES MARINE CORPS

The United States Marine Corps (USMC) is organised to become a joint task force. Here the USMC has elements of the Army, Navy and Air Force so as to allow the conduct of independent operation-in separate theatre of operations. The existence of this organisation, besides the US Army, has stringent efficient systems. Perhaps, they are very efficient with the fear of the organisation being disbanded due to redundancy or r the US Army. In terms of logistic support in the USMC, they are task

organised according to level of support. Functional areas involved are the supply, maintenance, transportation, general engineering, health services and other services such as disbursing, postal, legal, security support, exchange, civil affairs grave registration and others.

In the USMC, there is the Marine Air Ground Task Force that may appear in either in Marine Expeditionary Force (MEF) with the strength of 16,000 personnel commanded by a Lieutenant General, Marine Expeditionary Brigade (MEB) consisting of approximately 8,000 personnel commanded by a Brigadier or Marine Expeditionary Unit (MEU) with the total strength of approximately 2,000 personnel commanded by a Colonel. The MAGTF organisation is structured to be self reliant and self sustained and thus contains the sea, air and logistic elements.

In terms of logistics support to the Marine Air Ground Task Force, for each Marine Expeditionary Force there is the Force Service Support Group (FSSG). For the Marine Expeditionary Brigade there is the Close Service Support Brigade (CSSB) and for the Marine Expeditionary Unit (MEU) there is the Close Service Support Element (CSSE). As the USMC organisation works mainly in independent operations, the logistic organisation is aimed to be self sustain able. For an organisation to be self sustained has to be allocated with numerous logistics resources and also technologically advancement to managed the complicated logistics processes. It is therefore quite difficult for a developing country like Malaysia to adopt this approach as it requires large funding, equipments, transportation and many other resources and technology.

BRITISH ARMY

The British Army formed their Royal Logistic Corps in 1993 with elements of Ordnance, Transport, Pioneer, Catering and Postal & Courier. However REME and Medical Corps were excluded in the formation for various particular reasons. The Royal Logistic Corps concept is basically to provide force level (joint) in theatre with Close Service Support to any of their deploying force having first received that force into theatre and assisted with its onward movement: thereafter, to

³ Australian Pamphlet, LWD 4.0 CSS.

be prepared to establish, secure and maintain a Line of Communication (L of C), in order to sustain the force for a specified period prior to facilitating its redeployment.

The principle points that can be seen in the British Army Royal Logistic Corps are their focus of operation is Joint/Multinational with their expeditionary focus to logistic. At divisional level is focus formation of supply chain. The logistic assets are organised to achieved task and operational mobility of manoeuvre formations. There is also standardisation and interoperability of all units (between formations) in terms of doctrine and equipment. Finally the organisation is ever prepared for high intensity operations, but able to scale down according to situations.

The British Army breaks their logistic into Gland G4 Operations respectively. The G1 Operation involves mainly the Medical Support, Provost Support and Personnel Support. The Medical Support is responsible for the prevention, treatment, evacuation, medical supply and veterinary services. Provost Support functions are basically to prevent crimes, maintenance of law and order, protection of high treat personnel, control of routes, 'stragglers' and refugees. Meanwhile personnel support provides reinforcements, handling of POWs, care of battlefield dead, casualty reporting, legal matters, finance (pay & accounting) and welfare matters. As for the G4 Operation it involves Logistic Support, Equipment Support and Logistic Engineering. Logistic Support includes supply, distribution, transport and movements, pioneer support, catering, and postal services. Equipment Support involves preparation and repair of equipment for battle, recovery and repair of equipment battle casualties and failures. As for the Logistic Engineering, the function is provide and maintains he essential infrastructure to facilitate the effective and efficient self sustain of the force (e.g. routes, power, water, camps, EOD etc)

The British Logistic Brigade mission is to provide Force Level (Joint) in-theatre CSS to any deployed force, having first received that force into theatre and assisted with its onward movement: thereafter, to be prepared to establish, secure and maintain a Line of Communication, in order to sustain the force for a specified period prior to facilitating its redeployment. At formation level, there are two

types of support that are the Close Support of which are those elements required for the immediate and direct support of combat units. Such support must be capable of a high degree of mobility, responsiveness and flexibility. The other support is the General Support comprises that support which is given to a supported force as a whole, and not to any sub-division thereof. At Division level, CSS elements available are basically the General Support and Close Support Logistic Battalions, Engineering Support Battalions, Generals Support and Close Support Medical Battalions and a Provost Battalion.

It is the practice of the British logistics to maximise the usage of containers and pallets in their operational movements. Operational stocks should be highly mobile and readily available when needed. Hence, the use of prime movers and containers should be extended and used to the maximum. Containers, unlike the 3 tonne military trucks can carry more loads and are more secured. It is flexible whereby prime movers utilise the transport the containers more effectively. Containers could be detached from the prime movers and therefore allows other containers to be transported. The containers provide physical protection from bad weather and also thefts as it can be locked. The present Radio Frequency Identification Tags could be fixed together with the containers for identification purposes.

AUSTRALIAN ARMY

The Australian Army has maintained the corps identity but restructured their units to provide close service support. However, at the formation level there is the Force Service Support Brigade (FSSB) and under the FSSB there is the Close Service Support Battalion (CSSB). The CSSB contains logistics elements such as the supply company, the maintenance company, the transport company and the health company. The role of the CSSB is to provide second line (close) combat service support to a brigade and units allocated to the brigade. Their task are execute the Brigade close service support plan, provide the second line close service support, command and control over the close service support assets allocated to the brigade an command the brigade service group. The Australians have 10 principles of logistic support that

are responsiveness, simplicity, economy, flexibility, balance, foresight, sustainability, survivability and Cooperation. There are three concepts that are: Modularity and Task Organisations; Nodes according to geographic; There are three basic logistic location where activity is conducted and; Multi-modal links that is the interconnection of nodes through distribution capabilities. This is basically the ability to by-pass & cross-links. Similarly like the UK forces, the Australia adapts the concept of general and close support like the British. The Australian Logistic doctrine is basically a hybrid of the US, UK and Canadian doctrine through the America, British, Canadian and Australia- ABCA programme.

It is also observe that in terms of logistics processes, the Australians tend to outsource those activities that can be done, such as managing of the mess and cook houses, security and to extend, leasing of vehicles for daily administrative activities. The Malaysian Army has already adapted the leasing vehicle concept through SPANCO. However, we are still undergoing the privatisation of the cook-house.

LOGISTICS DEVELOPMENT IN THE MALAYSIAN ARMY

The formal development of the service support corps, that comprises of the Royal Service Corps (RSC), Royal Ordnance Corps (ROC) and Royal Electrical and Mechanical Engineering (REME) corps actually only began in 1957. Since the World War II, the strength of the Army (comprising Malay Regiment units only) was two battalions. The year 1957 was an eventful and memorable one for the Malaysian Army as well as the service support corps as it marked the birth of the all the three corps. Since early that year, there was an appreciable increase in the strength of the Army in view of the approaching national independence on 31 August 1957. The order to take over the logistics role from the British forces a combined logistics support services organisation known as the Army Service Corps (ASC) was formed in April 1957 by merging Malay Regiment Ordnance Depot (MORs) and the MORs from the REME. These three elements formed the nucleus for the future Service, Ordnance and REME Corps.

Subsequent to the formation of the ASC, the Royal Malaysian Air Force (RMAF) and the Royal Malaysian Navy was also established. The ASC, whose role then was only to support the Army, was also required to extend its support to the RMAF and RMN. As a result, on 27 May 1958 the ASC was change to Armed Forces Maintenance Corps (AFMC) to reflect its tri-service role. The Service Corps element within the AFMC was known as Federation Supply Depot in October 1958⁴. On 9 April 1965 the AFMC was split into three separate Corps. The three service support corps continued to provide support to the three services of Army, Navy and Air Force (AF) until the year 1988 when the AF adopted the single service concept whereby each individual service were to handle the logistics need individually and this concept remains to date.

At present, the Malaysian Army logistic system was mainly inherited from the British system since Malaysia was under the British administration before gaining independence. After almost five decades, there have not been drastic changes in terms of the organizational structure. Presently, at the Army Headquarters, there is the Logistic Branch headed by the Assistant Chief of Staff Logistics mainly functions as staff to the Chief of Army. In terms of command function, there is the Army Logistic Commander with the rank of Major General. He controls several base logistic assets. The Army Logistic Commander has the Service Corps Group, Ordnance Corps Group and the REME Corps Group to initiate the technical control over all logistic assets of the Army. There are no logistic assets with the Army Field Command at present. However there are several logistics staffs at the Army Field Command. At division level, at present there are the Service Corps Battalion, Field Ordnance Battalion and Div Field Workshop. These units are under command of the Division Commander. However, these units are under the technical command of the Army Field Command. At the Brigade Level, there is the Brigade Service Company, Ordnance Field Company and the Brigade Field Workshop. These units are under the administrative command of the Brigade and technical command of the Division.

⁴ <http://maf.mod.gov.my/english/kp/sejarah.html>.

ANALYSES AND DISCUSSION

If we were to analyse close to the logistic system implemented by most developed country, we would find that the system has been transformed to a combine logistic concept. This is mainly to achieve close integrated support to the units. This concept is crucial especially during logistic deployment where logistics support works in an integrated manner. The REME for instance would rely on the Ordnance to provide spare part for their repair programmes. Likewise, the Ordnance would require the services from the Service Corps to fulfill transportation requirements and the Service Corps likewise would require assistance from the REME Corps to maintain their vehicle. Thus it cannot be denied the need of the service support units to work closely in order to provide the best services to the forward operating units during an operation.

It is also observed at the British for instances, have not actually included the Medical and REME in the formation of the Royal Logistics Corps. From discussion with various British officers that the reason behind this is mainly because they want to maintain the identity of the respective corps due to long historical reasons and also other external influences such as royalties and Lords who would like to maintain and not join the Royal Logistic Corps.

The United State Marine Corps (USMC) likewise has a total different system that is their logistics are arranged according to the respective task force and are basically to enable the respective task forces to be able to self sustain. Hence, they have large amount of logistic assets in order to make the task forces self sustain. They are capable of conducting independent theatre operations for a limited duration. They have bases in the Arabian Gulf, Okinawa and the US.

As for the Australians, they basically have maintained their logistics corps but adapts the Integrated Logistics Support concept. At the divisional level, they have the Force Service Support Group with logistic assets. Similarly, at brigade level, they have the Close Service Support Group commanded by a Commanding Officer with logistic assets from the Health Company, Maintenance Company, Ordnance Company and the Transport Company. It is also observing that the Supply of Petrol, Oil and Lubrication (POL) and rations are

control the Ordnance. Unlike in Malaysia, these functions are controlled the Service Corps.

Another area that could be looked in logistics is capitalising the capability to outsource several logistic activities. At present, a number of outsourcing programmes have been carried out such as the leasing of staff cars (SP ANCO), cooking in several cook-houses and maintenance of the aircraft by the air force and many others. The issue of certain uniforms through one-stop centre could also be introduced. The argument of standardisation and quality could be overcome through the issue of textile material to individuals according and the personnel could do the stitching at various uniform one stop centre. Outsourcing logistic functions could be extended also during operations. This could be seen through the experience of Gulf War that the area of Logistic could be out-sourced. In the experience of Gulf War the logistics operation could have seen to improve substantially and subsequently this was proved in the humanitarian relief operation in Somalia and Bosnia⁵. The Americans could be seen bringing information technology innovations toward the future battlefields. The American's Army Material Command (AMC) could be seen to outsource military support functions. The use of contractor support to augment the traditional military mission is not new to the conduct of warfare whereby during Operation Desert Shield, one of the first allied casualties was a civilian working with the U.S. military force. With the end of the Cold War and the accompanying decline in defense budget, the use of civilian contractors has increased. Yet, even before the most severe cutbacks, the Army foresaw the need to expand the role of contractors, particularly in the IT arena.

Army logistics today is shaped by changes in technology and international environment. Technology has changed warfare in three major ways that in increased battlefield lethality changed the dimensions of the battlefield from linear to non linear and reduced personnel requirements. The increased role of technology, have led to the current period of force reduction and organisational restructuring. Since the end of Cold War, the international scenario of global politics has change. The focus of military engagement had changed from

⁵ Brower Micheal J, Logistics, Outsourcing and It, Military Information Technology, Volume 3, Issue 1, pg 38.

global wars to highly diverse regional conflicts. The present situation in Iraq has change the mode of war in which the non-traditional military threats the is the Guerrilla warfare is becoming more popular among countries with limited resources. Here, the restructuring of logistic organisation must take into consideration of the current perception of threat. The Army's logistics structure must be able to provide support under various conditions, without compromising readiness. Training technically and tactically competent multi-functional logistician at every level supports this objective.

Before Operations Desert Shield and Desert Storm, the logistics community embraced the concept of multifunctional and its application to the new land Battle doctrine. The Army restructured functional logistics organisation into multifunctional ones, grouping logistics capabilities such as transportation, repair, storage and maintenance into multifunctional direct support battalions. These new support organisations must tailor into supporting to a specific combat unit.

PROPOSED LOGISTICS RESTRUCTURING

The existing organisation of the Army Logistics Command in my opinion need not be restructured. It could be maintain as it is as there exist the inter reliance and flexibility of command by the Logistic Commander. As for the Army Field Command, it is proposed to have logistic assets (FSSG) under their command and control. This would allow them it the flexibility of using and deploying his logistic elements when needed.

It is suggested that the restructuring of divisional logistics units to be group under one command that is the Force Service Support Group headed by a Brigadier General who would have the divisional logistic asset such as Medical Battalion, Service Battalion, Field Ordnance Battalion and Division Workshop under his control. This would allow the FSSG commander the flexibility of commanding the logistic assets to meet his mission. The current system is seen to have red tapes especially in obtaining the logistic assets where formational approval is needed prior to deployment.

At the Brigade level, it is proposed to have a Close Service Support Battalion (CSSB) that is under the command of a Brigade. The Close Service Support Battalion would be commanded by a Lieutenant Colonel. The Commanding Officer could be from anyone of the service support corps and would have the full command of all the logistic assets under the Brigade. This would enable him to have full jurisdiction over the logistic assets and could fully utilize anyone of them at any time. This would indeed increase the effectiveness and reduce the needs to obtain approval from the brigade as currently practiced. Meanwhile at the brigade level, the present organisation would be maintained except the employment of the SO 2 admin Log would be a logistics. His function is to provide advice to the commanders on logistic matters, integrate the operational and logistic needs and communicates with the CO of CSSB on logistic matters. With him, the present of logistic representatives that are the BSSCO and the BEME would remain.

Medical is an area that could be enhancing incorporated in the restructuring exercise. During operations, for instance, the Logistics units would be together with the medical elements at the bases. Including medical element in logistic organisation would indeed enhance the mission of sustaining the units during an operation.

It is proposed that logistic officers to be trained in three levels that are the beginners level, intermediate level and advance level. At the beginner's level, officers would be trained according to various corps function. At the intermediate level, there would be 50 percent of the corps trades and 50 percent would be focus into logistics operation planning according to various corps function. At this level, officers would be required to perform TEWTS of producing logistic appreciation according by support of an operation according to the corps requirement. At the advance level, the training focus would be aimed to produce competent logistic officers at tactical level. Here, the emphasis of training would be to enable logistic officers to perform total logistic planruring to support an operation.

CONCLUSION

Developed countries particularly the US, UK and Australia have restructured their logistic organisation to focus on operations. This is done through either integration of logistic functions or the formation of Logistic Corps. The important thing that we would

want to achieve is to restructure the organisation in order to meet the operational task and mission. This could be overcome by just restructuring the present system through organising the logistics asset into a single command as discussed above. Outsourcing logistic activities could be studied as this could assist in downsizing the organisation.

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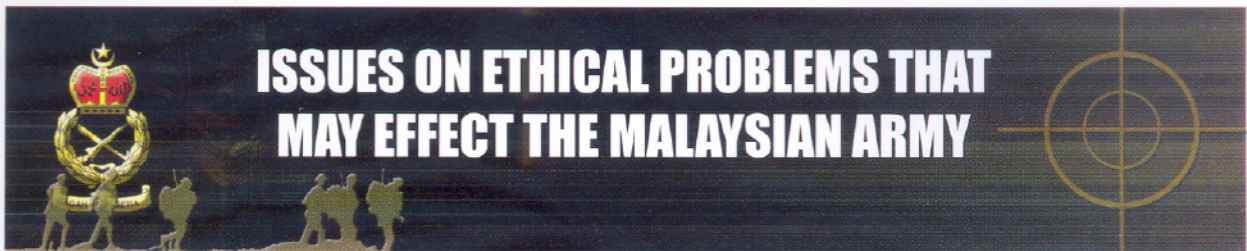
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By Mej Werar Suleiman bin Hj Ali

INTRODUCTION

The image of the Malaysian Army with their traditional isolation is rapidly being eroded by increasing public scrutiny facilitated by improvement in communications technology, resulting in an accelerating decline in public respect for public institutions¹. Since the end of the counter insurgency era against the Communist Party of Malaya, our public have become increasingly less inclined to grant the armed forces privileged status with respect to behavior and conduct. Malaysian Army contravenes the standards of their society either in peace or war must therefore expect a response neither in keeping their own in-group in the context of the operational environment but from the perspective society at large.

Social paradigms are now more complex than that Malaysian Army are trained and expect to confront. The social problems have intended the Malaysian Army and somehow or rather eroded the military norms and ethical values. Malaysian Army have historically tolerated to restrain aggressive behavior, intolerance violence individuals, occasional abuse of alcohol as well as drugs, contempt for financial goals, the personal resolution of disputes between soldiers and civilians and recently political involvement. The social context within which Malaysian Army operate is changing rapidly and as a result, the failure is the unethical behavior which organizations fail to recognize and react or adapt to social changes.

Conflict between in group ethical behavior and an individual ethical behavior is a complex psychological and operational problem. Malaysian Army since the 18th century have generally

accomplished this goal by isolating recruits and subjecting them to a deliberate process of in group socialization aimed at replacing the restrictive elements of learned cultural behavioral to the soldiers including willingness to obey legitimate orders without question, to engage in life activity without succumbing to fear, and to kill without hesitation. This early personality and attitudes formation continues to be reinforced after recruit training through a variety of Training Schools. Basic training from Training School serves to set the soldier's personality and attitudes apart from his civilian compatriots and inculcate in him the fundamental behavioral patterns of his profession to behavioral norms throughout his career.

ETHICAL BEHAVIOR

Definition

Ethical behavior may be best as performance or conduct that meets the norms recognized by or for a given group. John R. Saul describes ethics as follows:

It takes less effort to push a little old lady off the sidewalk into oncoming traffic than it does to go around her...some people do this. Others, afraid of being caught, do not. Both see the law as a means to control mankind's unruly or unethical nature. A third group includes those in positions of power who consider the law and its enforcement to be the principal barrier between order and mayhem. They fear that without the law everyone might begin pushing little old ladies off sidewalks... A fourth group, which may include as much as 90 percent of the population, perhaps 95 percent, includes

¹ Newman, Peter C, *The Canadian Revolution: from Deference to Defiance*, MacLean's, 10 February 1997, p.39.

*those who, even without witnesses, do not push little old ladies off sidewalks. They don't even consider it. They simply step aside...*².

The above statement is that the first two groups believe that ethics are a matter of measurement. The third do not believe in ethics and so replace them with a rationally organized antidote to fear. The fourth seems to understand that ethics are a matter of personal daily practical responsibility. They seem to know about this irrespective of education, religion, whether reason is a conscious fact and whether or not they have access to sidewalks³. All groups including Malaysian Army evolve or otherwise acquire a fundamental behavioral standard, adherence to the status quo of group membership. Codes of professional ethics serve three principle functions in society⁴.

Organisational Culture and Ethical Behavior

- **Culture, Organisation and Behaviors.**

The culture of an organization operates at both a conscious and unconscious level. Often the people who see culture more clearly are those from the outside. Culture comprises the deeply rooted but often unconscious beliefs, values and norms shared by the members of an organization. Those not living inside the culture can often see it more objectively. Culture drives the organization and its actions. It is somewhat like "the operating system" of the organization. It guides how employees think, act and feel. It is dynamic and fluid and it is never static. A culture may be effective at one time, under a given set of circumstances and ineffective at another time.

- **The Role of the Leader.** One of the critical factors in managing ethical behavior is by understanding an organisational culture. Culture

of an organizational is likely to reflect individual personality. Top management avoids conflict and tends to sweep it under the carpet, don't be surprised if you see avoidance of conflict played out in the organization. The behavior that is modelled by the leader and the management team profoundly shapes the culture and practices of the organization. What management emphasis rewards and punishes can tell you what is really important. The behavior of the members of the senior team, their reactions in a crisis and what they talk routinely talk about, all sets the tone of the culture. If the culture is already firmly established when the one assumed leadership and he or she simply inherited a strong set of traditions, then he or she may play the role of the guardian of the culture.

Model Of Attitudes And Behavior

In order to better understand the ethical behavior of an individual, in the Malaysian Army context, military managers and leaders must have the capability to grasp the concept of personality and attitudes by looking at the model of attitudes and behavior.

- **Personality.** According to the Longman Dictionary of Contemporary English personality means the state of existing as a particular person or the whole nature or character of a particular person with a strong, unusual, distinguishable exciting character. On the other hand, in the psychologists' terminology, they give variety of definitions for personality. As a common understanding, personality is a concept of uniqueness and characteristic behaviors. Simply put, personality is what characteristic an individual.

- **Attitudes.** According to the Longman Dictionary of Contemporary English attitude means a manner of behaving, judging and feeling. In its psycho logistic term, attitude is the learned tendency to respond to people, concepts and events in an evaluative way, favorably or vice versa based on one's feeling and beliefs. Generally, attitudes are based on three components namely feeling, belief and behavioral.

² John R. Saul, *The Doubter's Companion*, Penguin Books, Toronto, 1994, p.122-23.

³ Ibid.

⁴ Sir John Hackett, "The Military in the Service of the State", in *War, Morality and the Military Profession*, second edition, ed. M.M.Walkin, Westview Press, Boulder, Colorado 1779, p.122.

- **Behavior.** These are toward action or an act on favorable/unfavorable evaluation of something, it constitutes three components values and affects. Behaviors also determine why we do and what we do. The way a person behaves is directly linked to the person's nature or ego personality, together with his learned set of values or attitudes to life. A person's behavior is usually a projection of the "needs" of his personality type. Each ego personality has different wants and desires and whether these addictive needs are met or not.

MALAYSIAN ARMY CULTURE AND ETHICS

Military Culture And Ethics

The culture and ethics in the Malaysian military are important to an understanding of the events that took place around us. While a series of isolated wrongdoings may seem unrelated on the surface, they may also reflect deeper institutional shortcomings regarding ethical matters and underlying cultural attitudes regarding duty and accountability. Common to most modern military organizations is the notion of being different from the rest of society. The Malaysian military is no different from other armed forces in feeling a consequent separateness from society.

The importance of being Malaysian Army lies within the concept of military culture and ethics. It distinguishes members of the military profession from other professions⁵. Moreover, the responsibility of military leadership permits the sacrifice of soldiers' lives in order to achieve military objectives. The reality of these differences from normal society has traditionally been a distinguishing feature of military life, contributing to a sense of separateness even superiority in relation to the civilian population.

As a result of its distinctive mandate and the need to instill organizational loyalty and obedience, most military organizations develop a culture unto themselves, distinguished by an emphasis on hierarchy, tradition, rituals and customs and distinctive dress and insignias. The separation between civilian and military community in Malaysia,

as compared to other countries, is also maintained by physical and social space. The corporate nature of army culture may also lead to a sense of exclusiveness and an apparent tendency to justify disrespect for authority outside the group. In order to fulfill these moral obligations, the military must promulgate and enforce explicit rules derived from formal ethical standards, hold personnel accountable for following minimal standards of duty and conduct demanded by the rules, and sanction or even punish those who fail to do so.

Ethical Obligations

Although the Malaysian Army does not have a standardized ethical code, professional ethics are considered in basic military documents such as the officer's commission and promise, the enlisted member's contract and promise, the code of service discipline, the Armed Forces Act and of course the Federal Constitution. When soldiers become non-commissioned or commissioned officers, they freely enter into a moral and legal contract that imposes professional duties and standards. The text of their commissions and promises establish broad parameters, such as the vow to discharge the officer's duties of office faithfully. It is only logical for soldiers to be aware of their ethical obligations and to have an ability to perform them.

The Personality And Attitudes

- **Core Values.** The core values tell us the price of admission to the organization itself. Some core values from Malaysian Army personnel whether officer or soldier must display their honesty, courage, responsibility, openness and self-respect. All of us must accept accountability and practice justice, which means that all military personnel must possess integrity first. In other words, when we joined the service, the military organization demands that each of us places service before self. Core values make the military what it is, without them, we cannot succeed. They are the values that instill confidence, earn lasting respect and create willing followers. They are the values that anchor resolve in the most difficult situations. With the incredible diversity of our organization and the myriad of functions necessary to make it work efficiently and effectively, core

⁵ Ibid.

values remain unifying elements for all military members. They provide a common ground and compass by which we can all measure our ideals and actions.

- **Integrity.** Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It is the “moral compass” that inner voice, the voice of self-control, the basis for the trust imperative in today’s military. Integrity is the ability to hold together and properly regulate all of the elements of personality.
- **Courage.** A person of integrity possesses moral courage and does what is right even if the personal cost is high.
- **Honesty.** Honesty is the hallmark of the military professional because in the military, our word must be our connection. The bottom line is we don’t lie and we can’t justify any deviation.
- **Responsibility.** No person of integrity is irresponsible, a person of true integrity acknowledges his/her duties and acts accordingly.
- **Accountability.** No person of integrity tries to shift the blame to others or take credit for the work of others, “the buck stops here” says the best.
- **Justice.** A person of integrity practices justice. Those who do similar things must get similar rewards or similar punishments.
- **Openness.** Professionals of integrity encourage a free flow of information within the organization. They seek feedback from all directions to ensure they are fulfilling key responsibilities and they are never afraid to allow anyone at any time to examine how they do business.
- **Self-respect.** To have integrity is to respect oneself as a professional and as a human being. A person of integrity does not behave in ways that would bring discredit upon him or the organization to which he belongs.

- **Self-sacrifice.** Service before self tells us that professional duties take precedence over personal desires. At the very least it includes the following behaviors:

- **Rule following.** To serve is to do one’s duty and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their duties, good professionals understand that rules have a reason for being and the default position must be to follow those rules unless there is a clear operational reason for refusing to do so.
- **Respect for others.** Service before self tells us also that a good leader places the troops ahead of his/her personal comfort. We must always act in the certain knowledge that all persons possess a fundamental worth as human beings.
- **Discipline and Self-control.** Professionals cannot indulge themselves in self-pity, discouragement, anger, frustration or defeatism. They have a fundamental moral obligation to the people they lead to strike a tone of confidence and forward-looking optimism.

RECOMMENDATIONS

- **Realistic in Setting up Values and Goals.** Be realistic in setting up values and goals regarding employment relationship. Do not promise what the organisation cannot deliver. For instance, every member should be reminded that the organization is not able to promote all its members to be a general. Thus, there will be number who in one way or another will remain as it is or left behind. However, the competition for them to be selected is still there and open if they able to fulfill all the requirements and prerequisite. Even if they are not selected after fulfilling the needs, the organization should be able to justify by explaining that their contribution, service and sacrifice is very much appreciated by the nation as a whole. This might be come in term of giving them recognition and appreciation of honors.

- **Do Not Be too Ambitious.** Do not automatically opt for a “strong” culture. Explore methods to provide for diversity and dissent, such as grievance or complaint mechanisms or other internal review procedures. Once should consider that members in the organization are not there forever. The rotation will always take place whereby the senior one will be replaced by the junior or the new members. Thus, the good continuation and evolution process must be in place throughout the rotation.

- **Ethical Training Programs.** Provide ethics training programs for all personnel. These programs should explain the underlying ethical and legal principles and present practical aspects of carrying out procedural guidelines. This training can be given since the day they join the organization. Adequate time during their period of training should be allocated for this subject. It might be beneficial if this subject is also to be included in training syllabus. At the unit level, this kind of training should be conducted regularly. A seminar session or unit study day is seen as the best occasion to be used for this training.

- **Instills the Military Culture as the Way of Life for Its Members.** Military have their own way of life. Military life is unique and different as compared to the civilian life. It must be adopted by its members who really there and willing to serve and live in the organization. They must be realized that being members of this organization, a lot of sacrifice is needed as compared to the life as a civilian before joining the service. Therefore, the education of changing culture from the life as civilian into the military should be emphasized to all new members in the organization particularly when they are at training centre. It should be followed with proper guidance by senior members in the organization when they are reporting to the unit upon completion of the training. By doing so, it will rightly place into their heart and mind. In assisting them to understand better and can adopt the military life and thinking, the relevant pamphlets pertaining to the custom and tradition as well as military ethic should be issued or should be made available for them in the unit as a reference.

- **To Give Certain Concession or Privileges for the Military Members in Using Private Sector's Facilities.** It is suggested that this privileges should be given to the members such as the use of public transport and in entering entertainment club as been given to the members before as a complementary of the civilian part in recognizing their sacrifice. This is believed can increase their sense of belonging and love toward the organization as well as the pulling factor for the civilian to join the service. The role of PERNAMA in giving the service to the members should be reconsidered as the service that has been given by them in olden days before.

- **The Establishment of Psychological Cell.** At present there is no such centre in the army establishment. The only way for its members to have their problems to be heard is only by bringing it to the attention of various commanders at various levels in the unit. The effectiveness of solving or helping the members through this method is depends solely on the ability and commitment of their commander to deal with it. But, most of the cases this method is seem ineffective as the soldiers are reluctant to have their problem being heard by their superior. The establishment of this kind of centre is seems timely due to the increase of deviant behavior committed by its members. With such establishment, it is hoped that it can be used as the independence and accurate body to deal with all kinds of problem to be brought before the centre.

- **Reconsider the Need to Review Scale of Payment and Allowance.** At present of time there are no allocations of allowances especially pertaining to the extra works that need to be done by its members. Even there is a policy pertaining to the officer to get “pay of higher rank” when they are holding the appointment of higher post, for instance, the Second in Command of Infantry Company holding the post of Company Commander in the absent of actual Company Commander, but none of this policy is available for the rank and file. By the implementation of the same of such policy to the rank and file it is hoped that this will encourage them to perform their job effectively. In one way or so this will release the tension of having extra job other than theirs.

- **Discipline Programmed.** The Malaysian Army should consider to conduct and to have programmed for the purpose of increasing the discipline level among its members. This programmed can be conducted through the education and enforcement. The use Religious Corp (KAGAT) to instill religious knowledge in total as well as to encourage good morale and good behavior inside their heart is also of great use.

CONCLUSION

As a conclusion, even though ethical problems in organizations continue to greatly concern society, organizations, and individuals, the potential impact that organizational culture can have on ethical behavior has not really been explored⁶. The challenge of ethical behavior must be met by organizations if they are truly concerned about survival and competitiveness. What is needed in today's complicated time is for more organizations to step forward and operate with strong, positive, and ethical cultures. In this context military organizations have to ensure that their personnel know how to deal with ethical issues in their everyday work lives. As a result, when the ethical climate is clear and positive, everyone will know what is expected of them when inevitable ethical dilemmas occur. This can give them the confidence to be on the lookout for unethical behavior and act with the understanding that what they are doing is considered correct and will be supported by top management and the entire organization.

The possible sources of ethical failure have been identified, including the individual, society at large and military into whose mould military organization to their vast detriment, have at the command of the government and societal pressures been forcing themselves for the past several decades. It remains to be seen whether any of these sources of failure can be addressed by modern military organizations. Individuals are responsible for their own behavioral modification and the military cannot change society.

Malaysian Army can and should accomplish, however, is that they must take a long hard look at traditional military culture with a view out its harmful aspects while retaining those which are beneficial. The first step in this process is recognizing an accepting that there is a problem and this may be the most difficult and challenging part of the process for a military. Finally, all members of military organizations must adopt and demonstrate from the highest echelons downwards, the standard of ethical conduct demanded by the profession of arms.

Malaysian Army personnel, we must understand the terms "morale" and "morale" describe beliefs, military customs and traditions that are reflected in personal convictions about right and wrong. Thus, it is our moral duty of being an officer and enlisted soldiers which indirectly refers to the obligation to act or refrain from acting according to moral principles. Moral duties establish the minimal standards of ethical conduct. Thus, the failure to perform a moral duty properly evokes the moral judgments' that the conduct is wrong, unethical, deviant or improper. As a result, moral duty obliges us to act in certain ways as well as to not act in other ways.

⁶ Nielsen, R.P, *Changing Unethical Organizational Behavior*, Academy of Management Executive3 (2), 1989, p. 109.

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Oleh Mej Mohd Hanafi bin Abdul Latip

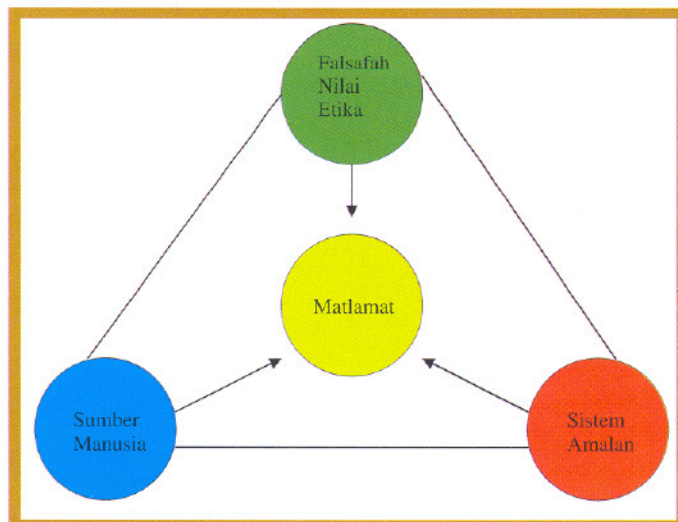
PENDAHULUAN

Etika adalah satu elemen yang penting dalam pengurusan sesebuah organisasi atau jabatan. Kepentingan mengenainya telah diakui oleh ahli-ahli sejarah, falsafah, sains sosial dan pengkaji-pengkaji gelagat manusia (*human behaviour*) masa kini sebagai satu faktor yang penting dalam mengawal kegiatan-kegiatan yang tidak bertanggungjawab dan tidak beretika. Dalam konteks pentadbiran di Malaysia, keprihatinan masyarakat dan ketidakpuasan terhadap amalan-amalan yang tidak bermoral dalam pengurusan adalah fenomena yang agak baru. Ini mungkin disebabkan kesedaran baru dalam pemikiran masyarakat setelah menyaksikan pelbagai amalan yang tidak bermoral dalam pengurusan awam dan swasta. Etika kerja selalu dikaitkan dengan prestasi dan produktiviti kerja. Terdapat sesetengah pendapat dalam dunia pengurusan dan perniagaan, soal etika atau tidak beretika adalah tidak penting kerana matlamat akhir sesebuah organisasi seperti syarikat perniagaan adalah keuntungan. Dengan

ini keuntungan mesti diperolehi walau dengan apa cara pun. Walaupun begitu etika adalah satu obligasi sosial dalam kod perilaku untuk menghindar daripada berlaku masalah yang lebih serius kelak.

Di dalam organisasi Kor Polis Tentera DiRaja, etika mempunyai kedudukan dan fungsi yang istimewa dalam pengurusan organisasi. Hal ini disebabkan, walau bagaimana cekap sumber manusia iaitu anggota di semua peringkat tidak akan membawa apa-apa erti jika tidak dibaluti dan diikat erat dengan etika kerja yang sempurna.

Di dalam pengurusan, iaitu berdasarkan rajah satu di atas menunjukkan etika mempunyai kedudukan yang penting. Hal ini disebabkan ia menjadi media yang dapat menyampaikan kepada matlamat pengurusan. Dari etika yang baik akan menghasilkan budaya kerja cemerlang dan pengurusan berkualiti akan menghasilkan perkhidmatan atau barangan yang bermutu tinggi yang memuaskan hati pelanggan iaitu masyarakat dan negara.



Rajah 1: Bahagian-Bahagian Utama Dalam Pengurusan (Mustafa Hj. Daud, 1996)

DEFINISI ETIKA

Etika terlalu banyak diberikan oleh pelbagai pihak dari semasa ke semasa. Istilah etika berasal dari perkataan Greek '*ethos*', yang bermaksud khusus kepada '*character*', ataupun perwatakan dan keperibadian. Gluck (1986: 176) telah mendefinisikan etika sebagai, "kajian filosofikal terhadap moraliti". Shea (1988: 17) pula mendefinisikan etika sebagai "prinsip-prinsip bertingklaku yang mengawal individu atau profesyen" dan sebagai "satu standard tingklaku". Manakala istilah etika dikalangan teknokrat merujuk kepada kajian-kajian mengenai isu-isu '*standard moral*' yang melibatkan para teknokrat yang boleh membantu meningkatkan integriti profesyen mereka. Dalam hal ini banyak definisi mengenai etika telah dibincangkan. Perkataan *ethic* itu adalah berasal dari bahasa Greek iaitu *ethos* yang membawa maksud sikap dan dapat menentukan tingklaku sesuatu golongan (Mustapa Hj. Daud, 1996). Ia terbahagi kepada dua:

- **Normatic** iaitu panduan dan peraturan yang berkaitan dengan tingklaku yang baik dan jahat.
- **Mataethic** iaitu yang terbahagi kepada dua: *analytic* yang berfungsi menganalisa semua peraturan yang berkaitan tingklaku baik dan jahat dan *critical* yang berfungsi untuk mengkritik terhadap apa-apa yang telah dianalisis.

Dalam ayat yang ringkas, sarjana pengurusan mendefinisikan etika sebagai sains moral (*science of morals*) dan prinsip-prinsip moral (*moral principles*). Ia bertanggungjawab menentukan sesuatu tindakan seseorang itu baik atau buruk. Etika dalam erti kata yang lain ialah mematuhi nilai-nilai moral (Mustapa Hj. Daud, 1996). Menurut Thomassen (1992), etika bermakna mengelak dan menyelesaikan konflik dengan cara yang bertamadun. Disamping itu, beliau menegaskan bahawa etika adalah penting untuk mengelak daripada merasa merana akibat daripada melakukan perkara-perkara yang tidak baik, dan kegagalan untuk mengagihkan perkara-perkara baik secara adil dalam kehidupan.

Dalam masyarakat moden sekarang ini norma keagamaan semakin ditinggalkan dan masyarakat

lebih menuju kepada kemajuan material untuk mencapai kesenangan hidup. Sumber-sumber moral kini datang dari set etika yang dihasilkan oleh ketentuan akal manusia dan pengkajian terhadap kehidupan manusia. Hubungan etika kerja profesional dengan kehidupan manusia digunakan untuk mengawal tingklaku ahli profesional dalam bentuk menyuruh melakukannya dan meninggalkan perkara yang mendatangkan kesalahan samaada di sisi undang-undang negara mahupun statusnya sebagai profesional. Oleh itu, etika kerja profesional merupakan satu landasan kepada masyarakat yang membolehkan teknokrat mengawal tingklakunya sendiri serta membolehkan masyarakat sosial mengawasi dan menilai setiap tindak tanduk mereka dari semasa ke semasa. Etika seharusnya dipelajari dan diamalkan dalam kehidupan seharian, tidak kira dalam apa jua tindak tanduk atau perlakuan kita. Keberkesanan prinsip etika terletak pada individu itu sendiri. Tanpa disiplin diri dan kekuatan mental yang tinggi seseorang itu tidak dapat mencapai tahap etika yang dikehendaki. Secara kesimpulannya dapatlah kita simpulkan bahawa etika itu wujud dalam diri seseorang itu dengan adanya disiplin dan kekuatan diri individu itu sendiri.

TEORI ETIKA

Teori etika memperlihatkan beberapa tokoh falsafah cuba mengukur perilaku manusia samada baik atau buruk. Antara teori-teori berkaitan ialah:

- **Teori Tanggungjawab (*Duty Theory*).** Pelopor ini ialah Hugo Grotius dan Samuel Pufendorf. Mereka menyenaraikan banyak perlakuan baik yang patut dimiliki seseorang. Semuanya merupakan tanggungjawab semulajadi yang perlu dimiliki seseorang. Tanggungjawab ini terbahagi kepada tiga jenis, iaitu tanggungjawab kepada Tuhan, tanggungjawab kepada diri sendiri, dan tanggungjawab kepada orang lain. Inilah asas moraliti semua tindakan.
- **Teori Hak Asasi (*Rights Theory*).** Mengikut teori ini, manusia mempunyai hak semulajadi yang asasi terutamanya ke atas nyawa, kebebasan dan kebahagiaan. John Locke yang mempelopori teori ini menegaskan bahawa semua itu adalah hak semulajadi yang dikurniakan Tuhan. Lantaran itu,

manusia mempunyai tanggungjawab untuk menghormatinya.

- **Arahan yang Mesti Dilaksanakan (*Categorical Theory*).** Pelopor teori ini adalah Immanuel Kant. Beliau juga berpendapat manusia mempunyai tanggungjawab moral terhadap diri sendiri dan orang lain. Namun, dalam hal ini apa yang paling penting baginya ialah seseorang manusia tidak boleh dijadikan alat mencapai sesuatu matlamat. Dia mesti dihormati. Menolong orang susah misalnya, adalah wajib dan perbuatan ini bermoral kerana ia mengiktiraf nilai diri orang itu. Sebaliknya, mencuri harta jiran adalah tidak bermoral kerana dia (jiran) dijadikan alat untuk mencapai kebahagiaan orang lain (yang dicuri).

- **Tanggungjawab Zahir (*Prima Facie Duties*).** Teori ini menegaskan bahawa tanggungjawab manusia merupakan sebahagian daripada kehendak alam semulajadi yang boleh dilihat dengan jelas. Ia mesti dilaksanakan. Antara yang penting ialah tanggungjawab memegang amanah, tanggungjawab membalas budi, tanggungjawab berlaku adil dan tanggungjawab tidak menyakiti orang lain. Pelopor teori ini ialah falsafah British, W. D. Ross.

- **Teori Psychoanalysis (*Psychoanalysis Theory*).** Teori *Psychoanalysis* dipelopori oleh Sigmund Freud. Ia mengenengahkan idea bahawa baik dan buruk adalah pertentangan antara pemuasan segala keinginan diri dengan kepentingan menjaga keharmonian masyarakat. Untuk berfungsi sebagai ahli masyarakat, seseorang itu mesti menahan keinginan peribadinya. Ini bermakna, soal baik dan buruk perlu mengambil kira pandangan masyarakat.

- **Teori Tingkahlaku (*Behaviourism Theory*).** Fahaman *behaviourism* berasaskan penemuan Ivan Pavlov. Doktrin ini mengatakan perlakuan manusia boleh diubah mengikut keperluan. Justeru, baik dan buruk bergantung kepada apa yang ingin dicapai dan juga kesan tindakan dan perhubungan antara manusia.

- **Teori Kegunaan (*Utilitarianism Theory*).** Jeremy Bentham ialah ahli falsafah

Inggeris yang mempelopori teori kegunaan (*utilitarianism*). Teori ini membincangkan tentang kegunaan atau manfaat dan kemudaran sesuatu perbuatan. Fokusnya ialah kepada kesejahteraan, kebahagiaan, manfaat dan kegembiraan (kelazatan). Dalam tulisannya bertajuk *Introduction to the Principles of Moral and Legislation*, Bentham menghuraikan prinsip kegunaan (*utility*) sebagai satu cara untuk menambah kegembiraan atau kebahagiaan sesuatu masyarakat. Dia percaya semua tindakan manusia dirangsang oleh keinginan untuk mendapat kelazatan atau keseronokan dan keinginan mengelakkan diri daripada mendapat kemudaran. Oleh sebab *utilitarianism* berbentuk sejagat, maka baginya kebaikan yang paling tinggi ialah kegembiraan atau kebahagiaan yang maksimum yang dapat dirasakan oleh banyak orang. Teori ini mempunyai dua ciri yang penting. Pertama, Bentham mengesyorkan seseorang itu menimbangkan semua kesan yang timbul daripada sesuatu tindakan yang diambil dan menentukan samada tindakan itu bermoral ataupun tidak berasaskan kes itu sendiri. Aspek ini dikenali sebagai *act-utilitarianism*. Kedua, Bentham mengesyorkan juga seseorang itu mengukur keseronokan dan kesakitan yang timbul daripada tindakan yang diambil kerana baginya itulah sahaja dua kesan yang penting dalam menentukan baik atau buruk sesuatu tindakan. Aspek ini dikenali sebagai *hedonistic utilitarianism*.

- **Teori Pembangunan Moral (*Moral Development Theory*).** Lawrence Kohlberg ialah ahli psikologi dari Amerika. Dia menjadi pelopor dalam bidang etika yang dipanggil Teori Pembangunan Moral (*Moral Development Theory*) yang cuba mengenalpasti ciri, tahap dan peringkat pencapaian etika seseorang. Teori ini berasaskan etika keadilan (*ethic of justice*) yang berpegang kepada idea setiap orang patut dilayan dengan sama rata. Mengikut Kohlberg, ada tiga tahap perkembangan moral manusia iaitu pra konvensional, konvensional dan pasca konvensional.

ETIKA PROFESIONALISME POLIS TENTERA

Etika profesionalisme merupakan salah satu 'alat kawalan' sosial yang berfungsi sebagai

salah satu panduan dalam mendisiplinkan diri ke arah yang lebih beretika. Secara datarnya etika profesionalisme ini berfungsi sebagai:

- **Inspirasi dan Panduan.** Etika professional Polis Tentera telah mengelaskan pelbagai tingkahlaku yang patut diamalkan dalam Kor Polis Tentera DiRaja. Kod etika ini juga boleh dianggap sebagai landasan kepada warga KPTD dalam menjalankan pelbagai kerja dengan lebih teratur dan lebih baik. Dengan panduan dan peraturan amalan-amalan kerja, kod etika boleh memandu dan mengingatkan anggota-anggota Polis Tentera mengenai keputusan yang perlu diambil dan tingkahlaku yang sepatutnya apabila berada di dalam sesuatu keadaan.
- **Pencegahan dan Disiplin.** Etika penugasan digunakan sepenuhnya oleh KPTD dalam membentuk disiplin anggota Polis Tentera dan mencegah anggota dari melakukan sebarang kesalahan dan penyelewengan tugas. Sebarang aduan yang diterima akan diteliti dan disiasat dengan sewajarnya tanpa mengira pangkat dan jawatan. Aduan-aduan ini akan dapat mengurangkan penyalahgunaan kuasa oleh mereka yang berkuasa dan berpangkat serta mempunyai kedudukan tertentu. Selain itu ia juga dapat mengelakkan penggunaan maklumat-maklumat rahsia untuk kepentingan diri sendiri.
- **Memelihara Maruah Profesi.** Etika Polis Tentera memberi satu gambaran kepada semua pihak tentang imej positif setiap profesi kerana setiap anggota terikat dengan satu standard etika yang tinggi. Etika merupakan satu panduan profesion untuk membina, meningkat dan mempertahankan integriti, kejujuran dan maruah anggota masing-masing. Ini secara umumnya, etika profesional menjelaskan bahawa setiap ahlinya perlu menggunakan segala ilmu pengetahuan yang dimilikinya untuk meningkatkan kesejahteraan manusia seluruhnya, jujur kepada diri sendiri, organisasi, masyarakat dan negara serta sentiasa berusaha meningkatkan pengetahuan untuk terus memberi perkhidmatan yang lebih cemerlang dari semasa ke semasa.

- **Memelihara Keharmonian.** Etika menggariskan **standard** tingkahlaku yang harus dipatuhi dan diamalkan sepenuhnya supaya kepentingan semua pihak terpelihara. Ini dapat mengelakkan daripada berlakunya pertembungan di antara kepentingan diri dan kepentingan umum. Ini akhirnya menyebabkan pelbagai konflik dan rasa tidak puas hati di kalangan anggota yang berkaitan. Setiap anggota atau Pegawai Polis Tentera perlu mengiktiraf kehidupan, keselamatan, kesihatan dan kebajikan sesama anggotanya.

- **Sokongan.** Jika seseorang Pegawai Polis Tentera diragui oleh pihak lain tentang apa yang dilakukan, maka dia boleh menggunakan kod etika untuk menyokong tindakannya dalam memberi sokongan akan apa yang telah dilakukan. Hendaklah Pegawai Polis Tentera tersebut yakin akan pekerjaan yang telah beliau lakukan tidak salah disisi undang-undang dan agama serta etika Polis Tentera. Polis Tentera hendaklah menolak sebarang arahan yang bertentangan dengan etika profesionalnya. Ringkasnya, etika profesional adalah untuk memberi inspirasi, galakan dan sokongan kepada anggota-anggota dalam bidang kepakaran masing-masing. Etika profesional lebih menumpukan kepada dimensi perlakuan yang positif sebagai panduan tingkahlaku yang paling sesuai untuk diamalkan oleh seseorang. Semua etika profesional yang diguna pakai diseluruh dunia dalam bidang-bidang seperti perubatan, guaman, perniagaan, perakuman dan kejuruteraan mempunyai asas-asas etika yang sama. Ini kerana tujuan etika dibentuk adalah digunakan untuk diri dan masyarakat amnya.

AMALAN TIDAK BERETIKA

Anggota Polis Tentera dalam tugas-tugas seharian mereka berurusan dengan pelbagai pihak. Tidak kira dengan siapa mereka berurusan, ianya mempunyai implikasi undang-undang yang luas. Namun begitu dari semasa ke semasa, terdapat juga pelanggaran undang-undang yang melibatkan anggota telah diketengahkan. Ini menggambarkan perbuatan-perbuatan yang tidak beretika di kalangan anggota. Walaupun terdapat segelintir anggota yang

dikaitkan, namun KPTD menganggap tindakan perlu diambil demi kepentingan organisasi Polis Tentera itu sendiri. Di bawah ini adalah sebahagian contoh perbuatan tidak beretika tersebut:

- **Salah Guna Kuasa.** Dewasa ini, banyak kes yang kita dengar berhubung dengan salah guna kuasa oleh segelintir anggota. Jenayah ini berlaku demi menjaga nama dan maruah seseorang itu dari dikenakan tindakan undang-undang daripada jenayah yang telah dilakukan. Kuasa dan pangkat juga digunakan untuk menjatuhkan seseorang. Ianya juga digunakan untuk menipu dan menerima rasuah. Jikalau dilihat dari segi agama ia secara terang ditentang kerana ianya dianggap tidak bermoral dan tidak berlaku adil kepada mereka lain. Mereka yang terlibat dalam penyalahgunaan kuasa dianggap sebagai mementingkan diri sendiri dan mengetepikan norma-norma masyarakat.

- **Rasuah.** Rasuah boleh ditafsirkan sebagai "ganjaran atau imbuhan yang diperoleh hasil daripada melakukan sesuatu kerja yang tidak sepatutnya dilakukan". Rasuah bukan sahaja boleh diberi atau diterima dalam bentuk wang ringgit tetapi juga dalam bentuk material atau kebendaan. Rasuah adalah antara satu jenayah kolar putih paling tinggi di Malaysia (Badan Pencegah Rasuah, 2007). Jikalau dilihat dari segi agama, ia dianggap berdosa dan amat berat hukumannya. Hukuman ini bukan sahaja kepada penerima tetapi kepada pemberi dan juga saksi-saksinya kerana mereka ini bersekongkol dalam melakukan jenayah tersebut. Walau bagaimanapun perbuatan ini tidak berleluasa dalam Polis Tentera dan hanya melibatkan segelintir sahaja anggota dan ianya tidak membimbangkan dan kebanyakan kes adalah terpencil dan tidak serius.

- **Penipuan.** Pada keadaan sekarang penipuan boleh dianggap sebagai suatu perbuatan yang berlaku dimana-mana sahaja samada di pasukan beruniform atau di kalangan orang awam. Penipuan biasa berlaku secara senyap dan tidak dapat dikesan. Ianya berlaku dalam keadaan sedar dan mereka yang bersekongkol dalam penipuan tersebut dan mereka tahu akan kesalahan yang telah mereka

lakukan. Penipuan mempunyai pelbagai tujuan dan berbeza cara dilakukan dan antaranya adalah pemalsuan dokumen, maklumat, dan lain-lain. Penipuan merendahkan integriti dan maruah seseorang itu dimartabat masyarakat. Ini akan menghakis kepercayaan orang ramai kepada mereka yang terlibat.

Kesimpulannya, walaupun seseorang Polis Tentera itu terikat dengan undang-undang dan kod etika profesional, masih terdapat segelintir di antara mereka yang melakukan amalan yang tidak sihat ini. Persekitaran juga turut mempengaruhi tindakan seseorang itu untuk melakukan perkara-perkara yang tidak beretika. Ini dilakukan demi menjaga reputasi dan periuk nasi mereka, walaupun mereka mengetahui apa yang mereka lakukan adalah salah disisi undang-undang. Perbuatan-perbuatan yang tidak beretika adalah ibarat penyakit barah yang sekiranya tidak dirawat akan memudaratkan seluruh anggota badan sehingga menyusahkan orang. Penyakit ini hanya dapat diubati dengan kredibiliti dan tanggungjawab yang kukuh terhadap bangsa dan negara. Di samping itu, pelaksanaan undang-undang juga boleh dijadikan sempadan kepada merebaknya gejala ini. Selain pelaksanaan undang-undang, kesedaran individu itu adalah sangat penting kerana ianya dianggap sebagai perisai utama diri dari melakukan perkara-perkara yang tidak beretika. Namun begitu, apa jua penyelewengan yang mereka lakukan adalah salah dan bertentangan dengan agama, kod etika profesional dan undang-undang serta norma-norma masyarakat amnya.

TERAS ETIKA KERJA PROFESIONAL

Etika kerja professional penting untuk memastikan tugas yang dijalankan mengikut dasar-dasar yang sebenarnya. Ciri-ciri yang dinyatakan berikut wajar dijadikan panduan yang dianggap sebagai teras "**Etika Kerja Profesional**".

- **Cemerlang.** Seorang anggota Polis Tentera yang bekerja dengan cemerlang tidak akan bekerja dengan sambil lewa. Kerja dan tugas sehariannya tidak akan dianggap sebagai satu bebanan atau sebagai satu rutin yang membosankan. Kerja yang perlu dilaksanakannya akan dilakukannya

dengan bersungguh-sungguh, tidak sekadar “melepaskan batuk di tangga”. Prestasi kerjanya akan sentiasa tinggi. Jika dia menemui kesulitan semasa melaksanakan tugasnya, dia akan terus berusaha mencari jalan mengatasi atau menyelesaikan masalah itu. Dia tidak mudah patah hati atau mengaku kalah. Untuk mencapai tahap kecemerlangan, seorang anggota Polis Tentera itu mesti ada disiplin diri. Mereka yang mempunyai disiplin diri boleh bekerja dengan baik dalam semua keadaan.

- **Sikap Berinisiatif.** Anggota Polis Tentera yang mempunyai sikap berinisiatif adalah mereka yang melakukan usaha atau sesuatu sebelum dipaksa oleh keadaan atau diarah melakukannya. Sesuatu tugas itu perlu dilakukan dengan tekun dan teliti untuk mengelakkan berlakunya kesilapan. Kesilapan dalam melakukan penugasan memanglah boleh dimaafkan tetapi jika dilakukan berulang kali akan menimbulkan masalah kepada diri sendiri dan orang lain.

- **Niat.** Anggota yang tidak mempunyai niat yang betul semasa bertugas tidak akan bekerja dengan baik. Anggota itu tidak akan mempunyai komitmen terhadap kerja yang dilakukannya. Ramai orang yang bekerja tetapi tidak faham atau mengerti kenapa mereka bekerja selain daripada ingin menyara hidup. Persepsi seorang anggota itu terhadap kerjanya boleh disimpulkan dalam sebuah kisah pendek mengenai tiga orang pekerja binaan.

Apabila mereka ditanya: - “Apakah yang sedang anda lakukan ini?”

Jawapan mereka: -

Pekerja pertama berkata: “*Saya sedang cari makan*”.

Pekerja kedua berkata: “*Saya sedang membuat dinding*”.

Pekerja ketiga berkata: “*Saya sedang membina sebuah bandar yang indah dan permai*”.

Antara tiga pekerja binaan ini, siapakah yang paling berminat dan komited terhadap kerjanya? Pastilah pekerja yang ketiga. Orang yang ketiga ini lebih memahami tujuan kerjanya itu dan lebih komited terhadap apa yang dilakukannya. Seseorang yang ingin bekerja dengan baik mestilah bekerja dengan niat yang ikhlas tidak

kerana riak, menunjuk-nunjuk, kerana terpaksa atau kerana tujuan lain. Kerja atau amalan yang kita lakukan bukan kerana niat yang betul akan mengurangkan kualiti kerja yang dilakukan. Oleh itu, setiap kerja yang ingin kita lakukan hendaklah ikhlas. Ikhlas itu bermaksud murni atau bersih, tidak ada campuran. Ibarat emas yang tulen, bersih tanpa campuran daripada lain-lain bahan seperti perak, tembaga dan sebagainya. Maksud bersih di sini ialah, bersihnya sesuatu pekerjaan dari campuran motif atau tujuan seperti ingin dipuji orang, ingin mendapat nama dan sebagainya.

Di dalam agama Islam, contohnya, dua orang yang memberi derma kepada fakir miskin. Seorang menderma kerana Allah semata-mata, manakala seorang lagi menderma kerana mahukan pujian dan nama sebagai seorang dermawan. Dari segi lahiriah, kedua-dua mereka itu sama sahaja iaitu memberi bantuan kepada fakir miskin, tetapi nilai murni dan akhlak orang yang pertama lebih tinggi daripada orang yang kedua. Di dalam Islam, pendekatan orang pertama tadi lebih mulia berbanding orang kedua, walaupun kedua-duanya melakukan perkara yang sama. Namun niat yang mendapatkan ‘nama’ meminggirkan orang kedua daripada mendapat balasan yang lebih baik (pahala) berbanding orang pertama.

- **Hormat Menghormati.** Keberkesanan Polis Tentera amat berkait rapat kepada rasa hormat, kepercayaan dan keyakinan semua peringkat warga tentera dan ianya pula tertakluk kepada kecekapan dan tatacara Polis Tentera melaksanakan tugas-tugas. Hampir keseluruhan tugas Polis Tentera terdedah kepada pandangan umum, oleh kerana itu Polis Tentera amat memerlukan kerjasama dan rasa hormat dari semua pihak. Sebagai contoh, seorang anggota Polis Tentera tidak wajar membuat aduan sesuka hati demi apa yang dikatakan sebagai penguatkuasaan. Perbuatan tersebut bukan sahaja menjejaskan hubungan dengan individu yang diadu, malah memberi imej tidak baik kepada warga tentera setempat. Tanggungjawab terhadap keutuhan disiplin ketenteraan amat penting kerana KPTD ditubuhkan untuk menguatkuasakan undang-undang tentera. Dengan itu peranan anggota

Polis Tentera amat penting dalam menekankan etika tanggungjawab mereka kepada warga tentera.

- **Amanah Dalam Kerja.** Sifat amanah adalah teras keharmonian dan kejayaan sesebuah institusi masyarakat atau pekerjaan. Bayangkan jika seseorang anggota Polis Tentera tidak mempunyai sifat amanah, segala urusan tidak akan berjalan sempurna dan membawa kepada kehancuran Kor dan seterusnya organisasi ketenteraan. Sifat amanah dalam kerja yang telah diamanahkan tentunya akan menghasilkan nilai-nilai keperibadian seorang anggota Polis Tentera yang baik. Peranan ketua-ketua pasukan amat penting dalam membanteras gejala tidak amanah dalam kerja. Anggota-anggota seharusnya patuh kepada arahan yang diberi dan melaksanakan tugas itu dengan baik. Sifat ini bukan hanya kepada anggota biasa sahaja, malah tidak kurang juga ketua sendiri yang patut mengamalkan sifat amanah ini.

- **Komited Terhadap Kerjaya.** Kunci kejayaan seseorang individu ialah komited terhadap kerjaya yang diceburinya. Komited yang dimaksudkan di sini ialah menumpukan perhatian dan bersungguh-sungguh terhadap apa yang dilakukan. Sifat komited ini dapat menyumbang ke arah terhasilnya mutu kerja atau khidmat yang cemerlang. Seorang anggota Polis Tentera mestilah bangga dengan profesyen yang dimilikinya. Mereka harus bangga berada dalam profesyen ini yang bertujuan mempertahankan kedaulatan Negara. Oleh itu seorang anggota yang komited dengan kerjayanya akan memastikan tingkahlakunya tidak menyalahi kod etika profesyen yang dipegangnya.

- **Akhlak.** Akhlak merupakan teras pembentukan etika kerja professional. Akhlak mulia yang dimiliki oleh anggota Polis Tentera menjadi lambang ketinggian peribadi dan kualiti KPTD. Apalah gunanya jika menjawat jawatan dan profesyen yang baik dalam sesebuah organisasi jika berakhlak buruk. Akhlak buruk di sini adalah seperti mengamalkan rasuah, dasar pilih kasih dalam kerja, dan tidak komited dalam kerja. Banyak contoh yang dapat kita lihat, contohnya dalam pentadbiran negara

kita sendiri terdapat ahli-ahli politik yang mengamalkan rasuah dan tidak kurangnya juga yang menerima rasuah untuk meluluskan sesuatu projek. Malahan suatu gejala Poltik Wang pernah menggemparkan sebuah gergasi politik di negara kita.

- **Jujur.** Di dalam pekerjaan, sifat jujur atau benar dapat membentuk hubungan yang sihat di antara sesama pekerja, pekerja dan majikan dan sesama pelanggan atau pun orang yang berurusan di dalam pekerjaan tersebut. Bagi anggota Polis Tentera, sifat jujur akan memberikan imej mulia KPTD kepada Tentera Darat. Sekiranya semua anggota Polis Tentera bersifat jujur, TD akan mempercayai Polis Tentera dan seterusnya akan meningkatkan kecemerlangan KPTD.

- **Bersyukur.** Bersyukur adalah susulan kepada kejayaan-kejayaan dan keuntungan yang diperoleh hasil sesuatu pekerjaan. Harus diingat bahawa keuntungan yang diperoleh adalah nikmat kurniaan Allah. Kewajipan bersyukur dinyatakan oleh Allah dalam firman-Nya yang bermaksud:

"Dan (ingatlah) tatkala Tuhan kamu memberitahu; Demi sesungguhnya! Jika kamu bersyukur nescaya Aku akan tambahi nikmat-Ku kepada kamu, dan demi sesungguhnya azab-Ku amatlah keras"

(Surah Ibrahim 14: Ayat 7)

Seorang anggota Polis Tentera patut bersyukur dengan pekerjaan dan pendapatan yang diperolehi hasil dari pekerjaan tersebut. Oleh itu anggota Polis Tentera tidak boleh melakukan perkara-perkara yang boleh merosakkan imejnya untuk mencari kesenangan hidup. Ini kerana golongan yang termasuk dalam kufur nikmat ialah orang yang mengamalkan rasuah, penyelewengan dan segala macam penipuan di dalam pekerjaan. Orang yang mengamalkan perbuatan tersebut seolah-olah tidak bersyukur dan berasa tidak cukup dengan apa yang dikurniakan oleh Allah. Sekiranya gejala ini berlaku nescaya akan merosakkan dan menghancurkan organisasi secara keseluruhannya.

● **Pengurusan Masa.** Sewaktu menjalankan tugas, amat perlu dititikberatkan soal pengurusan masa kerana salah satu faktor kejayaan dalam pekerjaan adalah pengurusan masa yang berkesan. Pengurusan masa yang cekap dapat membantu meringankan beban tugas di samping memudahkan segala urusan kerja. Seorang anggota yang bijak menguruskan masa akan membolehkannya meluangkan masa bersama keluarga walaupun banyak tugas yang perlu dilakukan. Ini kerana anggota Polis Tentera bertugas siang dan malam untuk menjaga keselamatan pangkalan tentera dan juga instalasi penting Negara. Dengan sebab inilah seseorang itu perlu bijak dalam membahagikan masanya seperti firman Allah yang bermaksud:

“Demi masa. Sesungguhnya manusia itu sentiasa dalam kerugian. Kecuali orang-orang yang beriman dan beramal soleh dan berwasiat (nasihat-menasihati) dengan kebenaran dan berwasiat dengan kesabaran.”

(Surah Al-Asr 103: Ayat 1-3)

● **Penilaian Diri.** Seorang anggota Polis Tentera patut membuat penilaian diri bagi memastikan tingkahlakunya dalam menjalankan tugas tidak berlawanan dengan prinsip tugas tersebut. Penilaian diri (*self-evaluation*) ini kurang bermakna jika seorang itu pada awalnya tidak menggariskan, merancang atau menentukan apa yang ia hendak laksanakan dalam tempoh tertentu. Begitu juga penilaian diri ini juga bukan bermaksud agar kita menguji orang-orang lain dengannya, tetapi agar kita menguji diri sendiri. Semoga dengan ini kita akan dapat mengetahui kekurangan dalam diri kita dan kesilapan yang telah dilakukan di dalam pekerjaan. Penilaian diri ini tidak akan mendatangkan apa-apa manfaat kepada TD, ATM dan Negara khususnya melainkan anggota itu menyedari bahawa dia ada peranan dan kewajipan sebagai anggota tentera.

Jika muhasabah atau penilaian semula itu hanya setakat mengukur kejayaan diri secara sempit, tanpa mengambil kira sumbangan yang telah dapat dicurahkan kepada organisasi, masyarakat setempat, agama, bangsa dan negara, ia belum lagi mencapai maksud sebenar.

PENUTUP

Etika kerja diwujudkan adalah untuk mengawal tingkahlaku para anggota supaya mereka dapat menggunakan segala pengetahuan, kepakaran dan kemahiran yang ada untuk kebaikan semua pihak. Untuk mencapai tujuan ini tidaklah dinafikan bahawa etika kerja profesional memainkan peranan yang amat penting untuk menjadikan seorang anggota yang beretika dan berjaya. Ini bertujuan bagi memantapkan dan mengekalkan prestasi KPTD selaras dengan prinsip-prinsip *Total Quality Management* (TQM).

Namun demikian, mekanisme untuk mengawal tingkahlaku manusia perlu melangkaui etika kerja. Ini kerana terdapat banyak faktor yang boleh mempengaruhi dan menentukan tingkahlaku seseorang anggota dan keputusan yang akan dibuatnya. Oleh itu, faktor-faktor lain seperti keperluan kehidupan, nilai-nilai hidup, penguatkuasaan undang-undang, pendidikan agama, dan lain-lain perlu diambil kira supaya mewujudkan satu persekitaran kehidupan yang sentiasa mendorong seseorang anggota melakukan sesuatu yang hanya mendatangkan faedah dan kebaikan kepada semua pihak.

Walaupun etika kerja bukanlah merupakan jalan penyelesaian masalah yang kompleks, tetapi ianya tetap penting dan mempunyai peranannya yang tersendiri untuk mengawal tingkahlaku para anggota. Etika kerja boleh menentukan asas-asas hubungan di antara anggota tentera dengan masyarakat, rakan sekerja, agama dan Negara. Dengan sebab itulah walaupun etika kerja telah wujud sejak dahulu lagi sehingga ke hari ini masih dianggap penting dan berfaedah.

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Oleh Mej Yeos Amiruddin bin Abd. Malek

"Sesungguhnya Allah SWT tidak akan mengubah apa yang ada pada suatu kaum sehingga kaum itu merubah apa yang ada pada dirinya"

Al Ra'd 13 : 11

PENDAHULUAN

Tentera Darat (TD) sentiasa peka dengan arus perubahan terutamanya dari aspek pengurusan. Tentera Darat telah banyak berubah daripada sebuah ketumbukan yang berorientasikan kepada penggunaan *counter insurgency* kepada ketumbukan konvensional. Tuntutan kepada perubahan dalam TD ini disebabkan oleh pelbagai cabaran masa akan datang serta perubahan persekutuan dalaman dan luaran. Perubahan sedemikian sering dikaitkan dengan anjakan paradigma, strategi korporat, alat persenjataan yang canggih, pelaksanaan teknologi maklumat dan multimedia, inovasi, budaya dan lain-lain lagi. Dengan mengambil pendekatan perancangan strategik dalam menganalisis situasi semasa dan masa hadapan yang dijangkakan, faktor penentu kecemerlangan sesebuah organisasi ialah keupayaan organisasi itu mengatur strategi bagi menangani perubahan yang menjurus kepada peningkatan teknologi.

Perubahan ialah fakta yang wujud dalam kelakuan organisasi sama ada dalam sektor awam, swasta mahupun ketenteraan. Pembaharuan serta peningkatan mutu dan produktiviti tidak dapat dielakkan dari arus perubahan untuk menentukan sesebuah organisasi itu lebih berdaya saing. Organisasi dan individu yang menolak perubahan-perubahan ini akan menyebabkan organisasi dan diri mereka ketinggalan dan jumud dalam ruang persekitaran masing-masing.

Pengurusan perubahan satu konsep yang penting dalam pengurusan organisasi kontemporari. Satu daripada ciri sesebuah organisasi yang berkesan ialah keupayaan organisasi berkenaan untuk membuat penyesuaian dengan keperluan perubahan semasa. Oleh itu, perubahan memerlukan aplikasi sistem automasi yang membentuk satu bentuk sistem pengurusan perubahan yang lebih komprehensif dan tersusun.

PENGURUSAN PERUBAHAN

Pengurusan perubahan ditakrifkan sebagai sebarang pelan alternatif yang signifikan di dalam *status quo* sesebuah organisasi bagi tujuan memberi faedah, meningkatkan produktiviti serta memberi panduan kepada strategi masa hadapan dan dalam membuat sesuatu keputusan (William, 1989).

Melihat kepada persekitaran yang sentiasa berubah, maka persediaan untuk berubah perlu wujud di setiap peringkat di dalam sesebuah organisasi. Organisasi merupakan satu unit sosial yang terdiri daripada manusia yang bekerjasama dan saling bergantung antara satu sama lain untuk mencapai matlamat individu, kumpulan dan organisasi. Sesebuah organisasi yang dibentuk akan melambangkan identitinya yang tersendiri berdasarkan falsafah, matlamat dan budayanya.

Berdasarkan kepada pendapat Carr (1996), perubahan berlaku disebabkan oleh kuasa atau

tekanan pasaran, perubahan teknologi yang cepat, perubahan institusi politik dan masyarakat, keperluan dalaman untuk memperbaiki prestasi dan keadaan yang kompetitif. Manakala Clarke dan William (1994), menyatakan di dalam melaksanakan perubahan di organisasi, ia melibatkan perubahan-perubahan pada manusia, struktur organisasi, perkhidmatan dan teknologi. Keempat-empat perkara ini merupakan unsur-unsur dalaman organisasi yang saling bergantung di antara satu sama lain. Manusia adalah merupakan elemen yang terpenting tetapi ia paling sukar untuk diuruskan kerana manusia mempunyai sikap dan persepsi yang berbeza terhadap sesuatu perubahan sama ada mengambil pendirian positif atau negatif.

Menurut beliau lagi, koordinasi aktiviti perubahan adalah berkaitan dengan kadar penerimaan individu di mana ianya akan membantu proses perubahan untuk bergerak dengan licin. Perubahan pada manusia meliputi sikap, kepercayaan, persepsi, kemahiran, pengetahuan asas, kebolehan dan *work expectation*. Adalah sukar bagi mempengaruhi sikap seseorang terhadap sesuatu perkara terutamanya yang melibatkan sesuatu perubahan dari *status quonya*.

Kanter (1992), di dalam buku *Ten Commandments for Executive Change* menyatakan bahawa untuk melaksanakan perubahan ianya terbahagi kepada sepuluh ciri-cirinya iaitu analisis ke atas organisasi serta keperluannya; wujudkan visi serta hala tuju yang jelas; tinggalkan amalan yang lepas; wujudkan sifat kesegeraan untuk melaksanakan sesuatu perkara; memberi sokongan kepada ketua; jalinkan perhubungan dengan pihak berkuasa; adakan pelan pelaksanaan; wujudkan struktur pelaksanaan yang bersesuaian; komunikasikan idea; libatkan warga kerja serta bersikap jujur; dan kuatkuasakan serta laksanakan perubahan.

MODEL-MODEL PENGURUSAN PERUBAHAN

Di dalam pengurusan perubahan terdapat beberapa buah model yang boleh diambil bagi menerangkan pendekatan menguruskan perubahan iaitu:

- **Model Daya Lapangan (Lewin, 1975).** Di dalam sesuatu perubahan itu akan wujud daya yang menyokong ke arah perubahan dan ada daya yang menentang daya yang menyokong itu. Keadaan keseimbangan semasa yang dipertahankan oleh beberapa daya yang bertentangan ini dikatakan sebagai *status quo*. Terdapat tiga kaedah yang dikemukakan untuk mengubah daya-daya yang ada di dalam sesuatu lapangan. Pertama, meningkatkan daya yang menyokong atau meningkatkan daya yang menentang. Pada hakikatnya sesuatu yang dihasilkan melalui peningkatan daya ke arahnya akan mewujudkan keadaan yang semakin tegang. Kedua, secara mengurangkan daya yang menentang di mana kaedah ini dapat meredakan ketegangan bagi pihak yang menentang. Ketiga, melalui kaedah perubahan ke atas kedua-dua daya yang bertentangan tersebut.

- **Model Perubahan Organisasi Terancang (Slocum & Hellreigel, 1988).** Model ini pula, menyenaraikan aktiviti perubahan yang perlu dilalui sebelum sebarang perubahan dilaksanakan secara berkesan. Aktiviti berkenaan yang dibuat adalah secara terancang dan sistematik dengan mempunyai kesinambungan di mana ia melibatkan keseluruhan warga kerja sesebuah organisasi. Di antara proses yang dilalui adalah mengenal pasti dan mengatasi halangan kepada perubahan sebelum objektif perubahan ditentukan.

- **Model Tiga Komponen Perubahan (Pettigrew & Whipp, 1991).** Model ini menerangkan aspek dan komponen perubahan yang perlu dicapai, iaitu pertama: matlamat yang hendak dicapai, kedua: proses yang terlibat serta ketiga: analisis persekitaran luaran dan dalaman sepertimana analisis model Strength, Weaknesses, Oppourtinity and Threat (SWOT).

- **Model Metodologi Pengurusan Perubahan Organisasi (Tan, 1994).** Model ini juga melibatkan pada permulaannya penilaian diagnostik ke atas organisasi sebelum sebarang

perubahan dibuat dan akhirnya pembaikan secara berterusan diamalkan dari masa ke semasa. Metodologi perubahan ini melibatkan maklum balas daripada empat organisasi secara umum iaitu kepimpinan, struktur, proses dan tenaga kerja.

- **Model Perubahan Strategik (Carnell, 1995).** Model ini menganalisis organisasi dengan mengambil kira *competitive benchmarking* dan perubahan budaya tanpa keluar dari landasan visi, misi, dan strategi yang ditetapkan. Perubahan yang terlibat ke atas organisasi adalah seperti perubahan biasa, perubahan yang lebih menyeluruh yang bersifat *generic* seperti *Business Process Reengineering* (BPR) dan *Total Quality Management* serta perubahan yang lebih luas yang melibatkan beberapa organisasi seperti membuat perkongsian strategik dan usaha sama.

- **Model Elemen Pengurusan Strategik (Johnson & Scholes, 1999).** Model ini melihat kepada tujuan dan ekspektasi, sumber, keupayaan dan persekitaran organisasi termasuk struktur, peruntukan sumber-sumber dan kawalan serta mengurus perubahan strategi yang dibuat. Pilihan secara strategik perlu dibuat setelah mempertimbangkan alternatif yang ada dan akhirnya membuat penilaian ke atasnya.

HALANGAN KEPADA PERUBAHAN

Kebanyakan organisasi menghadapi tentangan malah menemui kegagalan apabila memperkenalkan sesuatu sistem kerja atau sistem teknologi maklumat yang baru. Ramai pengurus menyedari bahawa kejayaan memperkenalkan sesuatu kaedah atau perkara baru di dalam organisasi merupakan suatu yang sukar. Kesukaran untuk mengubah sesuatu sistem yang sedia ada di dalam organisasi merupakan satu cabaran dalam mengurus perubahan. Ini disebabkan di dalam organisasi ada kalanya terdapat pekerja yang tidak dapat menerima sesuatu perubahan yang baru (Nabb & Sepic, 1995). Terdapat beberapa faktor yang menjadi penghalang kepada perubahan tetapi yang paling utama adalah sikap yang ada pada individu itu sendiri dan kurangnya peranan pihak pengurusan atasan.

Sikap

Menurut Crooks & Stein (1991), sikap telah didefinisikan sebagai sesuatu yang telah dipelajari, kecenderungan yang tidak cepat berubah untuk bertindak balas secara konsisten sama ada menyokong atau tidak menyokong orang-orang tertentu, kumpulan, idea atau keadaan. Manakala menurut Milton (1987) pula, sikap itu adalah bersamaan dengan perasaan dan kecenderungan seseorang untuk bertindak ke atas beberapa aspek persekitarannya.

Sikap juga melibatkan perasaan seseorang, oleh itu sikap boleh mempengaruhi tingkah laku seseorang itu. Setiap orang mempunyai sikap yang tertentu terhadap sesuatu perkara malah ianya kadang-kalanya menjadikan sebat di dalam diri individu itu sendiri. Sikap ini terhasil melalui pengalaman yang dilalui dan pengaruh persekitaran dan hasil dari didikan seseorang.

Berdasarkan pandangan-pandangan pengkaji-pengkaji yang lepas di antara sebab-sebab keengganan untuk berubah adalah wujudnya kepentingan diri atau politik, psikologi, emosi, pendekatan untuk berubah yang tidak praktikal dan persepsi penerimaan yang tidak jelas. Di samping faktor-faktor sejarah organisasi, wujud juga bias budaya seperti pemikiran, sikap, kepercayaan yang bercanggah dengan amalan biasa. Terdapat juga pandangan yang menyatakan bahawa punca penentangan terhadap perubahan kerana takut akan ketidakpastian, tabiat, pengaruh kumpulan, dan ancaman terhadap kuasa, pengaruh serta peruntukan sumber. Ada juga berpendapat menyatakan bahawa keengganan seseorang berubah disebabkan kecenderungan semula jadi manusia itu sendiri seperti takut kehilangan kuasa, pengaruh, kemewahan, kewangan, prospek kerjaya atau pekerjaan. Di samping itu pemikiran sempit dan tidak terbuka seperti "sindrom tidak boleh digunakan di sini" dan "tidak mahu keluar dari zon selesa".

Kurang Penglibatan Pihak Atasan

Faktor kedua yang menjadi halangan perubahan ialah kurangnya peranan atau penglibatan dari pihak pengurusan atasan. Di antara halangan untuk melaksanakan perubahan disebabkan olehnya adalah:

- **Kekurangan Kefahaman Terhadap Pencapaian yang Akan Dihasilkan** - Kekurangan faham dan bentuk hasil yang ingin dicapai oleh sesuatu program perubahan akan mengelirukan proses pelaksanaan program tersebut. Pihak pengurusan juga tidak dapat menfokuskan usaha dengan sepenuhnya untuk mencapai hasil yang diinginkan. Sehubungan itu, sesuatu program yang digubal perlu melalui proses perancangan yang teliti dan terperinci melalui kaedah-kaedah yang digunakan untuk memastikan pencapaian hasil sebagaimana yang diharapkan.

- **Perancangan yang Kurang Menyeluruh** - Pelaksanaan sesuatu program perubahan yang baru dalam organisasi akan menyebabkan kesangsian dan keraguan di kalangan anggota organisasi. Sistem dan struktur organisasi perlu diubah dan dirombak semula untuk kesesuaian sesuatu program perubahan. Oleh itu, tanpa perancangan yang rapi dan menyeluruh, program perubahan tersebut mungkin akan terjejas kerana pihak pengurusan kurang berupaya menghadapi masalah-masalah kemanusiaan yang timbul oleh pekerja-pekerja yang menentang dan kurang berpuas hati dengan program perubahan tersebut. Perancangan juga akan membolehkan pengurusan memantau dan menilai proses pelaksanaan program perubahan dengan berkesan serta mengambil tindakan pembetulan untuk memastikan matlamat program dicapai seperti yang dirancang.

- **Kurang Koordinasi** - Masalah *compartmentalization* dan mentaliti *teritorial* dalam sesebuah organisasi akan menjejaskan usaha pencapaian program pembaharuan. Tanpa semangat untuk bekerja sebagai satu pasukan, organisasi tidak dapat bergerak dengan pantas dan berkesan untuk menghadapi cabaran-cabaran luaran yang sering berubah.

- **Kekurangan Komunikasi Di Antara Pemimpin (*stakeholders*) dan yang Dipimpin (pelanggan)** - Semua lapisan anggota tentera perlu menyedari hakikat bahawa organisasi mereka diwujudkan untuk memberi perkhidmatan kepada *stakeholders* dan pelanggannya. Prestasi sesebuah organisasi itu dinilai oleh persepsi dan tanggapan *stakeholders* dan

pelanggannya berasaskan kepada perkhidmatan dan hasil kerja yang diterima oleh mereka. Oleh itu, tanpa komunikasi berkesan dengan *stakeholders* dan pelanggannya, sebuah organisasi tidak akan dapat mengenal pasti dan seterusnya memenuhi dengan tepat keperluan dan kehendak *stakeholders* dan pelanggannya.

- **Pengurusan dan Pengagihan Sumber yang Lemah** - Sumber ekonomi berbentuk kewangan dan modal insan dalam organisasi dan perkhidmatan ketenteraan adalah sentiasa terhad, khususnya semasa negara menghadapi kemelesetan ekonomi. Pengurusan dan pengagihan sumber organisasi yang tidak optima itu akan menyebabkan program perubahan tidak dapat dicapai sepenuh matlamatnya. Isu berkaitan dengan keberkesanan kos dalam pelaksanaan program pembaharuan perlu diberi perhatian.

LANGKAH-LANGKAH UNTUK MENGURUS PERUBAHAN

Pembaharuan di dalam Tentera Darat ialah bermatlamatkan ke arah kecemerlangan melalui slogan "Marksman Sasaranku" di dalam pelaksanaan pendekatan kecemerlangan prestasi melalui modal insan (*performance excellence through human capital*) sebagaimana yang diwar-warkan oleh Perdana Menteri Malaysia. Pembaharuan ini, mengambil kira terhadap keadaan semasa, keadaan sewaktu peralihan dan keadaan selepas pembaharuan. Tentera Darat khususnya seharusnya tidak hilang fokus mengenai matlamat untuk melengkapi pengurusan sumber manusia bagi mencapai agenda pertahanan negara. Bagi mencapai matlamat ini beberapa perkara yang harus diberi perhatian dan difikirkan bagi memastikan kejayaan pelaksanaannya sepertimana yang digambarkan melalui slogan yang diwar-warkan.

Penjanaan Komitmen

Komitmen kerja adalah merangkumi kesetiaan, kesanggupan dan kerelaan pekerja terhadap tugas yang dipertanggungjawabkan. Kesetiaan boleh ditakrifkan sebagai keinginan untuk kekal

dalam organisasi dan perasaan sayang terhadap organisasi. Selain itu, kemampuan pekerja menyesuaikan diri dalam organisasi, dengan rakan sejawat, dengan misi dan falsafah kumpulan kecil dan unit besar di dalam organisasi dan kepada organisasi berkenaan keseluruhannya merupakan elemen yang terkandung dalam komitmen warga kerja.

Kepuasan Kerja

Kepuasan kerja merujuk kepada sikap, perasaan dan keikhlasan warga kerja terhadap tugas yang mereka lakukan. Kalleberg (1977), mentakrifkan kepuasan kerja sebagai keseluruhan orientasi efektif individu terhadap perasaan mereka dalam kerja pada masa itu. Menurut Locke (1976), pula mentafsirkan kepuasan kerja sebagai tindakan emosi yang sedar akibat daripada penilaian dan pengalaman ke atas kerja yang dilakukan. Menurutnya lagi sikap positif terhadap kerja disamakan dengan kepuasan, sementara sikap negatif disamakan dengan ketidakpuasan kerja. Kepuasan kerja adalah satu penilaian individu pekerja terhadap kejanya dari segi kerja itu sendiri, pendapat, pangkat, dan penyeliaan. Penilaian itu merupakan perbandingan antara harapan pekerja mengenai kenaikan pangkat, gaji dan penyeliaan dengan pengalamannya sendiri mengenai kerja itu.

Pembangunan Budaya Pembelajaran dan Kecemerlangan

Menurut Cherrington (1980), di antara kaedah latihan yang boleh meningkatkan prestasi kerja adalah dengan memberi peluang untuk pembelajaran berterusan, latihan dalam perkhidmatan, menghadiri seminar dan pusingan kerja (*job rotation*). Latihan untuk memahirkan pegawai/anggota menjadi satu keperluan dan aktiviti latihan boleh direka bentuk untuk menambahbaikkan prestasi kerja. Tiga aspek diberi penekanan iaitu kemahiran, sikap dan pengetahuan.

Terdapat beberapa masalah utama anggota untuk berhadapan dengan perubahan adalah perasaan kurang yakin dan bimbang terhadap daya kompetensi yang ada dan teknologi yang begitu kompleks sehingga timbulnya perasaan curiga dan tidak faham. Suasana seperti ini

menyebabkan pekerja merasakan kesuntukan masa dan terdesak untuk mempelajarinya. Perasaan kurang yakin terhadap keupayaan mereka sendiri merupakan faktor yang menjadi penghalang kepada penerimaan perubahan. Masalah ini hanya boleh diatasi menerusi komunikasi dan latihan.

Program latihan adalah bertujuan membentuk dan melahirkan pegawai-pegawai yang terlatih, cekap dan mahir untuk melaksanakan kerja-kerja dan membuat keputusan. Pembentukan modal insan dan permodenan sistem pentadbiran haruslah berjalan seiring dengan kemajuan dan pembangunan negara. Walaupun usaha-usaha perubahan dan penambahbaikan secara menyeluruh adalah sukar memandangkan saiz perkhidmatan ketenteraan yang besar, fungsinya yang meluas dan peraturan-peraturan yang terlalu banyak, ia tidak seharusnya dijadikan alasan untuk tidak melakukan perubahan. Dalam hal ini, apa yang diperlukan ialah kepimpinan yang dinamik dan profesional, sumber manusia yang kompeten. Sistem pentadbiran yang mantap untuk menjayakan visi dan misi perkhidmatan dalam persekitaran yang berubah.

Kemahiran

Seseorang pengurus atau pegawai tentera perlu mempunyai kemahiran tertentu dalam mengurus perubahan di dalam sesebuah organisasi. Sebagai contohnya seorang pemimpin tentera perlu mempunyai kebolehan untuk membentuk satu sintesis di antara anggota, idea, peluang, sumber-sumber dan permintaan semasa. Beberapa kemahiran untuk mengurus perubahan. Di antaranya ialah:

- **Kemahiran Berpolitik** - sesebuah organisasi mempunyai sistem politiknya sendiri di mana ianya mempunyai satu sistem sosial yang tersendiri. Kemahiran politik dalam sesuatu perubahan adalah perlu bagi seorang pengurus perubahan. Sebagai contohnya seorang pengurus perubahan perlu memahami bagaimana organisasi ini beroperasi dan pengalaman yang dilalui sebelum membuat pertimbangan yang sewajarnya.
- **Kemahiran Mengendalikan Manusia** - manusia merupakan nilai yang terpenting dan

unik dalam sesebuah organisasi. Oleh itu ianya perlu dikendalikan dengan berhati-hati. Selain dari mempunyai kemahiran interpersonal dan intrapersonal, seseorang pengurus perubahan perlu peka kepada keadaan persekitaran dan budaya kerja.

- **Kemahiran Menganalisis** - seseorang pengurus perubahan perlu berkebolehan dalam menganalisis sesuatu fakta secara rasional dan jelas.

- **Kemahiran sistem** - kemahiran ini meliputi teori sistem umum dan mekanistik. Teori sistem umum adalah sistem melibatkan manusia, organisasi, sistem kerja dan sosio teknikal manakala sistem mekanistik adalah struktur yang paling berkaitan dan tersusun seperti komputer.

- **Kemahiran beroperasi** - ia merangkumi kebolehan dari segi pengurusan kewangan, pelaksanaan operasi dan pemasaran idea-idea yang bernas. Kemahiran hanya boleh diperolehi melalui beberapa cara iaitu seperti latihan, pengalaman bekerja, pemerhatian, pembacaan, melalui kesilapan orang lain atau sejarah dan secara terpendam. Kemahiran di dalam perancangan implimentasi dan kemahiran untuk melaksanakan perubahan adalah di antara faktor-faktor penting untuk memastikan kejayaan sesuatu perubahan di dalam sesebuah organisasi.

Komunikasi

Komunikasi adalah faktor penting yang boleh menghubungkan semua subsistem di dalam satu jaringan mikro. Komunikasi boleh membawa kesan kepada organisasi melalui maklumbalas daripada persekitaran dan ia juga merupakan proses mencipta dan bertukar mesej dalam rangkaian yang saling bergantung. Dalam konteks komunikasi pengurus staf, ia merupakan proses penciptaan dan pertukaran maklumat antara pengurus dan staf. Aspek komunikasi memberi peluang kepada pekerja untuk meluahkan perasaan dan pendapat mereka kepada orang lain dan peluang kumpulan untuk berkomunikasi secara formal dan tidak dengan cara lebih efektif.

Raymond Miles (1965) mencadangkan pihak pengurusan perlu meneroka potensi yang ada pada pekerja mereka yang mungkin tidak digunakan sepenuhnya. Pemimpin atau pihak pengurusan atasan organisasi perlu sebanyak mungkin melibatkan pekerja dalam proses membuat keputusan. Pendekatan ini juga mencadang komunikasi antara ketua pekerja mesti terbuka dan bergerak secara bebas melalui semua saluran komunikasi.

Perubahan adalah berkaitan dari satu keadaan biasa kepada satu suasana yang baru. Perubahan ini boleh menyebabkan seseorang itu berasa terancam dan seterusnya akan bertindak untuk menentang perubahan. Komunikasi terbuka dan dua hala boleh membantu untuk mengurangkan kebimbangan dan penentangan terhadap keadaan yang ketidakpastian yang berpunca dari dasar perubahan. Oleh yang demikian, saluran komunikasi adalah perlu di dalam organisasi bagi menyampaikan sebarang maklumat secara berkesan. Saluran komunikasi ini boleh diwujudkan secara formal atau tidak formal, individu atau kumpulan untuk menyalurkan maklumat kepada semua peringkat di dalam sesebuah organisasi. Maklumat daripada hasil komunikasi ini akan membuatkan seseorang itu dapat memahami apa yang sedang berlaku di persekitaran mereka. Secara langsung atau tidak langsung penerimaan maklumat ini akan meningkatkan ketelusan dan seterusnya akan mengurangkan penentangan ke atas perubahan.

Teknologi Maklumat

Teknologi maklumat adalah satu penghasilan sains yang sifatnya memudahkan sesuatu tugas. Teknologi maklumat merupakan teknologi yang merangkumi komputer, automasi pejabat dan telekomunikasi. Dalam aspek teknologi maklumat, ia dapat dilihat sebagai alat untuk mengumpul, memproses, menyebarkan dan menggunakan maklumat. Aplikasi teknologi maklumat bukan sahaja menyentuh aspek-aspek ilmu dan pendidikan malah ianya bersifat dinamik dan merentas sosial budaya ekonomi, politik dan juga sistem maklumat manusia sejagat. Teknologi maklumat sebagai pemudah cara atau alat untuk mencapai matlamat dengan membekalkan maklumat dalam proses membuat keputusan. Keputusan yang dihasilkan

bukan sahaja dapat dibuat dalam masa yang singkat disebabkan kemudahan dalam memperolehi data, malah ianya akan menjadi lebih konsisten kerana input yang diperolehi seragam serta dapat dibandingkan secara relatif.

Teknologi maklumat adalah berkenaan bagaimana cara menerima dan menyampaikan maklumat seperti perkataan, gambar, bunyi dan nombor yang didapati secara elektronik. Penggabungan komputer dan komunikasi telah membentuk sistem bagi menguruskan maklumat. Kecanggihan maklumat boleh membawa maklumat dalam masa yang singkat secara berkesan. Revolusi maklumat yang akan mewujudkan era maklumat akan membawa perubahan secara menyeluruh dan dramatik kepada cara hidup masyarakat. Pemangkin utama revolusi maklumat kini ialah teknologi maklumat yang berkaitan dengan komputer dan telekomunikasi. Ledakan teknologi maklumat merupakan sebagai dunia tanpa sempadan. Ini membayangkan perkara-perkara yang berkaitan dengan perkembangan teknologi maklumat adalah di luar kawalan kita dan tiada siapa yang mampu menafikannya.

Pengurusan Atasan

Pengurusan disifatkan sebagai seni melakukan perkara-perkara tertentu melalui orang lain. Takrif yang diberikan ini telah membuat kesimpulan bahawa seorang pengurus bertindak memenuhi matlamat organisasi dengan cara menguruskan orang-orang lain supaya melakukan sesuatu tugas tanpa mereka sendiri melakukannya.

Tugas-tugas seorang pengurus yang paling kritis ialah pemilihan, latihan dan pembangunan kerjaya dan orang-orang yang mengerakkan organisasi dalam mencapai matlamat dan objektifnya secara berkesan. Peranan pengurus juga dirujuk kepada memastikan sumber atau input yang mengandungi faktor-faktor modal, peralatan, teknologi dan sumber manusia yang menjadi asas kepada pengeluaran atau output dalam bentuk perkhidmatan, kualiti, barangan dan juga pengeluaran dalam sesebuah organisasi. Di samping itu, pengurus perlu memastikan kompetensi yang dimiliki oleh setiap pekerja seperti kemahiran, pengetahuan, kebolehan, kepakaran

dan sebagainya menjadi aset jangka panjang yang perlu digembeling secara lebih sistematik dan terancang.

Kompetensi

Kompetensi memberi makna kelayakan, kemampuan, kecekapan untuk tugas, mengenai orang yang mempunyai kebolehan, berkebolehan, layak atau cekap menjalankan tugas dengan sempurna. Kompetensi terbahagi kepada tiga aspek iaitu *core*, *functional* dan *professional*. Aspek pertama *core* meliputi ciri peribadi dan nilai-nilai asas yang seharusnya dimiliki oleh individu di antaranya disiplin, integriti, akauntabiliti, sensitiviti, toleransi, telus dan motivasi. Aspek kedua iaitu *functional* yang merupakan kompetensi khas yang perlu ada bagi menjalankan tugas seperti pengetahuan tentang kerja, kemahiran atau kebolehan. Sementara itu, aspek ketiga iaitu *professional* yang merupakan kompetensi umum (*generic*) meliputi pengetahuan, kebolehan dan kepimpinan serta komunikasi.

PENUTUP

Pada keseluruhannya dalam mengurus perubahan yang dibawa oleh Tentera Darat, ia memerlukan *champion of change* di peringkat atasan, pertengahan dan di peringkat kepimpinan bawahan. Keserasian dan keharmonian yang dapat diwujudkan akan membawa pencapaian prestasi cemerlang kepada organisasi dan individu. Tahap prestasi cemerlang menghasilkan anggota yang terbaik (*best People*) di kalangan warga tentera, perkhidmatan terbaik (*best services*) kepada pelanggan dan kepuasan terbaik (*best satisfaction*) kepada pekerja dan pelanggan.

Bagi menuju kearah kecemerlangan, setiap pegawai tentera hendaklah membuat perubahan minda atau anjakan paradigma untuk menerima perubahan dan berusaha untuk melengkapkan diri dengan pengetahuan dan kemahiran yang sesuai bagi meningkatkan kualiti kerja masing-masing. Tentera Darat semestinya bersedia *to take a critical look at the way we do things and consider various options towards enhancing the delivering of our services*.

Kesemua langkah-langkah yang dinyatakan di atas telah dilakukan tetapi masih juga terdapat halangan-halangan kepada perubahan, sebagai pengurus kita seharusnya berani membuat teguran secara bertulis atau *verbal* terhadap sikap individu yang negatif atau tidak mahu menerima perubahan di samping berani membuat perubahan secara drastik walaupun kadang kala teguran dan perubahan tersebut melibatkan berkaitan perhubungan. Semestinya di dalam melaksanakan perubahan seseorang pengurus terpaksa menggunakan sumber-sumber kuasanya seperti kuasa paksaan, kuasa ganjaran, kuasa sah,

kuasa kepakaran dan kuasa rujukan. Ini semua merupakan salah satu pendekatan yang perlu diteliti penggunaannya.

Perubahan stail kepimpinan iaitu autokratik, demokratik, *laissez faire* kepada *transformational leadership* di samping bantuan *management tools* perlulah digarap supaya pelaksanaan perubahan untuk penambahbaikan berterusan dapat dilaksanakan agar pengurusan tentera menjadi *role model* kepada masyarakat umum amnya dan tentera khususnya.

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