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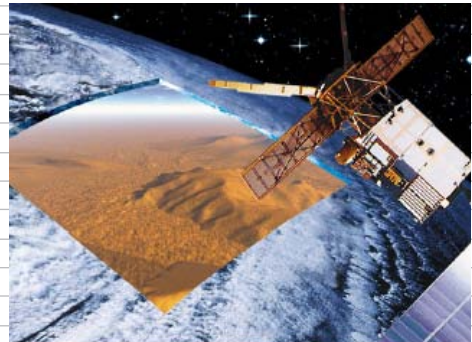
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DARI MEJA EDITOR

Dengan Nama Allah Yang Maha Pengasih Lagi Maha Penyayang.

Salam Sejahtera,

Syukur Alhamdulillah, Edisi ke-55 Jurnal Sorotan Darat dapat dikeluarkan seperti mana yang dihasratkan. Sidang Redaksi merakamkan setinggi-tinggi penghargaan kepada semua penulis artikel yang telah menyumbang hasil penulisan masing-masing bagi Edisi ini. Pastingya artikel-artikel tersebut akan menjana minda para pembaca dalam usaha kami untuk mencungkil idea-idea bernas yang dapat memacu Tentera Darat untuk mencapai tahap prestasi yang lebih cemerlang di masa hadapan.

Penerbitan edisi ini memberi fokus kepada Kor Risik DiRaja (KRD) sebagai penyumbang artikel muka depan. Artikel yang bertajuk "Perisikan (Mejeri (IMINT) dari Perspektif ATM" amat sesuai sekali kerana ianya mempotretkan keperluan dan cabaran di dalam mengumpul maklumat sebagai usaha kearah sebuah organisasi yang mendokong teras perisikan ATM.

Artikel-artikel lain yang diterbitkan pula menyentuh berbagai aspek penting dalam organisasi Tentera Darat seperti konflik/peperangan, kepimpinan, psikologi, pendidikan serta hubungan antarabangsa. Artikel-artikel ini merupakan sumbangan penulisan serta buah fikiran para pegawai Tentera Darat sama ada masih berkhidmat atau yang telah bersara, yang berpengalaman luas serta mempunyai pengetahuan dan kepakaran dalam bidang masing-masing. Diharapkan agar para pembaca merebut peluang untuk memanfaatkan ilmu yang dapat diperolehi dari artikel-artikel tersebut.

Akhir kata, sidang redaksi sentiasa mengalu-alukan sumbangan penulisan artikel dari kalangan warga Tentera Darat untuk dimuatkan dalam edisi-edisi Jurnal Sorotan Darat yang akan datang. Mudah-mudahan sumbangan penulisan yang berkualiti akan menyumbang kepada kemajuan Tentera Darat dalam menjadi satu organisasi yang unggul. Sebarang pendapat, komen, idea bernas serta maklum balas dari kalangan pembaca amatlah di alu-alukan untuk meningkatkan lagi kualiti penerbitan Jurnal Sorotan Darat.

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PERISIKAN IMEJERI (IMINT) DARI PERSPEKTIF ATM

By Kapt Mohamad Wasli Bin Musa

ABSTRAK

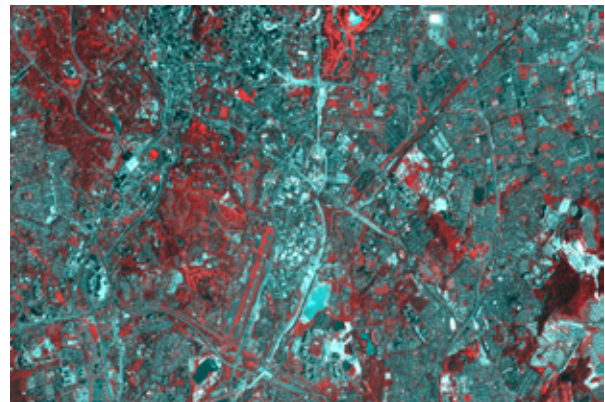
Aset untuk perisikan, pengawasan dan tinjauan secara tradisional dan bukan tradisional (ISR) merupakan keperluan asas perancangan perang pada masa kini. Malah ISR merupakan satu keperluan di dalam menjamin kejayaan dan kemantapan maklumat perisikan yang dilaksanakan secara Operasi Bersama (Joint Operation). Semua ini adalah berhubungkait dengan penguasaan teknologi penderiaan jauh (remote sensing) yang diaplikasikan di dalam aspek perisikan di dalam perancangan ketenteraan. Manipulasi teknologi ini di dalam Angkatan Tentera Malaysia (ATM) sedang berkembang, justeru ia tidak harus dibiarkan tanpa sebarang perancangan. Teknologi ini bukan sahaja perlu dimiliki tetapi ianya harus dikuasai agar ATM terus digeruni pihak lawan dan dihormati oleh rakan. Kewujudan disiplin Perisikan Imejeri (IMINT) di dalam ATM, akan dapat menjadi pemangkin kepada penguasaan ISR yang lebih efektif untuk keperluan perisikan bagi operasi ATM pada masa kini dan akan datang.

PENDAHULUAN

Pada amnya, IMINT adalah satu proses perolehan maklumat teknikal, geografi, dan perisikan melalui tafsiran atau analisis data imejeri. Data imejeri dianalisis bagi menghasilkan maklumat perisikan secara visual yang mana gambaran objek dapat dihasilkan secara elektronik, filem optikal atau paparan media digital. Data Imejeri yang diperolehi tersebut kemudiannya akan diproses, dianalisis dan diintegrasikan dengan maklumat perisikan lain seperti *Signal Intelligence (SIGINT)* atau *Human Intelligence (HUMINT)* bagi menghasilkan maklumat perisikan yang lengkap dikenali sebagai IMINT. Dalam konteks ini, IMINT dan data Imejeri merupakan dua aspek yang berbeza namun saling

berkaitan dari sudut maklumat perisikan. Imejeri merupakan data mentah yang belum dianalisis berkaitan dengan imej sesuatu kawasan atau sasaran dan ianya merupakan perkara asas bagi mewujudkan maklumat perisikan IMINT. **Rujuk Gambar 1.**

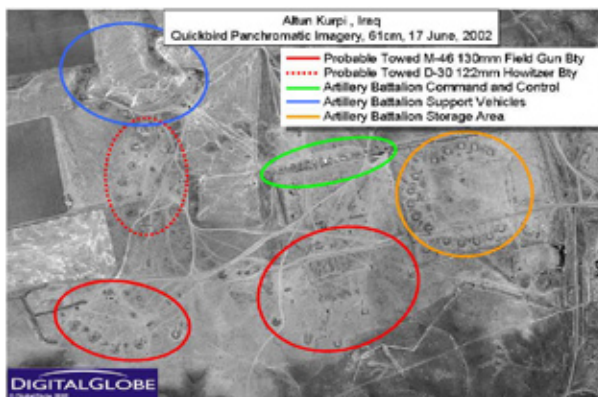
Selain itu IMINT juga merupakan platform yang memainkan peranan penting dalam situasi perisikan pertahanan moden. IMINT memanipulasi teknologi penderiaan jauh (remote sensing) bagi menghasilkan maklumat imejeri seperti imej satelit dan foto udara. Melalui penggunaan teknologi penderiaan jauh tersebut, IMINT dilihat mampu menghasilkan maklumat yang kukuh dari aspek fizikal berkaitan dengan musuh mahupun persekitaran medan perang. Perolehan maklumat menggunakan sensor ini amat relevan dalam suasana krisis kerana mampu menyokong keperluan perancangan serta menjamin keputusan yang tepat berdasarkan maklumat secara visual. Dewasa ini, dengan perkembangan teknologi yang pantas keupayaan sistem bagi mendapatkan IMINT menjadi semakin kompleks di mana ia memerlukan kepakaran modal insan bagi membolehkan kedua-duanya diintegrasikan secara pintar.



Gambar 1: Data Imejeri satelit dianalisis untuk menghasilkan maklumat IMINT

IMINT amat berkesan di dalam aspek memaparkan maklumat musuh di lapangan, medan perang dan muka bumi secara nyata (visual). Maklumat- maklumat ini akan membantu dari segi mengurangkan ketidakpastian, mengenal pasti peluang, menganggar risiko, menentukan tujuan serta mencapai keputusan yang ditetapkan. Pada peringkat ini, IMINT membekalkan maklumat perisikan yang amat diperlukan oleh komander bagi menjayakan misi yang dijalankan.

Di dalam proses Persiapan Perisikan Medan Perang (IPB), IMINT mampu memaparkan maklumat yang tepat berkaitan dengan lokasi sebenar musuh, kekuatan dan atur gerak. Disamping itu, paparan maklumat secara visual akan turut memberi kelebihan untuk membangunkan situasi sebenar medan perang bagi mengesahkan atau menghindari tujuan dan arah tindakan musuh. Kelebihan ini juga akan membantu komander menilai kesan kemusnahan pertempuran untuk kesinambungan perancangan serangan yang lebih efektif yang akan memberi kesan kepada kekuatan, kelemahan dan keupayaan musuh. **Rujuk Gambar 2.**



Gambar 2: IMINT di dalam menilai atur gerak tentera semasa Perang Teluk II

PLATFORM DAN SENSOR

Perolehan maklumat IMINT bergantung kepada platform yang digunakan. Platform ini akan memainkan peranan di dalam menentukan keupayaan imej yang dihasilkan oleh sensor. Kesemua platform ini boleh diimplimentasikan di semua peringkat sama ada strategik, operasi mahupun taktikal. Platform IMINT dipecahkan kepada tiga kategori utama iaitu:

Rujuk **Gambarajah 3.**

- a. **Bawaan angkasa.** Merangkumi ruang angkasa melepasi atmosfera bumi dengan jarak sekitar 1000km daripada bumi. Ia menjurus kepada penggunaan satelit penderiaan jauh.
- b. **Bawaan udara.** Merangkumi ruang angkasa di bawah permukaan atmosfera bumi atau menjurus kepada pengoperasian pesawat udara seperti pesawat peninjau dan UAV.
- c. **Permukaan.** Melibatkan pengoperasian di permukaan bumi dengan penggunaan kamera untuk Perisikan Fotografi (PHOTINT).



Gambar 3: Di antara platform IMINT yang diimplimentasikan di seluruh dunia iaitu satelit imejeri, UAV dan PHOTINT.

Di antara platform IMINT yang mampu menghasilkan perincian geografi dan beroperasi tanpa sempadan adalah satelit. Satelit imejeri mempunyai kelebihan dengan paparan maklumat geografi yang luas dan dari aspek strategik, imej satelit yang dihasilkan membantu menjawab persoalan maklumat geografi ketenteraan bagi sesebuah negara. Ciri- ciri fizikal, persekitaran semulajadi, bentuk muka bumi, jaringan pengangkutan dan garis pantai dapat diperolehi daripada imej satelit.

Platform seperti pesawat udara berpemandu (piloted aircraft) dan tanpa pemandu (UAV) turut mempunyai impak yang ketara kepada pengoperasian IMINT terutama dari aspek

perolehan maklumat masa sebenar. Penggunaan pesawat udara memberi impak dari aspek fleksibiliti dan ketepatan membolehkan perolehan maklumat secara spesifik serta rahsia dapat dihasilkan. Namun platform bawaan udara sering terdedah kepada ancaman sistem pertahanan udara musuh.

Anggota yang beroperasi di lapangan turut dikelaskan sebagai platform jika mampu menghasilkan visual dan imej yang berkualiti untuk aplikasi perisikan fotografi yang menjadi sebahagian daripada disiplin IMINT. Kelebihan yang ketara adalah dari aspek mengenal pasti sasaran dengan lebih fokus bagi tujuan operasi taktikal. Melalui paparan imej yang berkualiti, pemilihan sasaran dapat ditentukan dengan tepat. Namun begitu kesemua platform tersebut mempunyai kelebihan dan kekurangannya yang tersendiri terutama dari segi fleksibiliti serta perincian maklumat yang dihasilkan. **Rujuk Gambar 4.**



Gambar 4: Resolusi imej 20 meter (kiri) dan 0.6 meter (kanan) dengan perincian maklumat *spatial* yang berbeza.

Perlu diambil kira, sensor yang digunakan turut memberi kesan yang berbeza. Aplikasi IMINT yang menjurus kepada tindakan mengesan (detect), mengecam (recognize), mengenal pasti (identify) dan menganalisis (analysis) akan memanipulasi sensor dengan keupayaan resolusi yang berbeza. Semakin tinggi resolusi sensor semakin terperinci maklumat yang akan dihasilkan. Ini tidak bererti sensor beresolusi tinggi penting dari yang lain. Setiap imej beresolusi 0.5 meter sehingga 30 meter mempunyai kelebihan tersendiri yang perlu dimanfaatkan. Ini bergantung kepada tujuan dan keperluan imej yang akan digunakan ke atas sesuatu operasi.

Setiap sensor akan menghasilkan *spatial* imej yang berbeza. Sensor optikal, radar dan infra

merah memberi paparan yang berbeza dari aspek maklumat *spatial*. Sensor optikal akan menghasilkan imej yang berkualiti serta mudah diinterpretasi kerana imej yang dihasilkan adalah sama seperti pandangan mata. Namun ia mempunyai limitasi yang ketara kerana hanya boleh dioperasikan pada waktu siang sahaja dan bergantung kepada cahaya matahari. Ini menjadikan sensor optikal pasif tetapi berkesan untuk aplikasi IMINT.

Sensor radar atau *microwave* merupakan sensor aktif bagi mengatasi kelemahan sensor optikal. Walaupun mampu berfungsi siang dan malam serta di dalam semua keadaan cuaca, imej yang dihasilkan oleh sensor radar memerlukan perisian dan kemahiran khas untuk diinterpretasi atau dianalisis. Dari segi analisis IMINT, sensor radar memberi maklumat *spatial* yang tidak dapat diperolehi daripada sensor optikal. Maklumat ini juga agak unik dan tidak dapat dianalisis dengan mata kasar.

Sensor infra merah pula turut mempunyai kelebihan tersendiri dimana ia berkemampuan mengesan haba (thermal) pada objek dimuka bumi dan akan menghasilkan maklumat yang tidak boleh diperolehi daripada sensor optikal dan radar. Pengesanan aktiviti objek di permukaan merupakan kelebihan yang ada pada imej yang dihasilkan oleh sensor infra merah. Sensor ini mempunyai kelemahan yang tersendiri dimana walaupun sensor ini mampu beroperasi siang dan malam namun dalam keadaan cuaca yang tertentu ia tidak boleh diaktifkan. **Rujuk Gambar 5.**



Gambar 5: Perbezaan imej yang dihasilkan oleh sensor optikal (atas kanan), Infra merah (kiri) dan radar (bawah).

KEUPAYAAN DAN LIMITASI

IMINT merupakan aset yang sangat bernilai kepada perisikan kerana ia dapat menghasilkan maklumat secara konkrit, terperinci dan tepat mengenai lokasi dan ciri - ciri fizikal ancaman dan persekitaran. IMINT juga merupakan sumber utama maklumat perisikan mengenai ciri - ciri bentuk muka bumi, infrastruktur dan maklumat geospasial bagi menghasilkan kajian dan laporan perisikan dengan lengkap serta sebagai bahan rujukan visual. Malah analisis persiapan medan perang, *order of battle*, penilaian tindakan musuh, penilaian sasaran penting dan penilaian kemusnahan perang adalah fungsi perisikan yang amat bergantung kepada IMINT.

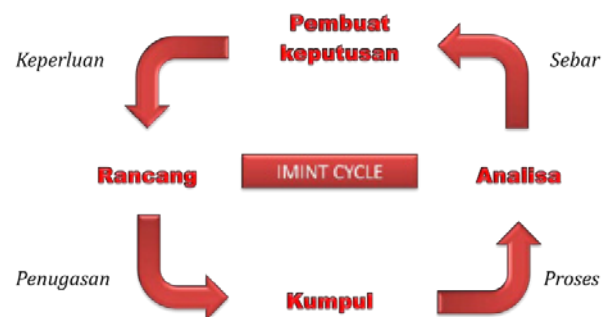
Namun begitu, bagi memastikan pengoperasian IMINT dapat dioptimumkan secara lebih efektif, limitasi sedia ada seperti faktor masa yang diperlukan untuk tugas, pengumpulan, proses, analisis serta penyebaran haruslah diambil kira. Perancangan dan koordinasi yang berkesan amat diperlukan bagi memastikan proses pengumpulan dan penerimaan menepati masa yang telah ditetapkan. Ketepatan masa akan memberi impak yang besar kepada proses membuat keputusan kerana imej masa sebenar (real time) dan hampir masa sebenar (near real time) akan memberi impak yang berbeza. Operasi IMINT juga perlu disokong oleh jaringan komunikasi dan sistem yang bersepadu bagi menjamin faktor masa dapat dioptimumkan. Selain itu faktor cuaca, keupayaan pertahanan udara musuh, penyamaran, perlindungan dan aktiviti tipu daya turut mempengaruhi operasi imejeri.

KITARAN PERISIKAN IMEJERI

Kitaran IMINT sendiri menggambarkan betapa faktor masa perlu dioptimumkan bagi memastikan maklumat imejeri dapat menyokong operasi semasa. Proses ini bukan sahaja memerlukan anggota yang mahir tetapi turut memerlukan satu sistem komputer dan rangkaian yang pintar dan sistematik. Kitaran IMINT merupakan bayangan kepada kitaran perisikan itu sendiri terutamanya proses pengutipan. IMINT tidak berfungsi secara bebas yang mana ia memerlukan *directive* daripada pembuat keputusan (decision maker) untuk

dioperasikan di peringkat strategik atau nasional. Ini kerana pengoperasian IMINT melibatkan kos yang tinggi. Manakala pada peringkat operasi dan taktikal pengoperasian IMINT bergantung kepada komander di medan atau lapangan.

Dengan adanya *directive* tersebut, perancangan akan dilakukan mengikut keperluan yang ditetapkan. Perancangan ini merangkumi penugasan kepada platform dan sensor sebelum proses pengutipan diaktifkan. Dalam proses pengutipan, keberkesanan amat bergantung kepada sistem dan jaringan yang digunakan. Kepintaran jaringan (network centric operation (NCO)) akan dapat menjamin penggunaan masa yang optimum sekaligus memperlihatkan kecekapan IMINT. Data imejeri yang dihasilkan akan diproses dan dianalisis sebelum disebarkan kepada pihak atasan. Semua ini bergantung kepada keupayaan dan limitasi sedia ada bagi menjamin penggunaan masa yang optimum. **Rujuk Gambar 6.**



Gambar 6: Kitaran Perisikan Imejeri

PERINGKAT DAN KATEGORI PERISIKAN IMEJERI

IMINT memberi kerangka yang lengkap kepada pelaksanaan misi ketenteraan. Kerangka misi ini bergantung kepada peringkat ia dilaksanakan sama ada strategik, operasi atau taktikal. Setiap peringkat ini akan menentukan kategori IMINT yang diimplimentasikan yang mana setiap kategori ini akan memperlihatkan tahap keperluan data yang berbeza. Ini bermaksud perincian dan keluasan kawasan berkepentingan ditentukan oleh tahap kategori yang diaplikasikan.

IMINT strategik akan mengkaji kemungkinan permasalahan yang akan berlaku beberapa

tahun akan datang dengan melakukan hipotesis sesuatu situasi. Manakala IMINT operasi dan taktikal lebih melihat kepada keperluan maklumat geografi dan topografi yang melibatkan kawasan operasi (AO) dan berkepentingan (AI) yang sedang dilaksanakan.

Peringkat Strategik. Di peringkat strategik, IMINT memberi tumpuan kepada keperluan nasional serta perancangan meliputi keupayaan pertahanan negara. Maklumat IMINT akan dikeluarkan secara berterusan dan memerlukan kompilasi dan interpretasi pada peringkat nasional seperti Majlis Keselamatan Negara. Pada kategori ini, maklumat imejeri yang diperlukan beresolusi rendah (30 meter keatas) bagi menyokong paparan imej sesebuah negara atau wilayah serantau. Ini akan dapat menjelaskan maklumat-maklumat IMINT secara makro seperti pantai, pelabuhan, sistem pengangkutan, cuaca, hidrografi, jenis tanah dan tumbuhan serta taburan penempatan atau bandar.

Kelebihan pada peringkat strategik ini adalah dari aspek menghasilkan maklumat yang luas terhadap sesebuah negara atau wilayah. Ini akan memberi kesedaran dan memastikan perancangan operasi semasa melihat keperluan di dalam spektrum ketenteraan. Namun pada peringkat ini, resolusi yang rendah tidak dapat memberi maklumat yang padat serta tidak sesuai untuk perancangan operasi dan taktikal.

Peringkat Operasi. Di peringkat operasi, IMINT diperlukan untuk menyediakan maklumat yang tepat bagi pelaksanaan Operasi Bersama (Joint Operation). Ini memerlukan kompilasi dan interpretasi maklumat IMINT oleh anggota di dalam *Joint Intelligence Centre* (JIC) atau *Integrated Intelligence Centre* (IIC). Ini akan memberi fokus kepada kesan tindakan musuh, cuaca dan muka bumi bagi menjayakan misi. IMINT pada peringkat operasi ini akan turut memanipulasi maklumat perisikan strategik yang menjurus kepada kawasan operasi tentera. Ini termasuk maklumat terperinci berkaitan dengan kawasan mendarat, pengangkutan air, persekitaran bandar dan cuaca. Kebiasaannya untuk operasi IMINT akan melihat imej pada resolusi yang sederhana (30 meter sehingga 5 meter) bagi menyokong gambaran keseluruhan kawasan operasi.

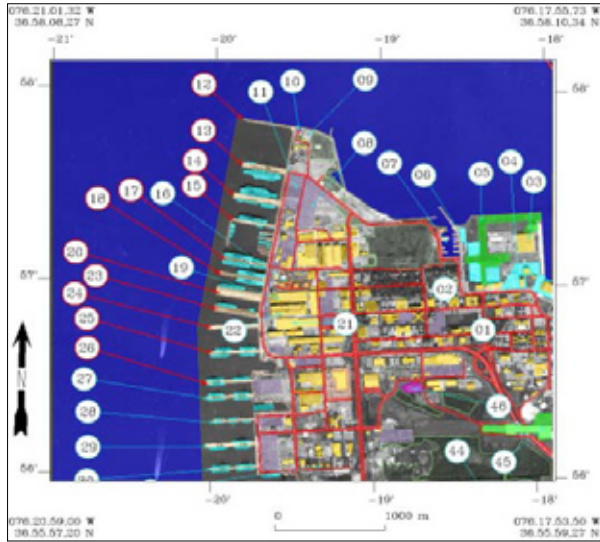
Seperti di peringkat strategik, limitasi IMINT di peringkat operasi adalah resolusi sederhana dan limitasi maklumat yang dihasilkan oleh imej. Tumpuan kepada kawasan operasi yang luas akan menjadikan maklumat yang dihasilkan oleh imej tidak cukup untuk membantu unit yang lebih kecil. Dengan penilaian terhadap ke atas maklumat geografi dan *spatial* ia tidak akan membantu dalam membekalkan keperluan maklumat kritikal yang diperlukan untuk menyokong pasukan di lapangan.

Peringkat Taktikal. IMINT pada peringkat taktikal pula akan menjurus kepada aplikasi imej dengan resolusi yang lebih tinggi (2.5 meter sehingga 0.5 meter). Maklumat imejeri pada tahap ini dianalisis untuk menghasilkan maklumat lengkap IMINT mengenai kesan terus kepada unit operasi, kelengkapan, peralatan dan anggota. Malah imej yang dihasilkan berupaya untuk mengelaskan kriteria objek di permukaan dan mengesahkan sasaran bernilai tinggi. Selain itu, penilaian spesifikasi sasaran penting akan dapat memberi kelebihan di dalam operasi taktikal agar dapat dilaksanakan dengan lebih efektif dan efisien.

Limitasi di peringkat taktikal ini adalah aspek masa yang diperlukan untuk mengintegrasikan, memproses dan menganalisa maklumat imejeri. Bagi menjayakan misi taktikal ini, IMINT memerlukan maklumat sokongan daripada sumber perisikan lain seperti SIGINT dan HUMINT.

Walaupun IMINT di kategori mengikut peringkat-peringkat utama, tidak semestinya setiap data imejeri dikhaskan atau dikategorikan untuk peringkat tersebut sahaja. Dengan pengoperasian aset IMINT di dalam satu masa akan menjadikan maklumat imejeri fleksibel dan versatil di dalam memenuhi keperluan ketiga-tiga peringkat. Dalam era peperangan moden kesemua platform dan sensor akan dieksploitasi bagi memenuhi gambaran visual dari pelbagai dimensi untuk menyokong perancangan peperangan dan perisikan yang lebih kredibel. Ini bererti keupayaan mengesan dan menilai di peringkat strategik dan operasi sehingga ke tahap analisis taktikal berlaku secara serentak dengan konsep integrasi serta *interoperabilities* yang bersistematik.

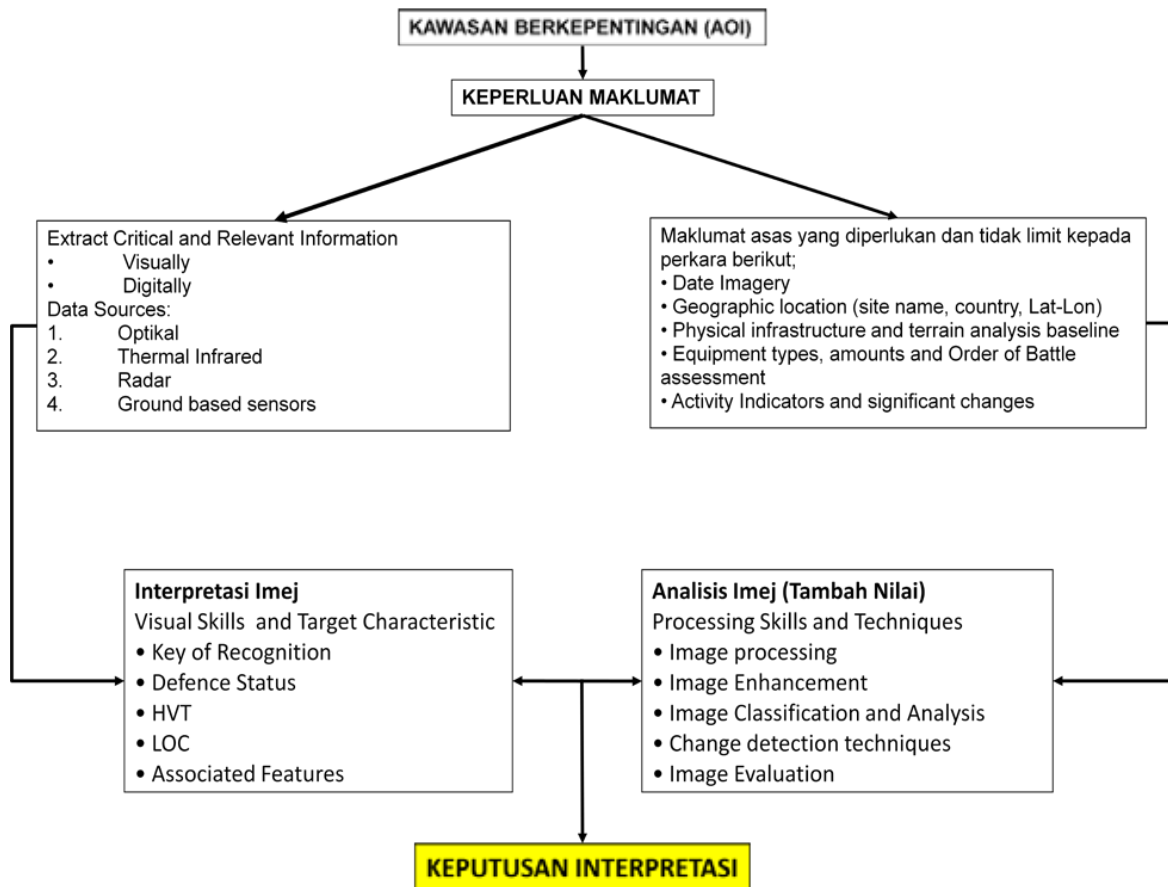
APLIKASI PERISIKAN IMEJERI



Gambar 7: Aplikasi IMINT untuk menghasilkan interpretasi imej.

Seperti yang dijelaskan di dalam kitaran IMINT, aplikasi IMINT bermula dengan penetapan atau pemilihan kawasan yang menjadi kepentingan (Area of Interest). Penetapan ini ditentukan oleh pihak atasan atau direktif strategik. Keperluan maklumat yang diperlukan akan menentukan pemilihan platform dan sensor yang akan dioperasikan. Ini bererti data imejeri akan diperolehi mengikut keperluan maklumat yang diperlukan. Keperluan ini juga harus disokong oleh maklumat asas bagi menjamin keberkesanan pengoperasian aset seperti kedudukan geografi, bentuk muka bumi, bentuk fizikal infrastruktur dan petunjuk. **Rujuk Gambar 7.**

Sebelum sesuatu maklumat dapat diekstrak daripada imej, data imejeri akan diinterpretasi serta diproses untuk ditambah nilai. Dalam masa yang sama integrasi maklumat seperti geospasial akan menjadikan penghasilan maklumat yang jitu dan tepat. Maklumat interpretasi ini akan disebarkan



Gambar 8: Proses aplikasi maklumat Perisikan Imejeri

kepada pihak atasan dan diproses semula untuk tujuan pengemaskinian serta rujukan di masa hadapan. **Rujuk Gambar 8.**

Walaupun pada peringkat ini hanya melibatkan penghasilan maklumat daripada imej, kesinambungan data imejeri tidak tamat disitu sahaja. Data-data imejeri akan dimanipulasi di dalam pangkalan data untuk menyokong sistem maklumat geografi ketenteraan. Penggunaan data imejeri di dalam sistem maklumat geografi ketenteraan akan memberi gambaran masa sebenar bagi memudahkan perancangan atau simulasi peperangan serta akan menjadikan IMINT lebih efisien dan efektif di dalam menyokong keperluan perisikan semasa.

Pengawasan (surveillance) IMINT melalui visual, elektronik dan fotografi secara sistematik merangkumi ruang angkasa, permukaan dan separa permukaan bumi, kawasan, objek mahupun individu. Ini akan membantu dari aspek pengecaman sasaran, pemahaman aktiviti musuh serta penghasilan maklumat taktikal. Tinjauan IMINT pula adalah satu misi untuk mendapatkan pemerhatian secara visual sasaran penting, maklumat strategik dan tahap ancaman musuh. Tinjauan yang berkesan tanpa limitasi sempadan dan batasan akan mampu menghasilkan maklumat perisikan yang tepat dan relevan dan jitu.

Di dalam era peperangan moden, kepantasan di dalam menggambarkan situasi sebenar medan perang menjadi kunci kepada kejayaan operasi tentera. Di dalam Perang Teluk I dan II malah di dalam Peperangan Israel – Labenon, IMINT menjadi nadi utama sebelum sesuatu atur gerak terup dan aset dilakukan. Malah pengeboman kawasan dan lokasi strategik musuh dilaksanakan dengan berpandukan data IMINT yang diperoleh secara masa sebenar dan hampir masa sebenar menggunakan platform satelit mahupun UAV.

Dalam konteks ATM, aplikasi yang penting melibatkan IMINT adalah seperti pengesanan sasaran penting, menilai keupayaan aset musuh, menilai perubahan kawasan strategik, kartografi dan mengemas kini maklumat geospasial (peta dan carta). Sistem Interpretasi IMINT akan memudahkan tugas mengecam dan mengenal pasti objek di muka bumi. Manakala aplikasi pangkalan data imejeri

(IMINT Knowledge Database) akan membantu menganalisis keupayaan aset musuh dengan mengintegrasikan data dan maklumat perisikan dari pelbagai sumber.

PERISIKAN IMEJERI DAN CABARAN AKAN DATANG

Tidak dapat dinafikan, perkembangan teknologi menuntut perubahan paradigma pada semua peringkat pemerintahan dan anggota ATM. Kini IMINT tidak dilihat sebagai satu disiplin yang bersendirian dan di beberapa negara ia telah digabungkan dengan pelbagai disiplin lain. Penggabungan ini dilihat dari aspek integrasi maklumat secara efisien untuk menghasilkan maklumat perisikan yang kredibel yang dikenali sebagai Perisikan Geospasial (GEOINT). **Rujuk Gambar 9.**



Gambar 9: Konsep GEOINT hasil penggabungan disiplin IMINT dan teknologi spatial dan Remote Sensing.

Di masa akan datang IMINT harus bersifat terbuka di dalam menerima penggabungan maklumat terutamanya maklumat imejeri dalam pelbagai mod serta maklumat geospasial. Penggabungan ini akan mewujudkan dimensi baru perisikan yang menjadikan IMINT tidak lagi hanya mengekstrak maklumat dari data imejeri malah akan diperluaskan kepada konsep membangunkan data secara realistik untuk simulasi misi.

Konsep GEOINT membawa revolusi baru didalam disiplin perisikan dimana GEOINT akan mewujudkan penggabungan elemen IMINT, Remote Sensing (Imejeri) dan Maklumat Geospasial dalam satu sistem tunggal. Integrasi ini akan membolehkan sesuatu imejeri dan Maklumat Geospasial dianalisis dan dieksploitasi bagi menjelaskan, menilai serta menggambarkan secara visual ciri-ciri fizikal dan geografi aktiviti-aktiviti di muka bumi dengan lebih realistik. **Rujuk Gambar 10.**

Cabaran sebenar yang perlu dilihat ialah sejauh mana kita bersedia untuk memenuhi keperluan GEOINT dari aspek asas seperti disiplin, data, proses dan penghasilan produk. Keempat-empat elemen asas ini memerlukan perancangan jangka panjang untuk melahirkan modal insan yang berkemahiran tinggi untuk bekerja dengan teknologi yang semakin kompleks dan canggih.

Malah dari aspek teknologi, GEOINT akan mengintegrasikan pelbagai jenis sensor untuk menghasilkan imejeri dari pelbagai kriteria untuk memudahkan penganalisis menggambarkan sasaran. Dengan penguasaan data sensor baru seperti *Interferometric Synthetic Aperture Radar (IFSAR)*, *Light Detection And Ranging (LIDAR)* dan *Hyperspectral* akan memberi ruang kepada penganalisis melihat dari pelbagai dimensi dan akhirnya memahami secara menyeluruh terhadap sasaran.

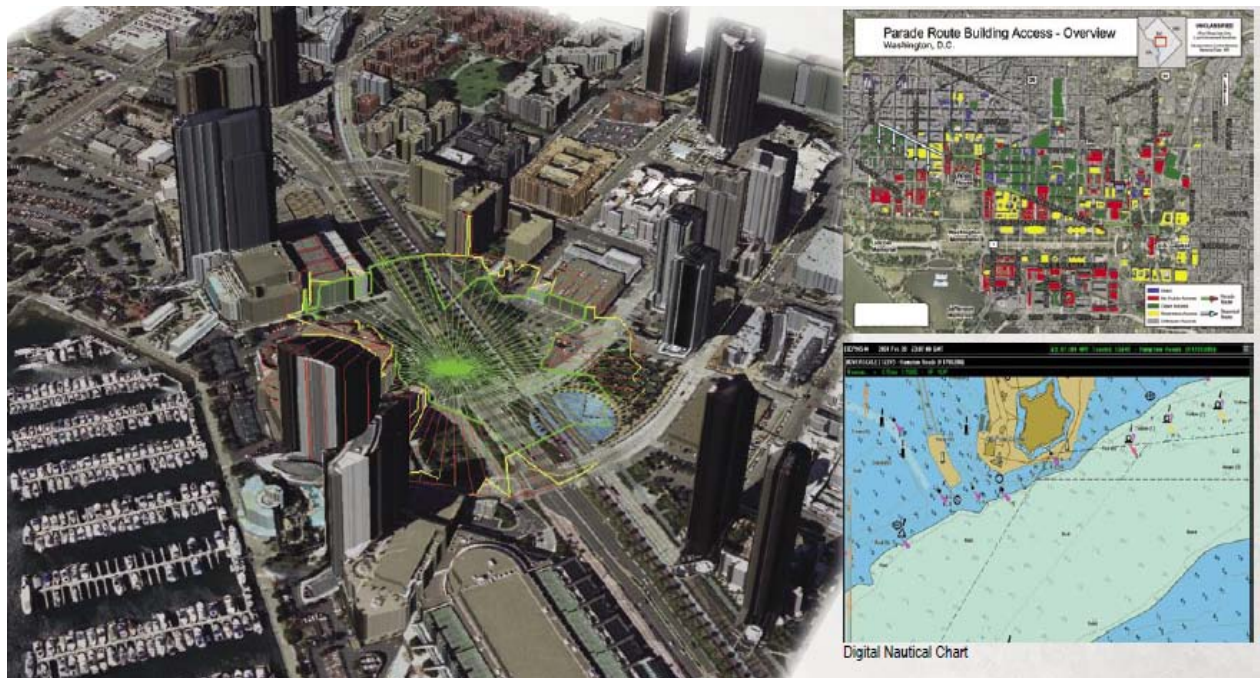
Perkara ini bukan sahaja menuntut pemilihan teknologi terkini di dalam memenuhi keperluan perisikan semasa, malah kesinambungan melahirkan modal insan yang berkemahiran tinggi adalah perlu bagi menjamin teknologi ini dikuasai sepenuhnya bagi memberi impak yang optimum ke

atas pengoperasian ATM pada masa ini dan akan datang.

Seperti yang dibincangkan sebelum ini, kesemua cabaran dan teknologi ini tidak akan memberi manfaat yang sepenuhnya ke atas keberkesanan operasi IMINT dan GEOINT jika tidak disokong oleh NCO yang efektif. Tanpa NCO semua aspek perkongsian pintar sukar dilaksanakan dan konsep pengoperasian bersama akan terbatas. IMINT memerlukan medium penghantaran yang efektif dan efisien bagi memastikan penyebaran maklumat imejeri dapat dilakukan dengan masa yang tepat bagi memberi impak yang besar kepada perancangan operasi. Tanpa NCO yang relevan dengan keperluan semasa akan memberi banyak batasan serta menjadikan IMINT mahupun GEOINT kurang efisien di dalam menyokong keperluan ketenteraan dan perisikan.

KESIMPULAN

Kita harus menerima hakikat bahawa peperangan masa hadapan akan bergantung kepada keupayaan IMINT untuk menilai situasi sebenar sebelum sesuatu keputusan yang



Gambar 10: Aplikasi GEOINT menggunakan data imejeri dan geospasial bagi simulasi kawasan operasi.

efisien dan efektif dilaksanakan bagi menjamin keberkesanan kitaran perancangan ketenteraan. Perubahan mentaliti untuk terus bersaing dan selari dengan perkembangan teknologi semasa akan dapat mewujudkan generasi baru ATM yang lebih kredibel, versatil, berkemahiran tinggi serta bijak memanipulasi peluang yang ada.

Perlu diambilkira, teknologi IMINT tidak semestinya dimiliki malah perlu dikuasai. Tanpa penguasaan yang optimum, akan menjadikan IMINT menjadi kurang efektif di dalam memanipulasi peluang sedia ada. Dalam masa yang sama ia harus dikembangkan agar selari dengan teknologi dan keperluan semasa bagi menjamin tahap pengoperasiannya benar-benar memenuhi keperluan Perisikan khasnya dan ATM amnya.

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Kapt Mohamad Wasli bin Musa kini memegang jawatan sebagai PS3 Remote Sensing di Cawangan GEOINT, Bahagian Staf Perisikan Pertahanan. Beliau telah ditauliahkan pada tahun 2000 ke dalam Rejimen Askar Wataniah. Pada tahun 2002, beliau telah menyertai Kor Risik Diraja dan telah menghadiri beberapa kursus berkaitan dengan Perisikan. Beliau mempunyai kelulusan di dalam Ijazah Sains Sosial (UM 1997-2000) dalam bidang Geografi yang menjurus kepada disiplin, Sistem Maklumat Geografi dan Penderiaan Jauh (Remote Sensing).

EVOLVING TRENDS AND LESSONS IN THE PROCUREMENT OF SOLDIER SYSTEMS

By Brig Jen Dato Jeyabalan S

SYNOPSIS

Contemporary threats encountered by all armies today are infantry centric. Hence the new philosophy today is to transform a dismounted infantry soldier from being merely a stand alone piecemeal individual to an integrated soldier system equivalent to any other weapon platform systems. This transformation process is achieved through the advancement of technology to achieve sustainability, lethality, mobility and survivability, and in sum to enhance force effectiveness. Having decided the philosophy and equipment, we will now examine the complexities of procurement of the soldier systems.

INTRODUCTION

When the Malaysian Armed Forces finally won the war against the Communist insurgents in 1989, it began to remodel its Army from a counter insurgency orientated Army to a Conventional Army to fight future wars, to defend the nation and to play a pivotal role towards achieving world peace by participating in United Nations Peacekeeping Operations. Today the Malaysian Army has transformed itself from a Combined Arms to a Joint Force and is equipped with modern conventional weapons and weapon systems.

As the modernisation of the Army took place and more requests were made for Malaysian troops to be deployed in Peacekeeping Operations under the United Nations, there was a realisation to transform the soldier systems to counter contemporary threats. In the process, the focus was to churn the Soldier Systems from a piecemeal to an integrated system through technological advancement to enhance lethality, sustainability, survivability, mobility and improved force effectiveness. Some of the equipment in this nature includes helmet assembly, night vision binoculars, GPS, laser range finder, head mounted display, protective clothing, navigational aids, radio, body vest, Red Dot system and software systems. To show its commitment and

seriousness in improving the Soldiers Systems, the Malaysian Army in recent times has set up a special committee to look into the needs of improving this system. This is also a reflection of the commitment and concern of the Chief of Army to equip every soldier from head to toe prior to any deployment.

This paper discusses the complexities of procurement of the soldier systems in remodelling the infantry to counter contemporary threats which is very much infantry centric. The parameters within which the paper will be confined to, will only include the soldier systems procurement process, excluding the procurement of capital items such as tanks, ships and aircrafts which entails different procurement policies and considerations. The scope of the paper would cover aspects on overcoming the problem of the legacy system, learning to minimise acquisition time cycle, introducing new techniques for optimum procurement and understanding new trends of flexibility in procurement.

OVERCOMING THE PROBLEM OF THE LEGACY SYSTEM

The magnitude and scope of defence procurement in Malaysia depends much on the availability of funding and threat perception. The

1991 economic crisis forced Malaysia and other ASEAN states to cut back on their defence build up due to reduced economic growth. However, with gradual economic growth, spending began to increase in the last decade but again in 2008 with the global financial crisis, defence spending went on the back burner again.

Before we discuss the problems of the legacy system, it is pertinent we understand the legacy of the Malaysian defence procurement system. In Malaysia, a centralised procurement system is adopted above a given threshold value and below that threshold, each level is given authority to procure goods and services with a ceiling value and administrative limitations.

There are many national governing policies and instructions in Malaysia which provide legal framework for defence procurement. Among them are the Treasury Circulars, Treasury Instructions, Armed Forces Council Instructions, Financial Procedure Act, and Government Contract Act.

These Acts and circulars by the Ministry of Finance are applicable to all procurements by the relevant federal and state agencies. The lead agencies responsible for defence procurement in Malaysia are the Ministry of Finance and Ministry of

Defence (MINDEF). Defence contract above RM 50 million must be approved by the Ministry of Finance and the Attorney General's office for legal approval. Contracts below RM 50 million are awarded by Mindef's in house Procurement Division, which has its own tender board to oversee the awarding of contracts.

So far we have discussed defence procurement in general. Let us now focus on the procurement of the Soldier Systems. Soldier Systems generally fall into the category below RM 50 million. Therefore, it becomes under the ambit of the Procurement Division of Mindef under the Chief Secretary of the Ministry of Defence.

The reason why Soldier Systems are generally below RM 50 million is because the development of the Soldier Systems is at an infant stage and procurements are acquired in small quantities which is task oriented rather than across the board for all soldiers. For instance, the Special Forces and soldiers serving the UN may require enhancement of equipment in terms of protection, survivability and lethality in the mission area.

The execution of the defence procurement process on soldier systems undergoes several stages of administrative processes. Acquisitions of

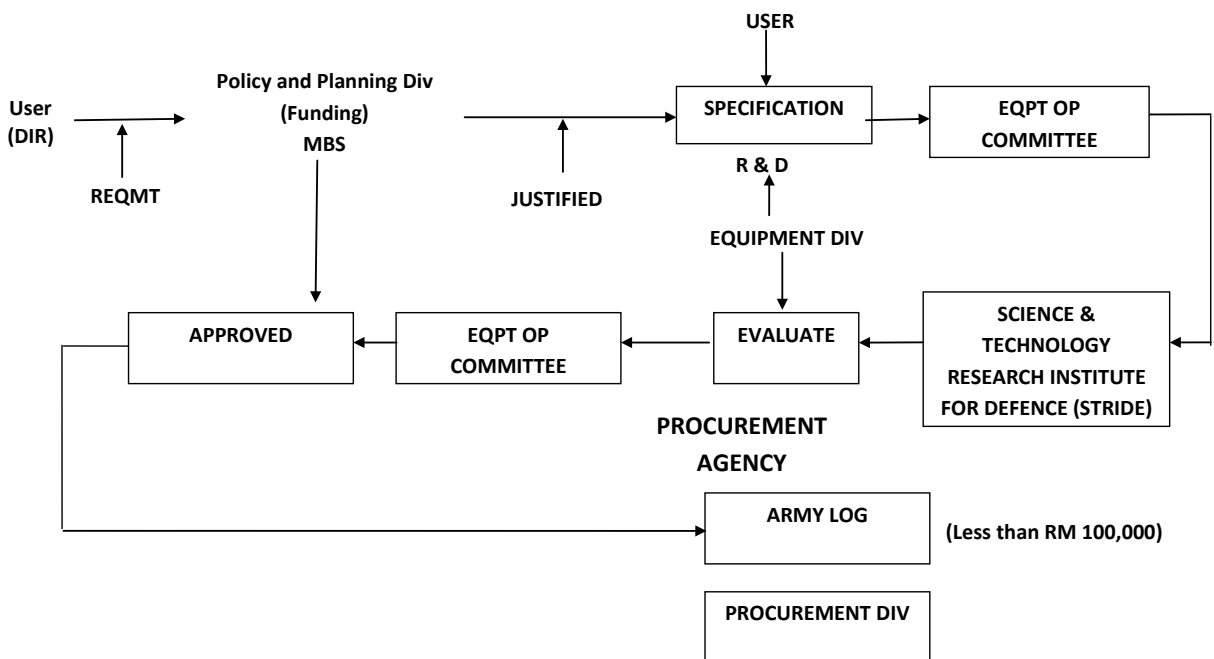


Table 1: Army procedure flow chart

assets normally entail laborious planning, stressful decision making, lengthy and time consuming. These processes are shown in **Table 1** The request usually originates from the user or from the defence industry players. This request is then submitted to the Policy and Planning Division for funding. Upon approval by the Policy and Planning Division, the user will be requested to submit and present the General Specification Requirement or GSR, to the Equipment and Operations Committee for approval. If the Equipment and Operations Committee is satisfied, they would order the Evaluation Division to conduct a technical evaluation on the equipment. Again the Evaluation Division on completion of the evaluation will present it to the Equipment and Operation Committee for approval. If approved by this committee and the funding is available, the procurement will be implemented by the Army Logistics Division for contracts below RM 100,000 and anything above that threshold, will be implemented by the Procurement Division of the Ministry of Defence. In Malaysia, this division is manned by civilian administrators under the Secretary General of the Ministry of Defence.

Having decided what to procure, let us examine how to procure, abiding by all treasury circulars, instructions and policies. It can be summarised that procurement is implemented through direct purchase by quotation, by close tender, open tender or through direct negotiation.

Having examined the legacy of the procurement system to its current form, in its final analysis it can be said that the system has worked well in most cases; however like every system and processes, it comes with its own baggage. Some of the problem areas in the procurement of the Soldier Systems in Malaysia are as follows:

a. Complexities of Procurement. Procurement becomes a complex affair, especially when faced with budget constraints and competing priorities. Malaysia allocates approximately 3 - 4% of its national budget to defence. Therefore the governments' financial resources are not unlimited. This needs to be balanced between the Operating Expenditure and Development Expenditure. It is imperative that public spending deliver value for money on the basis of 3 Es – Economy, Efficiency and

Effectiveness (Tan Sri Ambrin Buang, Auditor General of Malaysia, The Star, Sat 16 Jan 2010). Again the 3 services (Army, Air Force and Navy) lobby for their share of the budget. Within the services there is a need to divide the allocation between long term acquisitions of capital equipment for strategic value, against procurement of Soldier Systems. Sometimes the final cost of equipment is difficult to determine with exactness, which usually entails a whole series of estimates such as maintenance, repair and spares. The low frequency of procurement due to the requirement of substantial amount of money to be expended; can also defer the procurement i.e. from one 5 - years Malaysia Plan to another, especially if faced with a global financial crisis situation.

b. Mindset. Over the years Malaysia has been modernising the Army from a counter insurgency warfare equipped Army to a conventional Army. Hence the mindset has always been in the procurement of capital equipment and weapons for strategic value. Today's philosophy of Army modernisation includes transforming the dismounted soldier from a piecemeal to an integrated system, to enhance protection, lethality, survivability, mobility and force effectiveness. Since this is a new philosophy, getting the approving authorities to invest in the Soldier Systems seem slow; especially when there is an absence of a real threat situation.

c. Lead Time and Bureaucracy. Procurement processes are laborious and time consuming, especially when public funds are used. Decision making is pain stacking, given the presence of multiple choices of similar products with a variety of technological enhancement. The bureaucracy too increases the lead time of procurement from initiation to delivery. The dilemma of reducing this bureaucracy is that it may hamper the 'checks and balance' system of the overall procurement process.

d. Technological Advancement. One of the main challenges of procurement is keeping abreast with technological advancements. By the time the procurement process is completed and the item is supplied, it may be overtaken by events, namely due to technological

advancement with a newer generation of the equipment coming into the market. This sometimes forces the new equipment to be obsolete in a short span of time, as spares are not available and sometimes production ceases. Mixing and matching of equipment and technology from too many sources too can be problematic. The practice of relying on multiple sources with a wide range of a particular technology makes it increasingly difficult to train soldiers to repair these equipment as they need to be multi-skilling. Personnel too have their own limitations when it comes to multi-skilling as technological advancement is not continuous but a leap and bound process. Furthermore to that, repairing may require different tools for different equipment. Today diagnostic tools are very expensive and are not economical to purchase, to repair a limited amount of equipment. It is usually better to buy a new equipment, rather than paying a higher cost for repairs.

In the other related areas of technology, when selecting equipment, there are restriction on the usage of bandwidth for operating systems as put toward by the Chief of Army. Every operating system tend to utilize a chunk of the bandwidth hence slowing down the overall system. Against this limitation the dilemma on policy makers is how much do we overload a soldier and increase the bandwidth.

e. Interoperability. With new equipment that are constantly changing with the latest technology, complementing the integrated soldier with other weapons platform becomes difficult. Even within the sub systems of an integrated soldier, complementing is a complex issue. At the end of the day, interoperability is affected if the system is not managed properly.

f. Doctrine and Training. To integrate soldiers into a network centric battlespace and improve battlespace awareness, doctrine and training must be fluid to keep up with technology. As technology advances, war fighting tactics and techniques need to change in tandem. As said by the Field Commander of the Malaysian Army, “the main concern in peace, is to train for war”. Given the advancement of technology

in the development of the Soldier Systems against the backdrop of changing doctrine and training, and the turnover of soldiers, we need to be serious in training. Otherwise we will face a grave situation where we are only preparing to fight past wars and not future wars. We are now in an era where technology drives doctrine. Therefore, prior to the procurement of soldiers system we need to conduct technological forecast; but the problem is accurate and reliable information are difficult to acquire as they are trade secrets.

LEARNING TO MINIMISE ACQUISITION TIME CYCLES

The present procurement system being practiced is meant to ensure whatever equipment procured, undergoes a stringent evaluation process and that they meet the user’s requirement; vis-à-vis adhering to all directives and instructions. However, I believe this system can be further improved to meet present procurement trends especially with the advent of information technology. Current procurement cycles are a long and tedious process, especially when it has to undergo a number of significant approvals and evaluating agencies. These processes are not only time consuming, it is also very costly both in terms of money and human resources. Un-proportionate time and money is devoted to conduct evaluation on equipment that are already in the market where their quality and suitability have been proven by other users. Due to the time taken from initiation for a particular equipment to its delivery, the equipment could by then become obsolete as more advance equipment are available in the market.

Delays in procurement are caused by difficult decision making processes, tall and layered hierarchy and lengthy bureaucracy. To minimise the acquisition time cycle is to delegate powers to lower level subordinates to purchase assets based on thrust and requirements (needs). The first opposition argument to this notion would be that it will dilute the ‘checks and balance’ system. The counter argument to this would however be to delegate the powers with limitations just as in the military law; i.e. a formation commander can be given powers to purchase assets below a threshold of RM 50,000 per equipment per year. Being the

commander on the ground and the end user, he is fully aware of the General Service Requirement and the exact equipment available in the market. The decision making process becomes simpler and the need to do market research and valuation can be omitted altogether.

Another way to shorten the time cycle of procurement is to realise that many items are common user items between the services and civilian paramilitary agencies (individual pers radio). There are also many equipment that can be bought without the need to do tedious specification exercises and valuation. Often when the GSR is prepared, it takes a long time because of the lack of precise information on technical specifications of the new military hardware. The lack of a complete technical specification too makes valuation to be completed in a short span of time near impossible.

INTRODUCING NEW TECHNIQUES FOR OPTIMUM PROCUREMENT

The main objective of the Army in procurement is effectiveness, i.e. acquiring the right equipment in a timely fashion. Procurement comprises 6 processes, namely, preparing of General Service Requirement, specification, method of procurement, purchasing process, technical evaluation and tender evaluation. Latest studies conducted indicate that the total average time taken for a contract to be signed is 421 days since the requisition form is received by the Procurement Division as against the standard timing of 204 days.

The aim of introducing new techniques for optimum procurement is to improve the effectiveness of the current procurement system. Generally, it is felt that the bigger the procurement: in terms of quantity or financial value, the longer the lead time to acquire the item. Some of the areas which delays the procurement cycle are organization structure, decision making process, documentation, research for GSR evaluation, tendering process and market study. Hence, the new techniques required to address these areas are as follows:

a. Reducing Bureaucracy. Our organizations sometimes have tall and rigid hierarchy. Decisions and documentation are prepared at numerous layers of the chain of command and

require various approvals before procurement can be implemented and supplied. People in different work units too tend to develop their own perspectives on the organization's goals and how to pursue them. This leads to further delays in the procurement effort. Hence, the organization structure needs to be reviewed with a one stop agency in mind. Not all departments can come under one roof but some can be incorporated while others can have their working cells within, i.e. evaluation teams within Army Logistics. This will improve coordination and command becomes effective.

b. Empowerment. Currently, Army logistics is only authorised to procure equipment below the value of RM 100,000. With present day inflation, RM 100,000 would not buy much; hence this figure needs to be reviewed accordingly. If this value is increased to RM 500,000 it will not only relieve some of the burden off the Procurement Division, but, would also shorten the procurement cycle and lead time. It is also known that decisions are likely to occur faster in centralised organizations because they will not have to go through several levels for approval. In fact, power to procure can also be delegated to the Field Commander and Divisional Commanders, with a lesser ceiling value of RM 50,000. Since each command operates under different environment and task, hence they require different equipment in their own order of priority.

c. Frequency of Procurement. Sometimes and too often, common user items are bought at different times by the various services. If there is proper planning and coordination, a one time procurement exercise would be able to save all parties concerned valuable time and effort in procuring a particular item or equipment. In this effort, long term planning and coordination need to be discussed and worked out among the various services of the Armed Forces.

d. Test and Evaluation. It is observed that there are many commercial equipment available in the market that are used both by the military and civilian agencies. If it is bought off the shelf, then the need for elaborate tests and evaluation can be done away with. All that is required is for the user to acknowledge that the item fulfils his General Service Requirement.

UNDERSTANDING HOW NEW TRENDS REQUIRE FLEXIBILITY IN PROCUREMENT

The ultimate aim of procurement of soldier systems is to provide the best for the soldier's in terms of protection and lethality, hence enhancing force effectiveness. Based on this, procurement must be timely especially in war or during emergencies. To meet timely delivery, new trends in procurement entail clearing our way through the landscape of complex decision making processes and lengthy bureaucracy. As mentioned earlier, our bureaucracy is sometimes rigid and cumbersome; therefore flexibility and common sense must prevail. Generally, tender boards justify buying a product because it is cheap; nonetheless, many a times buying a product which is cheap is not cost effective neither value for money. The product could be cheap over others because technologically it might be outdated or suppliers are just clearing their stock. On the other hand, tender boards need to adhere to procurement instructions such as a product must have a local content and supplier. Contracts must also provide for the transfer of technology and cater to offset programs. Such limitations may drive up the value of the contracts. Therefore based on this situation, flexibility in decision making is important for the overall procurement effort.

In times of emergencies, higher authorities must allow the system to bend the rules or provide exemption to circumnavigate around rules and regulations. These exemptions must be available without much paperwork and meetings, otherwise again they would delay the entire procurement process.

CONCLUSION

In conclusion, I would like to reiterate that the Army is undergoing the process of change in order to transform itself into a lethal, credible and professional fighting force. In the process, the Army has acknowledged that the Soldier Systems is crucial to enhance the output and capabilities of the individual soldier. In the final analysis it can be concluded that soldier systems in the Army is exercised prudently at a steady pace. The pace of procurement is sometimes seen as cautious and this is because, firstly in order to get value for money it has to adhere to the tedious legal framework, secondly in the absence of a potential threat it lacks urgency and lastly due to the complexities of the procurement process itself.

Overall the current system has served its purpose well, however it is still a learning experience. It is also said to be a learning process as we are daily exposed to changing business practices and management philosophies based on a changing landscape that is fluid.

Procurement of soldier systems must not be seen in isolation but in the context of national security, foreign policy and economic policies. Above all, it should provide the dismounted infantry soldier protection, lethality, sustainability, mobility and survivability and enhance force effectiveness, for him to carry out his duties more effectively and efficiently.

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Tan Sri Ambrin Buang, Auditor General of Malaysia, The Star, Sat 16 Jan 2010.



Brig Jen Dato' Jeyabalan S was commissioned at the Royal Military Academy, Sandhurst, United Kingdom in 1975 into the Royal Ranger Regiment. He has served in several Ranger battalions as well as in information headquarters. He holds a Master in Defence Studies and was the Commander of the 3rd Infantry Brigade in Kuching, Sarawak. Among the important appointments held by Brig Jen Dato' Jeyabalan were as the Commandant of IPDA, DS Staff College and Commanding Officer of 5 RRD. He is also a frequent contributor to Sorotan Darat and is currently the Inspector General of the Army.

DEVELOPING THE WRITING SKILL: HOW TO WRITE A GOOD ESSAY

By Lt Kol (Dr) Muhammad Salim bin Muhammad Tufail

An essay should be like a good piece of architecture - built on firm foundations to carefully made plans.

SYNOPSIS

Writing is a challenging skill to master. This article provides a basic overview of the writing skill and presents a practical guideline on how to write a good essay. It covers the three main stages of the essay writing process, which are planning the essay, drafting the essay, and proofreading and editing the essay. It guides the reader on how to write a good essay by going through the process step-by-step, covering all the three stages of essay writing with explanations, tips and hints as well as some dos and don'ts. By consciously applying the guideline when faced with the task of writing an essay, one should be able to produce an essay of quality.

INTRODUCTION

Writing is an important skill that is required for communication in workplaces, educational settings and personal lives. Effective writing is part of effective communication as written texts can be used to convey ideas, information, reports, plans, proposals, requests, wishes and such. It is crucial that the writing skill is developed so that individuals as well as organisations can benefit from it.

In the Malaysian Army, we often hear that the writing skill of its officers is one area which needs improvement. Realising this shortcoming, the Malaysian Army has taken various steps to promote the writing skill of its officers and men, such as through the conduct of the Army Annual Essay Writing Competition, by providing them with writing opportunities through course assignments, military journals and newsletters. These are commendable efforts, which to a certain extent have had the desired effect, but there is still room for improvement.

This article provides a guideline on how to write a good essay. The guideline is produced by the

writer through the understanding of the writing skill by some leading experts in the field, the writer's own knowledge and experience in the writing skill as well as by using and enhancing some hints and tips from books and internet resources. It is written in a simple and easy to understand manner without going into deep theory for ease of comprehension. The guideline is based on the fact that a good essay is a coherent and engaging piece of writing, effectively answering a particular problem by critically discussing relevant issues and contains minimum language errors. This guideline covers the following topics; the writing skill, the process of writing an essay, and proofreading and editing. By consciously applying the guideline when faced with the task of writing an essay, one should be able to produce an essay of quality.

THE WRITING SKILL

To write is "to produce something in written form so that people can read, perform or use it, etc" (Oxford Advanced Learners' Dictionary 2010). It is a "representation of language in a textual medium through the use of a set of signs

or symbols” (Daniels 1996). Sokolik (2003) defined the characteristics of writing from the following three perspectives as follow:

- a. **Writing is both a physical and mental act.** It is a physical act of committing words or ideas onto some medium. It is also a mental act as it involves the invention and expression of ideas or feelings.
- b. **The purpose of writing is to both express and impress.** A writer writes to express his or her ideas in order to impress the reader (or audience) of his or her writing.
- c. **Writing is both a process and a product.** The process component is where the writer imagines, organises, drafts, edits reads and re-reads. The product is the completed written work by the writer.

Writing is a challenging skill to master (compared to speaking) as it imposes greater demands on the text to accurately convey meaning as written communication lacks immediate feedback as a guide (Ohlstain 2001). Producing a written text is a complex task which requires simultaneous control over language systems, knowledge of the subject matter as well as the considerations of how the different points of discussion must be shaped for a particular audience for a particular purpose (Frodesen 2001, Kroll 2001). In this sense, the writing skill is challenging to master. The writing skill requires a great deal of practice and feedback as well as an understanding of the process for it to develop (Sokolik 2003).

WRITING AN ESSAY

Writing an essay can be a daunting task. Many frown and despair at the thought of writing one. This is most likely because they are not consciously aware of the simple steps required on how to write a good essay. By consciously knowing and applying these steps, writing an essay becomes challenging and enjoyable. When writing an essay, it is important that a lot of time, thought and consideration is given to it. This is to ensure that what is subsequently written is a satisfactory product. The actual writing of an essay consists of three main steps (Gallagher 2010) as follow:

- a. Planning the essay.
- b. Drafting the essay.
- c. Proofreading and editing the essay.

Planning the Essay

This is the first step in writing an essay and can be quite challenging. At this stage, you must have some some idea of what you want to write about. You need to think about things like “what topic am I going to write about?”, “what is the problem statement”, “what are the main points I should look into?”, “how am I going to organise them?” and “are there sufficient references?” and. In short, you need to organize your ideas and focus on the specific issues based on the problem statement. The following simple steps can be taken when planning an essay:

Step 1. Choose a topic. Think and brainstorm about the general subject you want to write about. What is the problem statement? Write down any key words or phrases that can best reflect the problem statement and the anticipated contents of the essay. This can help you arrive at a more specific topic.

Step 2. Develop the Main Issue. Once a topic has been chosen, ask yourself the six basic questions (*who? what? when? where? why? how?*) based on the problem statement to create more points of discussion/arguments. As well as to supply more information. To satisfactorily answer the questions you must research and read about the problem statement and write down relevant notes, evidence, facts and figures. Your sources will have to be cited in the essay. The information presented will help to make make your essay rich, comprehensive and interesting to read.

Step 3. Develop your framework. Based on the information obtained on the main points/arguments develop a structured and logical plan, map or diagram of your essay. You may write down paragraph headings and indicate which evidence you will use under the headings. Your points/arguments can then be developed and coherently linked, with paragraphs flowing

naturally to your conclusion. One point of discussion must logically lead to another so that the reader will be able to grasp the meaning without much strain. This step will also reveal any gaps in your evidence or “linking” which you can sort out before starting to write your essay.

Drafting the Essay

The first draft of the essay is usually the most challenging as well as the most interesting to write. This is true assuming you have taken the previous steps (planning) accordingly. An essay must be developed using the notes and summaries based on the problem statement/questions that need to be answered. Paragraphs should be written based on the key points that the writer wants to impress and must follow the sequential order of the outline laid out in the framework. Paragraphs must be able to link the different points in a logical way and must appear to flow naturally.

a. **Introduction.** The introduction consists of the problem statement and a glimpse of the main ideas to be discussed. It should clearly show the direction of the paper without giving too much information, i.e. what are the main points which are going to be discussed in the essay. A good introduction shows that there is a “puzzle to be solved” based on the problem statement. It sets out clearly your response to the topic and how you are going to present that response. Remember to keep your introduction short and to the point ending with a “feed” or “link” into the opening paragraph of the main body of your essay.

b. **Body.** The body of the essay is the main chunk of the essay which provides the more detailed information/evidence/facts which support the main ideas which the writer wishes to impress. The body provides the answers to the basic questions that need to be addressed. The following points must not be overlooked in writing the body of the essay:

(1) **Flow and Structure.** The points of your argument should be arranged in a structured manner which is logical and persuasive so that they are convincing. If you are dealing

with a number of issues or points, they could be divided into sub-topics or paragraphs accordingly. Each sub-topic or paragraph must appear as though it were under a sub-heading to the main title and supplement each of your points with the evidence you have collected. They must be linked together or sequenced in a logical way where the relationship between them should be clearly visible. In this way the discussion becomes more comprehensible (i.e. easy for the reader to follow and understand) and enjoyable to read. Also, bear in mind that the connection between each stage of your argument and the problem statement should be apparent throughout the essay.

(2) **Effective Paragraphing.** Basically, a good paragraph consists of three main parts as follows;

- **The Topic Sentence.** The first sentence of a paragraph. It expresses the main idea of the paragraph.
- **Supporting Sentences.** These sentences provide details that further explain or elaborate the main idea.
- **Concluding Sentence.** The final sentence of the paragraph. It summarises, rounds-up or concludes the paragraph.

However, if there are consecutive paragraphs which discuss a common argument or points which are connected, the last sentence of each paragraph should ‘link’ to the next. You may do this by giving an idea which introduces the topic of the subsequent paragraph. This will help your essay to flow better and establish a logical pattern. Paragraphs should move on using the basis of developing the argument. This can be achieved in several ways:

- **Sequential writing**, where one point or argument follows naturally (or is linked) from another.
- **Elaborative writing**, where you elaborate or explain in greater depth a point made previously.

- **Contrasting/comparing**, where an idea contradicts, differs or questions a point or argument in a preceding paragraph.

People are often unsure about how long a paragraph should be. In fact there is no hard and fast rule with regards to this. It really depends on how much the writer

wants to express on a particular idea, but it shouldn't be too long. Many experts usually suggest that a paragraph should be "around five sentences" long.

(3) **Supporting the Statements.** A good essay must demonstrate well supported statements or ideas. You need to provide some evidence to support them - either in the form of factual details, your own reasoning, or the arguments of others. Supporting your statements is vital because you want to convince and persuade the reader about the claims that you make in your essay. You may refer to books, journals, the internet, newspapers, and the such but the references must be quoted. This is to give due credit to the original authors.

If you use quotations, they should not be too long, not more than three or four lines at most (except in unavoidable circumstances). It is usual to indent longer quotations and put them on a separate line, within inverted commas (or italicised), following a colon. Shorter quotations (usually one line or less) should be incorporated within the text and enclosed within quotation marks.

It would be an added advantage if you can analyse some of the evidence, such as making critical comments on the statements or views of other authors and explaining trends and patterns from tables/figures etc. This kind of analysis will stimulate your mind to write more about a particular idea and create a rich, stimulating argument. This will certainly impress the reader and get you extra marks.

(4) **Avoid Plagiarism.** Plagiarism is the act of copying another person's ideas, words

or work and pretend that they are your own (Oxford Advanced Learner's Dictionary 2010). It is a form of intellectual dishonesty or intellectual fraud. Never plagiarise. You should always acknowledge fact that you are using someone else's ideas, words or work. Give due credit to them by using a referencing system. Plagiarism is a very serious offence in academia and is much frowned upon.

c. **Conclusion.** The conclusion is a summary of your essay. It must be brief and concise. It must recap and round-up all the answers to the questions in your essay. You should stress the importance of the problem statement, give the essay a sense of intellectual value by synthesising (merging different ideas or viewpoints, not merely summarising them) the main arguments and closing any gaps, if any. Show the relevance of your work by linking it to real life situations. Look into the future to create new ideas and meanings. State the implications of your work in the particular field and its future directions. This will leave a strong final impression to convince the reader. People often lose marks for presenting an abrupt conclusion which lacks the important ingredients mentioned above.

PROOFREADING AND EDITING

After the essay is completed, it needs to be proofread and edited. Read through the essay carefully. Check for spelling or grammatical mistakes and errors or inappropriacies in sentence structure. Poor punctuation, weak sentence construction, repeating words and spelling mistakes will leave a bad impression on the reader.

When proofreading the essay, make sure that all the main questions about the topic were satisfactorily answered with sufficient and well linked supporting evidence/facts. Read through the essay a few times as it needs to be as perfect as possible. It is most useful to ask someone else who has not seen your work to proof-read it for you. This is because as the writer, you tend to see what you expect to see and as such, mistakes can be easily overlooked. Finally, remember also to check whether your essay has adhered to the instructions,

especially those relating to the format, referencing, style and word count.

CONCLUSION

One of the hallmarks of a good essay is that it demonstrates a logical flow of discussion with rich and critical arguments, yet maintaining the writer's

clarity of thought. This involves the ability to identify different issues, discussing and linking them in a critical, convincing and persuasive manner. It must be able to synthesise the discussions on the main issues and also provide new ideas. An outstanding essay is able to comprehensively review all the main arguments of the topic and reach a convincing conclusion without leaving any gaps.

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IS THE INTERNAL SECURITY ACT STILL RELEVANT TO MALAYSIA? DISCUSS

By Lt Kol Amirudin bin Dato' Sulaiman

INTRODUCTION

There are several definitions of the term 'security' as cited by Collins¹ and among the definitions provided, the one defined by Mohammed Ayooob is as follows: 'Security-insecurity is defined in relation to vulnerabilities – *both internal and external* – that threaten or have the potential to bring down or weaken the state structures, both territorial and institutional, and governing regimes (emphasis in original).'² So what does internal security means? From the definition provided by Mohammed Ayooob, one can safely interpret that internal security as the existence or the potential of real and/or perceived internal threats that threaten the survival of the state or government in power. Internal here would also include the security issues pertaining or arising within the state or nation. The word 'relevant' is defined as 'connected with what is being discussed, what is happening, what is being done'.³ Hence, the relevancy of the ISA here can be translated to mean that continuous peace and prosperity of a country can only be ensured through containing any internal threats that could endanger the livelihood of the country's citizens and the continuance of a democratically elected government here in Malaysia.

The Internal Security Act of 1960 (ISA) is a legislation that was enacted by the Malaysian Parliament particularly to contain and neutralise the threat of communists insurgents along its national borders.⁴ However, the ISA was also upheld during

the racial riots of 13 May 1969 as a 'shield against renewed racial hostility'.⁵ This was when the ruling government of the day lost two-thirds parliamentary majority after the elections.⁶ Since then, the ISA was not only utilised for the purpose of detaining communists insurgents but also to include any persons deemed a threat to the internal security such as political figures, lawyers, newsmen and others too numerous to mention here. Thus, it was criticised and questioned to contravene the human rights of the detained persons under the ISA since.⁷ However, the human rights issue will not be covered in this paper. Since the 9/11 incident, the ISA was utilised effectively to contain groups and individuals that were a threat not only to internal security but to national security as well. Thus, the enactment of the ISA in Malaysia is to ensure that the threats to the internal security of the country are neutralised appropriately so as to ensure peace and stability of the country.

AIM

The aim of this paper is to discuss the relevancy of the ISA today in relation to the maintenance of internal security of Malaysia vis-à-vis internal threats faced.

THE ISA

The ISA is a preventive detention law that is in force in Malaysia. Its fundamental nature is

¹ A.Collins, *Contemporary Security Studies*, Oxford University Press, 2007, pp. 2-4.

² *Ibid*, p.3.

³ A.S. Hornby, *Oxford Advanced Learner's Dictionary of Current English*, 4th Edition, Oxford University Press, 1989, p.1063.

⁴ N. Fritz & M. Flaherty, *Unjust Order: Malaysia's Internal Security Act*, The Joseph R. Crowley Program in International Human Rights, Fordham Law School, New York, 2003. p.15.

⁵ *ibid.*, pp.15-16.

⁶ N. Fritz & M. Flaherty, *Unjust Order: Malaysia's Internal Security Act*. The Joseph R. Crowley Program In International Human Rights, Fordham Law School, New York, 2003, p.15.

⁷ Amnesty International, *Malaysia: Internal Security Act Used To Punish Human Rights Activists*, 4 September 2008, <http://www.amnesty.org/en/for-media/press-releases/malaysia-internal-security-act-us> (12 July 2009).

to allow for the arrest of any person without the need for trial in certain defined circumstances. Malaysia is one of the few countries in the world whose Constitution allows preventive detention during peacetime without safeguards whereas elsewhere it is a basic requirement for protecting the fundamental human rights. Section 8(1) of the ISA provides that 'if the minister is satisfied that the detention of any person is necessary ...' then s/he may issue an order for his/her detention. The three grounds given in Section 8(1) upon which the order may be executed is where a person has acted in any manner prejudicial to the:⁸

- a. Security of Malaysia or part thereof; or
- b. Maintenance of essential services; or
- c. Economic life.

The power to detain seems to be restricted by Section 8(1) to a period of not exceeding two years but the restriction is really an illusionary because, by virtue of Section 8(7),⁹ the duration of the detention order may be extended for a further period not exceeding two years and thereafter for a further period not exceeding two years at a time. The extension to the detention order may be made on the same ground as those on which the original order was based or on different grounds.

In other words, the ISA provides the legal provisions for the detention, at the discretion of the Home Minister, without charge or trial of any person. In other words, the Home Minister must be satisfied that such detention is deemed necessary to prevent him or her from acting in any manner prejudicial to national security or to the maintenance of essential services or to the economic life in Malaysia.

CHARACTERISTICS AND NATURE OF THREATS TO MALAYSIA'S INTERNAL SECURITY

The characteristics and nature of threats to Malaysia's internal security currently are identified as follows:¹⁰

⁸ Internal Security Act 1960 (ACT 82) [With Notes on Cases]. Practitioner's Referencer. International Law Book Services, Kuala Lumpur, 2003, pp.30-33.

⁹ *ibid.*

¹⁰ Lecture by A/SAC 1 Dato' Abdul Hamid bin Bador, Chief Assistant Director, Special Branch, RMP on Threats and Challenges to Internal Security: Internal Sources and Factors, MAADC, 15 July 2009.

- a. It is non-military in nature.
- b. Sources of threat are a combination of internal and external sources.
- c. The era of globalisation making it difficult to distinguish internal and external sources.
- d. Immediate and indirect threats such as Jemaah Islamiah (JI) and racial issues.
- e. Threats are illusive, complex and unpredictable.
- f. Indirect effect i.e. less explicit and on-going such as the economic issue.
- g. Interlinked and intertwined which is characterised by cause and effect, for example, terrorism.
- h. ICT that has a widespread effect and able to draw international attention very quickly.

These characters and nature of threats can be explained by the following concerns and issues:¹¹

- a. **Racial Extremism.** It is said that inter-ethnic relations in Malaysia is generally cordial and peaceful. However, the way politics are played in Malaysia is to protect the interests of certain groups or ethnics¹² and as such real integration of the various races in Malaysia can be questioned. After the General Elections of 2008, the political landscape has changed where the National Front (*Barisan Nasional* or widely known as *BN*) to the Barisan Alternatif (BA) has lost its two-thirds majority in Parliament. There is a growing concern amongst security practitioners that these circumstances may lead to growing intolerance, increasing extremism, racial polarisation, growing disunity and worsening of racial politics.

After the last General Elections (2004) where BN won with more than two-thirds majority

¹¹ *ibid.*

¹² Abd Malek bin Hj Mohd Daud, Is Ethnic Diversity A Threat To Malaysia's Security?, UKM Thesis, 2006, pp. 33-34.

in Parliament, the then Prime Minister, Tun Abdullah Ahmad Badawi took the 'openness' approach throughout his tenure which may have led to a deepening inter-race suspicion and tension as compared to his predecessor Tun Dr. Mahathir who somewhat took control of many difficult situations. There are cases that very vividly display where ethnic champions take every opportunity to further project their own and ethnic interests as shown by the Hindu Rights Action Force (Hindraf) group. Communal clashes in various parts of the country in 2006 alone were more than 600 cases.¹³ Then there were the issue of the 'Malay Supremacy (*ketuanan Melayu*)'¹⁴ and the Malay's special rights as instituted in the Constitution. The current political landscape and the issue of the 'Malay Supremacy', have stirred the sentiments of the non-Malays which could likely ignite racial disharmony in the country.

b. Religious Extremism and Radicalisation.

Muslim extremism such as depicted by Jemaah Islamiah (JI),¹⁵ the Al-Maunah¹⁶ and the Kumpulan Mujahidin Malaysia (KMM)¹⁷ can pose a threat to Malaysia's internal security. The propaganda and assistance from Al-Qaeda can incite these groups to undertake actions that can adversely affect the security situation in the country as illustrated by the 9/11 incident in the US.

There is also the issue of the religious status disputes such as the likes of M. Moorthy, Subashini a/p Rajasingam and Lina Joy which has created racial distrust especially between the affected races in the country.¹⁸ Then there are the threat from religious deviationists such as the Al-Arqam, Ayah Pin and identified Tarekat (religious muslim groups) deviationists groups.

¹³ *ibid*, pp. 45-48.

¹⁴ *ibid*, p.35.

¹⁵ Lt Col Rosli bin Mohd Yusof RMAF, Human Rights and National Security in Malaysia, UKM Thesis, 2004, p.41.

¹⁶ *ibid*.

¹⁷ *ibid*, p.42.

¹⁸ Lecture by A/SAC 1 Dato' Abdul Hamid bin Bador, Chief Assistant Director, Special Branch, RMP on Threats and Challenges to Internal Security: Internal Sources and Factors, MAFDC, 15 July 2009.

Malaysia has always been Sunni Muslims (*Sunnah Wal Jamaah*) and there are indications now of the Shi'ite Movement in the country taking part in anti-Israeli demonstrations.¹⁹ This movement was banned by the National Fatwa Council since 1996 because its members never hesitated to give opinions and interpretations which contradict to the true teachings of Islam.²⁰ These groups or movements can create confusion among the Muslim community and blemished the sanctity of Islam.

In this era of technological advancements and globalisation where the world is getting 'smaller', the speed and innovative use of technology can enhance the lethality in which these extremists and radicals conduct their operations. Thus, it is important that these threats are neutralise before they can inflict a serious effect on the internal security of the country.

c. Political Sensitivities. The causes of political instability or crisis are due to political differences, personality clashes and power struggle.²¹ In addition, the imperfections of the BN system of governance and the culture of opportunism through greed and self-aggrandizement which have led to their deteriorating popularity.²² Then there is a growing public disenchantment on BN's failure to deliver its promises on a clean, fair and just government.²³ These may be among the factors that created the communal clashes mentioned earlier. This situation can also reflect the communal approach of politics in the country. The issue of Malays and marginalisation of non-Malays can be exploited by political individuals and groups to achieve their own political advancement. Both the BN and the BA are exploiting the various sensitive issues through misinformation and disinformation.²⁴ The consequences of these actions can lead

¹⁹ *ibid*.

²⁰ *ibid*.

²¹ *ibid*.

²² *ibid*.

²³ *ibid*.

²⁴ *ibid*.

to misunderstandings and confusions that can provoke certain quarters to take the law into their own hands.

d. **Economic Issues.** Economic depression, recession and financial meltdown of financial institutions can create havoc on a country's economy and the economic well-being of its citizens as seen in the Great Depression of the 1930s. The financial crisis of 1997 was alleged to be an economic sabotage that exposes the country's currency and economy to speculative attacks by currency and other financial traders.²⁵ There is a fear of the economy being taken by foreign government or other financial, trade or economic organisations that acts in favour of multi-nationals corporations or banks. The above situations can cause an increase in unemployment. Consequently, they can lead to the spiralling effects such as unnecessary retrenchment exercises by unscrupulous employers, picketing against the management, the harassment of other workers and an increase in crime rates.

e. **Terrorism.** In the 1970s and the 1980s, the militant threat was localised.²⁶ The 9/11 incident has changed this effect with international terrorist organisations networking and influencing local militants to destabilise the country through militant means such as the Al- Qaeda. The people in these organisations are exploiting the interpretations of the Quran against the 'kafirs' to legitimise the killings or maiming of their victims. Local militants were found to receive their training in Afghanistan and in Mindanao, the Philippines.²⁷ The latest developments are that these militants are turning to Southern Thailand to further their 'jihad' or holy war.²⁸ In 2007, there were reports of three Malaysians who were involved in separatists' activities in Southern Thailand.²⁹ It shows that these threats are real and need to

be countered swiftly to ensure the continuous peace and stability of the country.

f. **Illegal Immigrants.** There are 1.6 million legal workers and between 500,000 to 1.5 million illegal immigrants in Malaysia.³⁰ The numbers are worrying and can cause serious implications to the security of the country as a certain percentage of them are involved in serious crimes, vice activities, human trafficking and drugs. These concerns have implications as follows:³¹

- (1) Meddling in local politics.
- (2) Open defiance of Local Enforcement Agencies.
- (3) Economic Impact.
- (4) Social Impact particularly Africans.
- (5) Rift in bilateral relations.

g. **Other Threats.** They include threats from Non-Governmental Organisations (NGOs), ideology and the media.³² Many of the NGOs in Malaysia are in favour with the opposition, soliciting foreign assistance, have the ability to function beyond territorial borders and can mobilise large number of protestors.³³ Examples are Hindraf and BERSIH. They can lead to unnecessary interference from outside that can cause internal instability. Ideological differences such as 'Malaysian Malaysia', 'Malay Supremacy' and an Islamic State can trigger internal problems for the country.³⁴ The 'CNN factor' and the internet can incite hostility towards the government, have an effect on the culture and threaten racial harmony. All these could lead to the erosion of peace and stability in the country.

²⁵ *ibid.*

²⁶ *ibid.*

²⁷ *ibid.*

²⁸ *ibid.*

²⁹ *ibid.*

³⁰ *ibid.*

³¹ *ibid.*

³² *ibid.*

³³ *ibid.*

³⁴ *ibid.*

THREATS AND THE ISA

The threats mentioned above are real and were dealt with by the Royal Malaysian Police (RMP) utilising the provisions provided in the ISA. The utilisation of the ISA on these threats was seen to be effective in containing rowdy crowds (which were no longer seen in the streets) and the political squabbling between political figures of BN and BA that have relatively calm down. Thus, peace and stability had been bought back to the country and the government was able to get back to the normal business of governing the country amid these difficult times. In other words, the preventive detentions of individuals related to the threats mentioned above have ensured peace and stability prevailed in the country. Otherwise, the financial and economic meltdown felt here and worldwide, coupled with the internal unrest could have a destabilising effect on the country and may result in grave consequences if not contained.

RELEVANCY OF THE ISA

So far, Malaysia has been able to contain the threat of terrorism as no incidents such as the Bali or the J.W. Marriott bombings in Indonesia have happened here. The timeliness and audacity of the security forces to neutralise elements such as the JI, KMM and others were able to ensure the continued peace and stability of the country. As a matter of fact, without the ISA, Malaysia would still be fighting against the communist insurgents. The ISA provides the legal basis to detain persons (as the provisions stated earlier in this paper) that are deemed a threat to internal security has been successful in ensuring the livelihood of Malaysian citizens and the elected government. Since the demise of the Communist Party of Malaya (CPM) and its counterparts in Borneo, the internal threats have changed and new ones have evolved. These threats are real and need to be overcome quickly before undue and unnecessary death, injuries and destruction are incurred as clearly shown by the various bombings in the other affected countries. The ISA has provided the means for security forces to overcome these threats. It is even more dangerous if these threats are tied with foreign governments, groups or organisations as the implications are more serious to the country and they will not only affect internally but also externally via bilateral or multilateral ties.

The ISA too has provided a stable political platform for the previous and present governments to continue with the development of the country. The demonstrations in neighbouring countries have led to political instability and have serious implications on their economies and livelihood of its citizens.³⁵ The security forces understood that there is no such thing as a peaceful demonstration as there are always an element that will cause harm and damage. The Asian and Western perspective differ regarding the evaluation of the enforcement Acts such as the ISA because of differing values, cultures and beliefs.³⁶ For example, the US implemented the Patriot Act, a law that give the US government the right to fight terrorism beyond in border. In short, most of the controversy and critics on Malaysia's ISA are based on human rights law whereby most of the human rights law were conceived from the perspective of Western values.³⁷ Nothing is perfect in this world, similarly with the ISA.

CONCLUSION

There are two ways in looking at the relevancy of ISA, one from the viewpoint of a non-security practitioner and the other from a security practitioner. The writer believes the heart of the matter is to understand the threat and to overcome it quickly within the law. Thus, it is important to put emotions aside and to think wisely at the beginnings of any threat to internal security as it must be handled at its infant stage, otherwise it will be too late. However, there must be some sort of check and balance, preferably in a peaceful manner, so that the ISA is not exploited unnecessarily by individuals and groups to meet their own ends. Looking at the peace and stability achieved together with the enormous socio-economic development experienced by the country is proof by itself of the relevancy of the ISA and will continue to be so in the future. Otherwise, comparatively, one must ask oneself why the US implemented the Patriot Act³⁸ which is worst in its wheeling-dealings when compared to the ISA.

³⁵ Yellow Shirts see red, 2009, Star, 17 July: W42.

³⁶ Rohimi Hj. Shapiee, Third Generation Human Rights, Rights of the Third World, Conception and Policy Considerations, Dewan Bahasa dan Pustaka, Perpustakaan Negara Malaysia, 1994, p.vii.

³⁷ *ibid.*

³⁸ R. Barnes, Justice Say Detainees Can Seek Release, 13 June 2008, The Washington Post, <http://www.washingtonpost.com/wp-dyn/content/article/2008/06/12/AR20080612016> (21 July 2009).

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WHAT ARE THE COMMON TYPES OF MOTIVATION? HOW CAN TEACHERS MOTIVATE LEARNERS TO SHOW KEEN INTEREST AND PARTICIPATE IN AN ESL CLASSROOM.

By Lt Kol Surjeet Singh Jeggy

SYNOPSIS

Motivation is an important concept in the learning of any language, be it a first language (L1) or a second language (L2). It determines whether the student has positive attitude or negative attitude towards a particular language and this attitude will act as a motivating factor or an impeding factor in the learning of the language. This article discusses the common types of motivation that affect a student's performance in the ESL classroom and the role played by teachers in motivating students throughout the learning process.

INTRODUCTION

Linguistic research tells us that socio-psychological variables play a major role in second language acquisition. ESL is the abbreviation used to represent 'English as a Second Language' and is widely used by English language practitioners. Although there are a wide range of factors that determine how an individual acquires a second language, studies indicate that the most effective language learner is someone who is highly motivated, has positive attitude towards the new language and its native speaker, does not suffer from memory deficiencies and possesses a healthy sense of self-esteem.

This perception is also propounded by Krashen through his affective filter hypothesis, which examines outside factors that may affect Second Language Acquisition (SLA). These include various societal and emotional issues. Krashen notes that students can be affected by levels of motivation, self-confidence and anxiety. While inputs may be the direct avenue of language acquisition, these affective qualities can impede or facilitate the input delivery. SLA classrooms should therefore not only tailor pedagogical techniques to supplying comprehensible input for all students but also

creating an environment that encourages a low affective filter. Thus, part of language acquisition is the formation of safe and caring environments of learning.

Learning a second language almost means becoming an entirely different person since those who are successful, learn to be and operate through the development of a new identity (Crawford, 1991). This new identity is formed not just through the acquisition of a new language but also as a result of adjusting to the external forces of the new environment. Thus, teachers have to be sensitive to the needs of students, both academically and culturally. Since, there is tremendous individual variation among language learners, teachers need to take into account these differences and learn to work with them in the classroom. Herein lies the interpretive artistry of teaching.

This article discusses the common types of motivation that affect a student's performance in the ESL classroom. As English is regarded as a second language in Malaysia, the terms ESL and SLA will be used interchangeably. The article will also discuss ways and means used by teachers to motivate learners in the learning of the English language.

TYPES OF MOTIVATION

Attitudes and Motivation

In one of the earliest statements on motivation in second language learning, Gardner and Lambert (1959) suggested that an individual's motivation to learn a second language is controlled by his 'attitudes towards the other group in particular and by his orientation to the learning task itself'. Of all school subjects, language learning is the one where attitude is specially relevant. Gardner points out that:

"Language courses are different from other curriculum topics. They require that the individual incorporates elements from another culture. As a consequence, reactions to the other culture become important considerations. Furthermore, because the material is not merely an extension of the students' own cultural heritage, the dynamics of the classroom and the methodology assume greater importance than they do in other school topics". (Gardner 1985:9)

For Gardner and Lambert, motivation comes from attitude. There are two significant kinds of attitude; Gardner believes that attitudes to the people who speak the target language, and attitudes to the practical use to which the learner assumes he or she can put the language being learned. Gardner suggests that the effects of the two kinds of attitude are different; 'whereas the first set of attitudes is fairly consistently related to achievement, the second shows a more variable set of relationships' (1985).

Integrative and Instrumental Motivation

Just as there are two kinds of attitude, so there are also two kinds of motivation. Lambert describes the first of these as follows:

"One would expect that if the student is to be successful in his attempt to learn another social group's language, he must be both able and willing to adopt various aspects of behavior, including verbal behaviour, which characterize

members of the other linguistic-cultural group. The learner's ethnocentric tendencies and his attitudes towards the other group are believed to determine his success in learning the new language. His motivation to learn is thought to be determined by both his attitudes and by the type of orientation he has towards learning a second language". (Lambert 1967:102)

In a series of studies, collected in Gardner and Lambert (1972), a distinction was proposed between integrative orientation, characterized by those who learn a second language in order to identify themselves with the second language speaking group and ultimately join it, and instrumental orientation which is described as any more practical reason for learning. Gardner later has a modified definition for this type of orientation as follows:

"Integrative reasons are defined as those which indicate an interest in learning the language in order to meet and communicate with members of the second language community. Instrumental reasons refer to those reasons which stress the pragmatic aspects of learning the second language, without any particular interest in communicating with the second language community." (Gardner, Smythe, and Brunet 1977:244)

Intrinsic and Extrinsic Motivation

According to Edward Deci (1975:23) "Intrinsically motivated activities are one for which there is no apparent reward expect the activity itself. People seem to engage in the activities for their own sake and not because they lead to an extrinsic reward. . . . Intrinsically motivated behaviours are aimed at bringing about certain internally rewarding consequences, namely feelings of competence and self determination."

Extrinsically motivated behaviours are carried out in anticipation of a reward from outside and beyond the self. In other words, they do not come from the individual itself but from external factors. Examples of extrinsic rewards are money, prizes, grades, and even certain types of positive feedback.

Affective Variables

It is hypothesized that affective variables affect progress in second language acquisition in at least two ways. Firstly, performers with optimal attitudes will simply obtain more input than performers with less optimal attitudes. Secondly, performers with better attitudes will be more “open” to the input. In Dulay and Burt’s (1977) terms, they will have a lower “socio-affective filter”.

Among the affective variables related to second language acquisition are:

- Motivation - integrative and instrumental
- Self-confidence - lack of anxiety, outgoing personality, and self-esteem.
- Self-image - has received both direct and indirect support as a predictor of second language success.

Language Ego

Alexander Guiora, a researcher in the study of personality variables in second language learning, proposed what he called the *language ego* (Guiora et al. 1972b) to account for the identity of a person develops in reference to the language he or she speaks. Guiora suggested that the language ego may account for the difficulties that adults have in learning a second language. The child’s ego is dynamic and this stage does not pose a substantial “threat” to the ego and adaptation is made relatively easy, as long as there are no undue confounding sociocultural factors such as, a damaging attitude toward language or language group at a young age. However, the simultaneous physical, emotional, and cognitive changes of puberty give rise to a defensive mechanism in which the language ego becomes protective and defensive.

Affective Filter Hypothesis

The hypothesis embodies Krashen’s view that a number of “affective variables” play a facilitative, but non-causal, role in second language acquisition. Motivation, self-confidence, and anxiety all affect

language acquisition; in effect raising or lowering the “stickiness” or “penetration” of any comprehensible input that is received.

Acculturation

Acculturation is defined by Brown (1980:129) as “the process of being adapted to a new culture”. The central premise of the Acculturation Model is:

. second language acquisition is just one aspect of acculturation and the degree to which a learner acculturates to the target language group will control the degree to which he acquires the second language.

(Schumann, 1978:34)

THE ROLE OF TEACHERS

Teachers play a very important part in ESL teaching because they act not just as teachers per se but also as facilitators of learning and simultaneously as counselors. Teachers must recognize the ‘problem’ child who may be having psychological problems that may ultimately affect the learning process. This is a situation where motivation and positive feedback helps the child in tackling the “language dilemma”.

Studies indicate that a healthy self-esteem is essential to learning. This is particularly true in SLA where the learner is being asked to experiment constantly with the new language, knowing that she/he will make countless errors in front of classmates, friends and strangers alike. Thus, teachers should encourage positive feedback and let students know that this is part and parcel of learning a new language.

Krashen put forward five hypotheses for second language acquisition and the fifth was the affective filter hypothesis which stated that motivation, self-confidence and anxiety all affect language acquisition along with the monitor and comprehensible input. In view of these findings, a question is raised: does classroom language teaching help? Classroom teaching helps when it provides the necessary comprehensible input to

those students who are not at a level yet, which allows to receive comprehensible input from “the real world”, or who do not have access to “real world” language speakers. It can also help when it provides students communication tools to make better use of the outside world, and it can provide beneficial conscious learning for optimal monitor users.

Various research studies have been done to compare the amount of language competence and the amount of exposure to the language either in classroom-years or length of residence, the age of the language acquirer, and the acculturation of the language acquirer. The result of these studies are consistent with the above acquisition hypotheses: the more comprehensible input one receives in low-stress situations, the more language competence that one will have. In addition to receiving the right kind of input, students should have their affective filter kept low; meaning that classroom stress should be minimized and students “should not be put on the defensive”. One result of this action is that student’s errors should not be corrected. Students should be taught how to gain more input from the outside world, including helping them acquire conversational competence which is the means of managing conversation.

According to Wong (1987), for Asian Limited English Proficient (LEP) students, the process of English acquisition in Canada is also combined with other psychological and attitudinal factors that prove disruptive. Negative influences include anxiety, lack of self-confidence and motivation to speak English. Wong stressed that ‘LEP students may become confused about their personal identity and begin to behave as though they were inadequate and inferior to the mainstream environment.’

The arguments by Wong focused on the specific needs and issues faced by Asian LEP students. She posits that language use can be seen as a social phenomenon and that the factors that transforms inputs (sounds, grammar rules) to intake (comprehension) is more than just a simple acculturation process, It entails an investigation of the quality of the social and psychological contact with native English speakers. From these arguments, it can be seen that teachers have to not

only use cognitive skills but their affective skills to get students to be successful in ESL classes.

CONCLUSION

Studies of highly successful adult second-language learners suggest that they have high motivation to learn the target language, and a period typically early in the acquisition process, of full immersion in the target language, with minimal recourse to the first language. Of course, it is more often children who learn second language that find themselves in this position of being highly motivated and left to sink-or-swim in the second-language setting. Consequently, it is perhaps not surprising that they are somewhat more likely to achieve high second language proficiency since their level of assimilation or receptiveness is more effective than adults.

For most adult learners, complete mastery of the L2 may be impossible. Learners can achieve good command of the language, of course, and a few may even be indistinguishable from native speakers in their command of the L2; however, for most, some aspect of their L1 will likely fossilize before acquisition is complete, and for most learners (nearly all?), there appears to be a physiologically determined critical period for pronunciation. Teachers obviously should encourage learners to go as far as they are capable of going in the L2, but teachers should also be realistic in their expectations.

Learning a language is a social phenomenon. Most (although by no means all) learners seek to acquire a second language in order to communicate with members of the TL group or to participate in their institutions. Much of what happens in the classroom too, is attributable to the social needs of the participants, both students and teachers (Breen, 1985; Prahbu, 1991). In deciding how to develop language teaching methods and materials, one can take three approaches: make use of second language acquisition theory, make use of applied linguistics research, and make use of ideas and intuition from experience. The best methods are therefore those that supply ‘comprehensible input’ in low anxiety situations, containing messages that students really want to hear, according to Krashen.

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CORAK PEMIKIRAN PEMIMPIN PENENTU HALA TUJU ORGANISASI

Oleh Mej Yoes Amirudin bin Abd Malek

SYNOPSIS

Setiap pemimpin mempunyai corak pemikiran berbeza yang bergantung kepada personaliti pemimpin tersebut. Seseorang pemimpin perlu peka dan prihatin dalam melihat hasrat dan suara hati para anggota dan pemimpin bawahannya. Seseorang pemimpin juga harus memberi panduan dan tunjuk ajar agar ideanya dapat difahami dan dilaksanakan oleh anggota yang dipimpin. Corak pemikiran seseorang pemimpin menjadi faktor penyumbang dan penentu kepada hala tuju institusi yang dipimpin. Jika hebat pemikiran pemimpin itu, maka hebatlah institusi yang dipimpin, dan begitu juga jika sebaliknya.

PENDAHULUAN

Persoalan kepemimpinan adalah persoalan penting dan ianya bermula dari diri kita sendiri, bukan diukur menerusi pilihan raya atau pemilihan sebagaimana sebuah parti politik. Ia sentiasa mekar dan subur kerana ciri kepemimpinan yang ada dalam diri kita telah dicipta oleh Allah S.W.T sejak azali untuk menjadikan manusia sebagai khalifah (penguasa) di bumi. Walau bagaimanapun, untuk menentukan ciri-ciri kepemimpinan yang ada menjadi cemerlang maka tentunya ia perlu digilap melalui proses dinamik yang melibatkan beberapa ciri kepemimpinan seperti personaliti, tanggungjawab, kemampuan memimpin, cerdas pemikiran serta berilmu dan bijak berkomunikasi.

Dilema kita, bukan kerana kita hilang pedoman tetapi masih mencari *role model* yang sesuai sebagai contoh teladan serta ikutan terutamanya memandangkan organisasi kita merupakan organisasi majmuk yang rata-rata mempunyai cita rasa sendiri menjana corak kepemimpinan masing-masing. Kita telah dimomokkan oleh para akademik dengan pelbagai teoretikal corak kepemimpinan yang memfokuskan kepada fasa *trait*, *behavior* (kelakuan), *contingency*, *teori path goal*, teori karisma pemimpin dalam penggubalan organisasi

manakala sekarang, mereka telah memberi pendekatan kepada teori *leaders and followers* melalui gaya kepimpinan, corak transformasi dan transaksi. Walau bagaimanapun, pada dasarnya semua corak kepimpinan tersebut masih tidak lari daripada tiga kaedah (style) kepimpinan iaitu demokratik, autokratik dan *laissez-faire*.

Sebelum membincangkan tentang corak pemikiran pemimpin, mari kita mengimbas kembali beberapa teori-teori kepimpinan yang telah dikaji oleh para pemikir barat seperti Teori *Great Man*, Teori Ciri (*Trait*), Teori Tingkah Laku atau Kelakuan (*Behaviorist Theory*), Teori Luar Jangkaan atau Situasi (*Contingency or Situational Theory*) dan Teori Pemimpin dan Pengikut (*Leader's and Follower's Theory*).

Teori Great Man berdasarkan kepada kepercayaan bahawa pemimpin itu adalah merupakan manusia sempurna, dilahirkan dengan kualiti dalaman yang utuh dan ditakdirkan sebagai pemerintah. Manakala **Teori Ciri (*Trait Theory*)** mempercayai kepimpinan bersifat kritikal yang tersendiri yang boleh menjadi terasing dan boleh dilatih, dipilih serta di masukkan ke dalam posisi atau kedudukan pemimpin. Pemimpin ini mempunyai ciri-ciri seperti mudah menyesuaikan

diri kepada sesuatu situasi, bersedia terhadap perubahan sosial, bekerjasama, berkeyakinan, cergas atau tangkas, boleh diharap atau dipercayai, tegas dan berpengaruh.

Menurut pendapat McGregor's, **Teori Tingkah Laku atau Kelakuan (*Behaviorist Theory*)** terbahagi kepada tiga iaitu **Teori X**, **Teori Y** dan **Teori Z**. Berdasarkan teori ini adalah dipercayai bahawa secara purata manusia semula jadinya tidak suka bekerja dan akan seboleh-bolehnya mengelak. Disebabkan ciri-ciri ini, kebanyakan manusia mesti dipaksa, dikawal, diarah atau diancam dengan hukuman untuk menentukan mereka dididik supaya berkemampuan untuk mencapai matlamat organisasi. Teori ini juga berpendapat bahawa manusia perlu diarah untuk menentukan tanggungjawab kerana mereka mempunyai sedikit cita-cita dan cukup hanya kepada apa yang ada. Kemahuan bekerja mereka hanya ala kadar dan mereka belajar untuk menerima apa saja namun mereka tetap akan berusaha untuk bertanggungjawab. Mereka ini mempraktikkan hala dan kawal selia sendiri untuk mencapai matlamat seperti mana yang dikehendaki. Manakala teori dan pendapat Blake dan Mouton's pula memfokuskan kepada sesuatu tugas atau produk dan pekerja berorientasikan pengurus yang mendominasi kombinasi di antara keduanya iaitu di antara pekerja dan pengurus.

Teori Di luar Jangkaan atau Situasi (*Contingency or Situational Theory*) mempunyai empat pendapat iaitu melalui *Fiedler's Contingency Model*, *Hersey-Blanchard Model of Leadership*, *Tannenbaum & Schmidt's Leadership Continuum* dan *Adair's Action Oriented Leadership Model*.

- a. Teori Fiedler mendakwa tiada sebarang cara mudah bagi seorang pengurus untuk mengetuai sesebuah organisasi. Pemimpin mesti merencanakan corak kepimpinannya sendiri bagi memenuhi sesuatu keperluan. Teori ini menumpukan kepada tiga dimensi iaitu perhubungan pemimpin dengan bawahannya, struktur tugas dan posisi bidang kuasa setiap tahap.
- b. Bagi Teori Hersey Blanchard pula meletakkan peringkat perkembangan kepimpinan adalah didorong oleh peranan subordinat dalam

menentukan hala tuju corak kepimpinan yang sesuai dan beliau menumpukan kepada tiga situasi iaitu perlakuan, hubungan dan kematangan melalui empat corak kepimpinan iaitu mengarah, melatih, menyokong dan mewakili.

- c. Manakala Teori Tannenbaum & Schmidt's ada mencadangkan idea pelbagai kelakuan kepimpinan yang sentiasa berterusan dan ia bergerak dari autokratik melampau di mana penglibatan dan peranan subordinat dalam proses membuat keputusan makin bertambah.

- d. Teori Adair pula berorientasikan Pemimpin Tindakan Berpusat (*Action-Centered Leader*) yang menentukan kerja terlaksana melalui kerja berpasukan, melalui perhubungan dengan rakan sejawat dan pihak pengurusan di mana ia bertindak secara berpusat terus kepada bentuk kerja yang perlu dilaksanakan (*task structuring*). Pemimpin akan membantu dan membuat ulang kaji atau semakan terhadap setiap individu yang terlibat dan mengkoordinasi serta memupuk kerja berpasukan secara menyeluruh.

Teori Pemimpin dan Pengikut (*Leader's and Follower's Theory*) terbahagi kepada tiga pendapat iaitu Teori Kepimpinan untuk Berkhidmat (*Servant Leadership*), Kepimpinan Berkumpulan (*Team Leadership*) dan Kepimpinan Transformasi dan Transaksi.

- a. **Kepimpinan Untuk Berkhidmat (*Servant Leadership*)** mempraktikkan falsafah dimana membantu seseorang yang memilih untuk berkhidmat terlebih dahulu dan kemudian mengetuainya sebagai cara untuk memberikan khidmat kepada individu dan institusi di mana kepimpinan ini mungkin atau tidak memegang secara rasmi posisi memimpin. Kepimpinan ini menggalakkan kerja sama, memberi kepercayaan, berpandangan jauh, mendengar pendapat subordinat, dan memfokuskan kepada etika serta memberi kuasa (*empowerment*).
- b. **Kepimpinan Berkumpulan (*Team Leadership*)** pula adalah corak kepimpinan di mana pemimpin tidak boleh menunjukkan atau mengakui kelemahannya sama ada dibenarkan atau tidak. Beliau mesti menunjukkan seolah-

olah tidak mempunyai sebarang kelemahan. Kepimpinan Berkumpulan mesti memilih peranan yang terhad dalam memilih peranan sesebuah kumpulan dengan cara seperti berikut:

- (1) Pertama; Menyerahkan peranan tersebut kepada kumpulan,
- (2) Kedua; Bina kepelbagaian dimana pemimpin ini berbeza nilai di antara satu dengan yang lain,
- (3) Ketiga; Berusaha untuk menunjukkan kebolehan dimana beliau tidak perlu dilayan oleh subordinatnya dengan cara istimewa,
- (4) Keempat; Bangunkan rakan sejawat dimana pemimpin ini menggalakkan perkembangan kekuatan sendiri dan
- (5) Kelima; Rencanakan misi dimana pemimpin mesti mempunyai wawasan yang boleh dicapai seperti mana yang dikehendaki.

c. Kepimpinan Transformasi dan Transaksi.

Kepimpinan Transformasi merupakan corak kepimpinan yang memotivasikan pekerja/anggotanya untuk berusaha sedaya upaya bagi mencapai matlamat yang tinggi dan bukan memenuhi kepentingan jangka masa pendek sahaja. Manakala Kepimpinan Transaksi pula menumpukan kepada kesesuaian kerja dan keselamatan. Kepimpinan Transformasi mempamerkan ciri-ciri seperti berikut:

- (1) Pertama; Membina insan prihatin dan mempunyai tujuan,
- (2) Kedua; Ia dipenuhi dengan beberapa nilai, moral dan etika,
- (3) Ketiga; Ia berlandaskan kepada matlamat jangka panjang tanpa tolak ansur terhadap nilai-nilai dan prinsip kemanusiaan,
- (4) Keempat; Lebih fokus kepada misi dan strategi,

(5) Kelima; Mencoraki dan penambahbaikan sistem kerja untuk menjadikan ianya lebih bermakna dan mencabar.

Manakala **Kepimpinan Transaksi** menumpukan kepada beberapa ciri-ciri seperti berikut:

- Pertama; Membina keperluan manusia untuk mendapat kerja dan meneruskan kehidupan,
- Kedua; Ia dipenuhi dengan kuasa, kedudukan, politik dan keuntungan semata-mata,
- Ketiga; Ia merupakan jangka masa pendek dan berorientasikan data,
- Keempat; Memfokuskan kepada isu taktikal, dan
- Kelima; Penuhi dan ikutkan peranan yang dikehendaki melalui tumpuan kepada kerja efektif mengikut sistem semasa.

d. Kepimpinan Dari Sudut Islam mengambil panduan pandangan Rasulullah SAW iaitu secara tegasnya menyatakan seorang pemimpin itu adalah amanah yang tidak boleh diabaikan dalam membangunkan masyarakat, bangsa dan negara. Ia mestilah mempunyai ciri-ciri seperti berikut:

- (1) Pertama; Merasakan kesusahan, penderitaan kaum/orang bawahan dan rakyatnya dimana kepentingan peribadi diketepikan,
- (2) Kedua; Suka melakukan kebaikan kepada kaumnya atau orang bawahannya di mana sentiasa memikirkan kebajikan dan kebaikan orang bawahannya,
- (3) Ketiga; Sentiasa berlemah lembut dan sangat pengasih serta mengamalkan kepimpinan melalui teladan,
- (4) Keempat; Berpengetahuan jauh dan lebih luas dari yang dipimpin,

(5) Kelima; Kekuatan tubuh badan; berani dan mempunyai ilmu serta mental yang kental,

(6) Keenam; Sering mengadakan mesyuarat atau muzakarah/berdialog mengenai sesuatu permasalahan untuk mendapat keputusan yang adil serta bertawakal dan

(7) Ketujuh; Bersabar dan berhikmah di dalam semua perkara.

Manakala **Kepimpinan Ketenteraan** pula, terdapat beberapa pendapat yang menyatakan tentang kefahamannya terhadap isu kepimpinan itu sendiri seperti berikut:

a. Pendapat Pertama; Mereka menyatakan kepimpinan adalah satu seni untuk mempengaruhi serta mengarah orang ramai kepada matlamat yang telah ditetapkan dengan cara menguasai kesetiaan, keyakinan, penghormatan serta kesepakatan mereka,

b. Pendapat Kedua; Menyatakan kepimpinan adalah kebolehan dan kemahuan untuk memimpin anggota lelaki dan perempuan ke arah satu matlamat dan tindakan yang sama dengan menimbulkan keyakinan kepada mereka,

c. Pendapat Ketiga; Berpendapat bahawa kepimpinan adalah kebolehan untuk mendapatkan seseorang untuk membuat sesuatu yang dikehendaki disebabkan mereka hendak melakukannya dan

d. Pendapat Keempat; pula menyatakan bahawa kepimpinan adalah kebolehan seseorang individu untuk menggerakkan serta membawa usaha-usaha anggotanya untuk menyelesaikan masalah kumpulannya dengan mengaitkan beliau dengan ciri-ciri yang ada pada kumpulan itu dan juga kepekaan beliau dengan bentuk masalah yang dihadapi.

Apa yang jelas dalam teori dan pendapat di atas, ia menunjukkan bahawa di dalam sesebuah organisasi, kepimpinan dapat dilihat sebagai satu seni yang dinamik, melibatkan personaliti, tanggungjawab dan keupayaan memimpin, interaksi



Pemimpin menyatakan kepimpinannya melalui kunjungan

pemimpin dengan pengikutnya, kepada pencapaian sesuatu matlamat tertentu. Sebagai satu disiplin pengurusan, amalan dan konsep kepimpinan telah berubah mengikut persekitaran sosial atau organisasi yang berubah. Kepimpinan sebenarnya mempunyai takrif yang berbagai. Dari perspektif Islam, kepimpinan adalah satu amanah Allah SWT. Ianya adalah tanggungjawab sejagat, menunaikan satu kewajipan dan memberi hak kepada yang empunya. Misalnya seseorang pemimpin negara bertanggungjawab memimpin negara ke arah kemakmuran, kedamaian dan mempertahankan rakyatnya dari ancaman. Seorang bapa merupakan pemimpin bagi sebuah keluarga harus menunaikan hak anak serta isterinya secara adil dan saksama. Ia berlandaskan kepada niat seseorang pekerja dari peringkat atasan hingga ke bawah yang menjadikan sesuatu pekerjaan sebagai ibadah yang wajib dilaksanakan. Pemimpin memainkan peranan yang amat penting dalam menentukan kecemerlangan organisasi. Walaupun sesetengah tanggungjawab boleh diperturunkan, tetapi dalam bidang strategik seperti mengadakan dan mengurus perubahan atau membudayakan kualiti; pemimpin perlu sentiasa di hadapan dan menerajunya. Fikir-fikirkanlah seperti mana ungkapan mantan PAT Laksamana (B) Tan Sri Mohd Anwar Hj Mohd Noor *“The leadership journey shall include the vision, the mission, the objectives or targets, and transformation on the organization. The bar is raised higher after a target is met and continuous improvement becomes a culture.”*

Walau apa pun yang kita perkatakan mengenai pemimpin, perkara penting yang perlu kita lihat secara rasional dan profesional adalah corak pemikiran seseorang pemimpin yang menjadi faktor penyumbang dan menjadi penentu kepada hala tuju

institusi yang dipimpin. Jika lemahnya pemikiran pemimpin itu, maka lemahlah institusi yang dipimpin dan begitu sebaliknya. Pemimpin perlu memimpin orang bawahan dan di sekelilingnya dan bukannya dipimpin. Itu yang membezakan antara pemimpin dan pengikut.

Corak pemikiran pemimpin boleh diklasifikasikan kepada beberapa corak pemikiran yang boleh dipraktikkan dan dijadikan panduan kepada mereka yang bergelar pemimpin dalam pelbagai bidang seperti institusi politik, pentadbiran, persatuan, perniagaan, ketenteraan dan sebagainya seperti berikut:

a. **Pemikiran Hebat (*Great Mind*)**, corak pemikiran pemimpin yang hebat mempunyai kesan ke atas organisasi yang dipimpin. Pemimpin berfikir hebat ini mempunyai ciri-ciri kepimpinan seperti berikut:

- (1) Pertama; Bentuk pemikiran yang melangkaui zamannya dan luas skop pemikirannya,
- (2) Kedua; Berfikir jauh menuju masa depan dengan visi dan misi yang sukar dicapai oleh mereka yang berfikir tertutup atau negatif,
- (3) Ketiga; Membawa perubahan besar dalam hala tuju organisasi dengan dasar yang membawa impak kepada ekonomi, sosial dan peradaban institusi atau organisasi itu,
- (4) Keempat; Seorang pemikir dan mempunyai falsafah yang kukuh dalam menjayakan misinya dan
- (5) Kelima; Tidak mudah mengikut telunjuk orang lain dan berprinsip kukuh dalam menjayakan apa yang difikirkannya boleh menjadi realiti. Di negara kita suka atau tidak kita seharusnya merasa bangga kerana telah lahirnya Perdana Menteri Keempat iaitu Tun Dr Mahathir Mohamad yang merupakan seorang tokoh pemikir yang berpandangan jauh dan memimpin dengan menggariskan wawasan 2020 sebagai matlamat untuk menjadi negara maju yang berbilang kaum.

b. **Pemikiran Luar Biasa (*Extraordinary Mind*)**, tidak ramai pemimpin mempunyai corak pemikiran luar biasa. Lazimnya pemimpin sekadar mempunyai pemikiran yang biasa atau di luar kebiasaan dan jangkaan orang lain. Pemimpin yang mempunyai pemikiran luar biasa ini selalunya mereka yang kurang diberi perhatian oleh orang lain yang menganggap mereka ini bersikap ganjil dan tabiat dan corak perlakuannya sukar diterima. Kebiasaannya pemimpin yang berfikir luar biasa mempunyai ciri-ciri kepimpinan seperti berikut:

- (1) Pertama; Menghasilkan teori atau hipotesis yang dijadikan satu landasan. Sebelum dilaksanakan, ideanya sukar diterima oleh mereka yang tidak mencapai tahap pemikiran seperti pemimpin tersebut,
- (2) Kedua; Mereka dianggap pemimpin yang hanyut dengan dunia pemikirannya sendiri oleh pengikut dan orang kebanyakan,
- (3) Ketiga; Tidak relevan pemikirannya dengan sumber yang terhad. Pemimpin seperti ini tidak boleh bekerja dengan kongkongan dan tekanan persekitaran yang akan menjejaskan idea dan pemikirannya. Contohnya pemimpin yang mempunyai idea luar biasa ini adalah seperti ahli sains dan pengkaji serta penyelidik yang diberikan akal fikiran yang di luar jangkaan pemikiran orang biasa.

c. **Pemikiran Genius**, tidak ramai pemimpin yang mempunyai corak pemikiran yang genius di mana kebijaksanaannya luar biasa. Hasil daripada pemikiran dan tindakannya yang genius dalam mengendalikan peluang dan ancaman yang wujud dalam apa jua bidang seperti dunia perniagaan dan sebagainya. Pemimpin genius selalunya tidak suka kepada publisiti dan promosi diri yang berlebihan dan selalu bersikap *low profile* dan banyak berfikir dan bertindak daripada bercakap banyak. Pemimpin yang berfikir genius ini selalunya bercakap sesuatu yang kreatif, inovatif dan secara kolektif untuk kejayaan organisasinya. Di negara kita terdapat juga individu yang mempunyai corak pemikiran seperti ini iaitu seperti Tun Daim Zainuddin di mana dengan pemikiran yang genius beliau telah menjadi

jutaan semasa umurnya 35 tahun melalui kebijaksanaannya mengambil peluang yang ada dalam perniagaan perbankan dan hartanah.

d. **Pemikiran Tidak Ambil Peduli (*Never Mind*)**, ramai pemimpin mempunyai corak pemikiran tidak ambil peduli dan hanya mengikut serta menurut pendapat dan pandangan daripada pengikutnya dengan harapan untuk disokong, mencari populariti dan sering cuba mengambil hati pengikutnya. Sebenarnya pemikiran pemimpin yang seperti inilah yang akan menghancurkan organisasi kerana bersikap bersetuju, menyokong dan mengikut semata-mata. Sikap ini sebenarnya jika dilihat secara yang tersirat adalah sikap tidak mahu ambil tahu dan tidak mahu tahu serta tidak tahu apa yang berlaku di sekelilingnya. Walaupun pemimpin seperti ini komited dengan aktiviti dan tugasnya sebagai pemimpin seperti bermesyuarat, melawat, memberi syarahan dan sebagainya tetapi corak pemikirannya bersikap tidak perlu tahu banyak dan jangan ambil peduli sangat dengan apa yang berlaku di sekelilingnya. Ini kerana ia takut nanti akan dipersalahkan yang mana akan menjadikan organisasi atau institusi yang dipimpinya itu menuju kepada kehancuran yang nyata dan terancang.

RUMUSAN

Setiap pemimpin mempunyai corak pemikiran berbeza yang bergantung kepada personaliti pemimpin tersebut. Tidak ada salahnya sebenarnya bagi seseorang pemimpin itu dalam merujuk pakai pemikirannya dalam memimpin organisasi tetapi perlulah sesuai, padan dan mempunyai fleksibiliti dalam menentukan keselarasan dan kesepaduan dalam memimpin organisasi ke arah hala tuju yang menepati visi dan misinya. Seseorang pemimpin

yang efektif dan efisien itu perlu mengamalkan sikap cagak dan buak dan bukan cagak tak serupa bikin kerana jika tidak pengikut-pengikutnya akan mengumpat pemimpin yang hanya tahu bercagak tetapi tidak pernah membuat seperti apa yang dicakapkannya.

Seseorang pemimpin perlu peka dan prihatin dalam melihat hasrat dan suara hati anggota-anggotanya dan pemimpin bawahannya. Bentuklah daripada awal corak pemikiran kritis dan hebat bagi membentuk hala tuju organisasi yang dipimpin ke arah kecemerlangan. Jangan berharap kepada



Lawatan pemimpin ke perbatasan menyuntik semangat juang anggota

orang bawahannya sahaja tanpa memberi panduan kepada mereka untuk mentadbir hala tuju organisasinya. Walau apa pun yang kita perkatakan mengenai pemimpin, seperti yang telah diuraikan di atas, perkara penting yang perlu kita lihat secara rasional dan profesional adalah corak pemikiran seseorang pemimpin yang menjadi faktor penyumbang dan menjadi penentu kepada hala tuju institusi yang dipimpin. Jika lemahnya pemikiran pemimpin itu, maka lemahlah institusi yang dipimpin dan begitu sebaliknya. Seperti kata perumpamaan; “Bagaimana acuan; begitulah kuihnya.”

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Meji Yeos Amiruddin bin Abd Malek telah ditauliahkan ke dalam Kor Perkhidmatan DiRaja pada 21 Mei 1982. Beliau pernah menjawat berbagai jawatan diperingkat pasukan, Kor dan Markas Formasi. Beliau memiliki Diploma Pengajian Strategik dan Pertahanan (UM), Diploma Sains Pengurusan INTAN dan pemegang Sarjana Sains Pengurusan (UUM). Beliau kini bertugas sebagai Juruarah Staf Gred 2 di Cawangan Staf dan Taktik Gred 2 di PULADA.

PENGHAYATAN ISLAM DI KALANGAN ANGGOTA ATM

Oleh Mejar Burhanuddin bin Jalal

PENGENALAN

Pertahanan dan keamanan merupakan satu keperluan yang penting (maslahat dharuriyyat) bagi setiap manusia, masyarakat serta negara pada setiap masa dan tempat. Dengan adanya pertahanan, keamanan dan keselamatan manusia, masyarakat dan negara akan dapat melaksanakan tugas, peranan dan tanggungjawab yang dimiliki ke tahap yang maksimum. Para ulama menyebut kepentingan dan kebajikan manusia sebagai maslahat dan ia terbahagi kepada tiga iaitu:

- a. *Maslahat dharuriyyat*. Sesuatu yang diperlukan oleh manusia dalam kehidupan ini bagi memastikan kehidupan mereka berjalan dalam keadaan yang normal dan tidak terancam. Sekiranya perkara ini tidak dijaga maka kehidupan manusia akan pincang dan tidak sempurna.
- b. *Maslahat hajaiyyat*. Perkara yang diperlukan manusia untuk memudahkan hidup mereka. Sekiranya perkara ini tidak wujud maka kehidupan mereka tidak akan pincang tetapi mereka berhadapan dengan sedikit kesukaran.
- c. *Maslahat tahsiniyyat*. Perkara yang dinilai menepati kebiasaan manusia dan menjauhkan diri daripada perkara-perkara tersebut yang boleh mencacat dari segi penilaian dan adat kebiasaan (Yusuf al-Qardhawi 1995).

Selain dari itu al-Qur'an telah menyebut bahawa antara keperluan asasi manusia itu antara lain diistilahkan sebagai '*al-amn*' atau 'keamanan', iaitu kata bahasa Arab, yang bererti aman dan tenteram. Keamanan berkait rapat dengan keimanan kerana iman sebagai benteng kekuatan dalam hati untuk

mencipta dan membina rasa keamanan dan ketenteraman, khususnya aman dan tenteram dari segala gangguan dan kegelisahan sama ada di dunia atau pun di akhirat. *Al-Qur'an* telah mengungkap adanya kaitan antara aspek iman dengan rasa aman dalam kehidupan manusia. Aspek ini telah difirmankan oleh Allah melalui firmannya,

“Orang-orang yang beriman dan tidak mencampuradukkan iman mereka dengan kezaliman (syirik), mereka itulah orang-orang yang mendapat keamanan dan merekalah orang-orang yang mendapat hidayah petunjuk”.

Dalam al-Qur'an perkataan *al-amn* (keamanan) disebut sebanyak 45 kali dan istilah *iman* sebanyak 800 kali (*Al-dalil al-mufahras al-fazi al-Quran al-karim*: 2008). Kedua perkataan tersebut mempunyai hubungan yang rapat berkaitan dengan keamanan dan pertahanan yang pada dasarnya mempunyai



Hubungan rapat pemimpin dan anggota boleh membentuk moral dan ketaatan mereka

makna atau pengertian yang cukup luas iaitu, pertama: Saling percaya mempercayai serta tidak saling mencurigai dan kedua: Makna ketenangan dan perdamaian dan bukan permusuhan atau pertentangan.

Oleh yang demikian, menjadi tugas dan tanggungjawab semua pihak untuk mewujudkan keamanan dan keselamatan atas nama kepentingan agama, bangsa dan negara. Oleh kerana betapa pentingnya kesatuan dan saling bekerjasama dalam usaha membina dan mewujudkan keamanan serta keselamatan, Iman Bukhari dalam kitab sahihnya telah menjelaskan keterangan yang cukup menarik tentang apa yang telah disabdakan oleh Rasulullah (s.a.w) berkaitan dengan keamanan dengan sabdanya yang bermaksud,

“Kehidupan sosial dan kemasyarakatan memerlukan pertahanan dan keamanan dan aspek tersebut adalah umpama penumpang kapal (ka rukkab al-safinah). Sebahagian penumpang berada di tingkat atas, sebahagian berada di tengah dan sebahagian lagi di tingkat bawah. Apabila penumpang yang berada di tingkat bawah ingin mengambil air, mereka perlu naik ke atas dan melalui bahagian yang berada di atas mereka. Lalu terdapat fikiran di kalangan mereka yang ingin mengambil jalan pintas untuk mengambil air dengan cara menebuk dinding kapal, agar mudah untuk mendapatkan air. Jika idea atau fikiran tersebut dibiarkan sudah tentu kapal tersebut akan karam, sebaliknya jika ada di kalangan mereka yang menyedari dan mencegah perbuatan tersebut, maka sudah tentu mereka akan selamat dan kapal tidak akan karam”.

Dalam konteks negara Malaysia, tugas menjaga keamanan dan keselamatan negara telah ditugaskan kepada organisasi Angkatan Tentera Malaysia (ATM) (Malaysia Kita, 2004). Oleh yang demikian tugas tersebut merupakan satu amanah yang tentunya berkait rapat dengan aspek keagamaan. Amanah tersebut telah dipikul dengan jayanya oleh ATM sejak tahun 1933 hingga kini dan telah menjangkau 77 tahun.

Selain dari itu juga amanah memikul tanggungjawab keamanan dan keselamatan ini juga secara horizontalnya berasaskan kepada kepercayaan rakyat dan secara vertikalnya ia

merupakan amanah dari Allah SWT. Namun demikian sesuai dengan sifatnya bahawa tugas atau amanah menjaga keamanan dan keselamatan ini tidak hanya merupakan tanggungjawab ATM tetapi juga semua pihak dalam organisasi kerajaan dan juga setiap rakyat dan warganegara. (Utusan Malaysia , 16 September 2008).

Berdasarkan premis tersebut ternyata bidang ketenteraan merupakan satu aspek yang penting dalam Islam. Bidang ini sebenarnya berkait rapat dengan aspek pertahanan negara dan ketahanan ummah. Sesebuah negara yang dikatakan kukuh dan disegani ialah negara yang antara lain mempunyai angkatan tentera yang kuat dan mantap serta canggih pula dari segi persenjataan. Sebab itu antara perkara utama yang dilakukan oleh Rasulullah (s.a.w) semasa menegakkan kerajaan Islam pertama di Madinah ialah membentuk jentera pertahanan atau dengan kata lain mengasaskan angkatan tentera yang mampu menjadi benteng kepada negara dan umat Islam (Nawawi Daud 1992 :

1). Proses menyediakan angkatan tentera yang kuat, profesional dan berwibawa bukanlah sesuatu yang bersifat tabii semata-mata. Ertinya bukanlah disebabkan adanya musuh atau terdapatnya ancaman ke atas sesebuah negara menyebabkan sesebuah negara itu membentuk angkatan tentera yang mungkin dapat menangani persoalan keselamatan dan pertahanan. Sebenarnya pembentukan angkatan tentera di sesebuah negara khususnya negara yang dikuasai oleh umat Islam, adalah sesuatu yang diperintahkan oleh Allah SWT. Ini jelas seperti yang telah difirmankan oleh Allah dalam al-Quran, surah al-Anfal ayat 60 yang bermaksud:

“Dan sediakanlah untuk menentang mereka (musuh yang menceroboh) segala jenis kekuatan yang dapat kamu sediakan dan dari pasukan-pasukan berkuda yang lengkap sedia, untuk menggerunkan dengan persediaan itu musuh Allah dan musuh kamu serta musuh-musuh yang lain dari mereka yang kamu tidak mengetahuinya, sedang Allah mengetahuinya. Dan apa sahaja yang kamu belanjakan pada jalan Allah akan disempurnakan balasannya kepada kamu, dan kamu tidak akan dianiaya.”.

Berdasarkan ayat di atas, musuh Islam tetap ada sama ada musuh itu dalam pengetahuan kita atau di luar pengetahuan kita. Sebab itu Allah mengarahkan agar umat Islam sentiasa bersiap sedia dan berwaspada bagi menghadapi sebarang kemungkinan agar mereka tidak akan dikejutkan oleh musuh yang mereka tidak menduga akan menyerang. Kepentingan ATM sebagai sebuah organisasi yang diberi kepercayaan yang tinggi dalam mempertahankan tanah air turut diperakui oleh salah seorang bekas Perdana Menteri Malaysia, Dato' Seri Mahathir Mohammad (BTDM 2002) dalam ucapan perbarisan tamat latihan rekrut pada 31 Disember 2001 yang menyatakan,

“Negara terhutang budi kepada tentera yang telah menjalankan tugas dengan penuh setia dan sanggup berkorban demi memastikan keselamatan dan kebebasan negara dari segala bentuk ancaman sejak dari Perang Dunia ke-2. Oleh itu sebagai rakyat kita perlulah bersatu bersama anggota tentera mengekalkan keamanan ini agar kita tidak menjadi hamba kepada penjajah sekali lagi”.

Dalam usaha membentuk angkatan tentera yang mantap dan digeruni, kita sewajarnya tahu memilih sesuatu formula yang benar-benar berkeupayaan melahirkan anggota yang cekap dan berwibawa. Aspek-aspek latihan seperti mendisiplinkan anggota, melatih kecekapan menggunakan senjata, membentuk moral anggota supaya taat kepada arahan, kuat bekerja dan tidak melakukan sebarang penyelewengan adalah sesuatu yang perlu dititikberatkan. Namun



Majlis khatam Al-Quran mengukuhkan nilai rohani

demikian, kejayaan aspek-aspek tersebut tidak boleh diharapkan tanpa ada satu lagi elemen penting dalam membentuk diri anggota tentera. Elemen tersebut ialah elemen ‘kerohanian’ yang ada hubungannya dengan keimanan, ketakwaan, dan kepercayaan kepada agama. (Jabatan Arah Kor Agama (KAGAT) : Profesion ketenteraan dan bimbingan rohani: 1992).

Kepentingan pengukuhan nilai-nilai rohani ini perlu terus digerakkan bagi memastikan warga ATM dapat melaksanakan tugas dengan cekap dan berkesan. Jeneral Tan Sri Dato' Ismail bin Jamaluddin, mantan Panglima Tentera Darat Malaysia, dalam perintah ulung pelantikannya sebagai Panglima Tentera Darat telah menegaskan “ Dalam konteks latihan dalam pasukan Tentera Darat, dan untuk membina profesionalisme dan pembangunan insan, aspek latihan berunsur kerohanian hendaklah dititik beratkan. Aspek ini penting bagi mengukuhkan landasan latihan supaya lebih berkesan” (Berita Tentera Darat Bil. 256 Mac : 2008).

Bagi memastikan warga tentera keseluruhannya dapat dibentuk dan dididik, proses pembinaan yang berterusan melalui latihan yang sistematik amat diperlukan. Pembinaan ini memerlukan kepada dua elemen penting iaitu golongan yang membentuk (para anggota Agama ATM atau KAGAT) dan golongan yang dibentuk (anggota ATM keseluruhannya). Menurut Muhammad Ahmad Bashil (1989) dalam, bukunya, Politik dan ketenteraan – Perjanjian Hudaibiyah, telah menjelaskan bahawa, usaha-usaha untuk membentuk anggota tentera yang boleh memahami tugas mereka dengan berkesan, dan dalam masa yang sama menjadi hamba Allah yang taat memerlukan usaha dakwah dan pendidikan yang berterusan.

Kenyataan-kenyataan di atas jelas menunjukkan bahawa betapa pentingnya ilmu akidah, syariah dan akhlak kepada diri anggota ATM, dalam menghakik pengaruh negatif sekularisme dan membentuk mereka menjadi khalifah Allah yang bertakwa. Oleh yang demikian KAGAT telah diberikan tugas, peranan dan tanggungjawab bagi membina aspek penghayatan agama dan kerohanian di kalangan anggota ATM.

Jenayah	1994	1995	1996	1997	1998	1999	2000	2001	Jumlah
Jenayah Tubuh badan	37	40	46	62	62	76	37	91	462
Harta benda	134	133	137	156	176	165	86	145	1174
Moral dan agama	50	34	42	90	97	67	28	60	487
Jenayah dadah	222	192	214	269	271	237	181	442	1802
Pelbagai kesalahan	82	101	85	6	13	33	25	29	388
Jumlah	558	477	509	494	625	578	302	627	4313

Jadual 1 : Statistik salah laku di dalam ATM mengikut kategori
 Sumber: Jurnal Sorotan Darat . Bil 40 Disember 2002

PERMASALAHAN KAJIAN

Kor Agama Angkatan Tentera telah ditubuhkan pada tahun 1985 dan kini telah berusia 25 tahun. Namun demikian masih terdapat banyak masalah yang berkaitan dengan akhlak dan moral berlaku di kalangan warga ATM. Ini berdasarkan data statistik salah laku yang menggambarkan masih wujud masalah tersebut dan ini sepatutnya tidak berlaku dalam sebuah organisasi yang cukup terkawal. Menurut Mejar Abdul Rahman Wok dalam Jurnal Sorotan Darat (2008), punca-punca anggota melakukan pelbagai kesalahan jenayah itu disebabkan pelbagai faktor di antaranya pengaruh sosial, pengaruh persekitaran masyarakat, pengaruh alkohol dan perjudian, kekurangan pendidikan dan pengetahuan agama, penyalahgunaan dadah, tapisan yang longgar ketika kemasukan, kekurangan motivasi, kekurangan pengawasan, beban hutang, peluang melakukan jenayah, masalah pentadbiran, masalah kepincangan rumah tangga dan juga pengaruh media. Berdasarkan punca-punca yang telah dinyatakan, faktor kekurangan pendidikan dan pengetahuan agama turut menyumbang kepada masalah ini. Keadaan yang membimbangkan ini turut disebabkan oleh jumlah anggota ATM yang terlibat dengan jenayah semakin meningkat. Data berikut dapat memberikan sedikit gambaran kerapuhan iman dan penghayatan agama di

kalangan segelintir anggota ATM. Jika ini tidak dibendung khususnya dari sudut penghayatan Islam, ia akan memberikan kesan yang negatif kepada organisasi ATM seluruhnya.

Oleh yang demikian, sejauh manakah usaha-usaha dakwah yang telah dijalankan oleh KAGAT dapat memberi kesan penghayatan agama kepada warga atau anggota ATM, justeru permasalahan kajian yang ingin dikaji ialah tentang sejauh manakah tahap penghayatan Islam di kalangan anggota ATM berdasarkan usaha-usaha dakwah yang telah dilaksanakan oleh KAGAT. Adakah program-program dakwah khususnya Dasar pembinaan mental dan kerohanian Islam ATM telah berjaya dan berkesan dalam mendidik anggota tentera menjadi insan yang mukmin, muhsin dan muttaqin? Selain itu juga kajian ini ingin melihat sejauh mana keberkesanan pegawai dan anggota KAGAT mampu untuk membina generasi tentera yang beriman dan bertakwa seperti mana sejarah telah membuktikan bahawa Sultan Muhammad al-Fateh telah berjaya membentuk tentera yang beriman dan rakyat yang beriman.

OBJEKTIF KAJIAN

Antara objektif kajian yang ingin di capai adalah seperti berikut:

- a. Mengenal pasti konsep penghayatan Islam yang diperlukan oleh setiap individu Muslim termasuk anggota kalangan warga ATM.
- b. Mengenal pasti latar belakang dan program dakwah yang dijalankan oleh KAGAT dalam usaha meningkatkan penghayatan agama di kalangan anggota serta meninggikan syiar Islam dalam ATM.
- c. Menganalisis tahap penghayatan Islam di kalangan anggota ATM dari aspek akidah, ibadah dan akhlak.
- d. Membuat syor dan cadangan untuk menambah baik usaha dan pendekatan untuk meningkatkan penghayatan Islam di kalangan anggota dan syiar Islam dalam ATM.

PENEMUAN HASIL KAJIAN

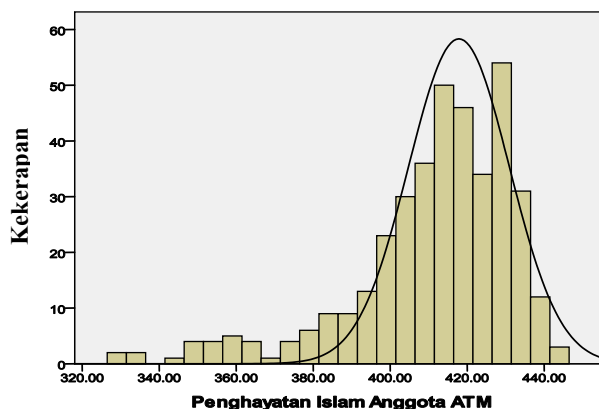
Dalam kajian ini sebanyak 102 soalan yang berhubung dengan penghayatan Islam yang merangkumi aspek akidah, ibadah dan akhlak telah dikemukakan kepada para responden. Pada asasnya tahap soalan yang dikemukakan itu adalah pada tahap yang asas sesuai dengan tahap kemampuan responden serta untuk menilai tahap penghayatan Islam responden berdasarkan matlamat Dasar Pembinaan Mental dan Kerohanian Islam ATM yang ingin membina anggota tentera ke arah Muslim Mukmin dan Muhsin. Dapatan kajian telah menunjukkan bahawa dalam aspek penghayatan Islam secara keseluruhannya yang merangkumi aspek akidah, ibadah dan akhlak, tidak terdapat responden berada pada tahap rendah, terdapat seramai 25 responden (6.5%) pada tahap sederhana dan seramai 358 orang responden (93.5%) berada pada tahap yang tinggi; Min keseluruhan bagi penghayatan Islam bagi anggota ATM adalah (Min =411.48). Ini dapat dijelaskan dalam jadual 2 di bawah.

Tahap	skor	Kekerapan	Peratus (%)
Rendah	102-238	0	0
Sederhana	239-374	25	6.5
Tinggi	375-510	358	93.5
Jumlah		383	100.0

Jadual 2: Tahap Pencapaian Penghayatan Islam Responden

Sumber: Kaji selidik 2009

Penghayatan Islam Anggota ATM



Rajah 1: Skor Penghayatan Islam ATM
 Sumber: Soal selidik (2009).

Dalam aspek penentuan tahap penghayatan Islam dalam kajian ini pada keseluruhannya telah menepati tiga kriteria asas bagi penentuan tahap norma penghayatan iaitu keberwakilan (*representativeness*), kaitan (*relevance*) dan baru (*recency*) seperti mana yang telah diungkapkan Wiersma (1986: 94-97). Sampel kajian seramai 383 telah dipilih melalui teknik pensampelan rawak berdasarkan sistem zon, pasukan, pangkat, perkhidmatan dan jantina dengan pecahan yang berpatutan. Dengan jumlah responden yang kecil iaitu 383 berbanding dengan populasi 102,000 orang, kemungkinan keputusan kajian tidak menggambarkan tahap penghayatan Islam anggota ATM keseluruhannya, tetapi ia dapat menggambarkan realiti atau tahap penghayatan Islam anggota ATM pada masa kini.

Walaupun pada asasnya dapatan kajian mendapati bahawa tahap penghayatan Islam secara keseluruhannya tinggi tetapi terdapat beberapa aspek dalam penghayatan Islam secara amnya tidak seimbang. Terdapat beberapa aspek dalam akidah, ibadah dan akhlak di kalangan responden yang perlu diperbaiki dan dapatan kajian menunjukkan kecacatan tasawwur, perasaan dan tingkah laku dalam akidah, ibadah dan akhlak boleh menjejaskan keimanan seseorang.

Berdasarkan kepada Jadual 3, terdapat aspek-aspek kelemahan responden dalam penghayatan Islam, di kalangan anggota ATM. Antara yang begitu ketara adalah berkaitan dengan aspek akidah iaitu yang berhubung dengan kepercayaan

<i>Bil</i>	<i>Kelemahan</i>	<i>Jumlah</i>	<i>Peratus</i>
<i>(a)</i>	<i>(b)</i>	<i>(c)</i>	<i>(d)</i>
1.	Tidak gerun apabila diingatkan bahawa malaikat mencatat segala perbuatan dengan terperinci.	25	6.5%
2.	Ragu dengan kewujudan malaikat.	7	1.8%
3.	Menolak untuk mengingatkan diri bahawa malaikat Raqib dan Atid mencatat segala perbuatan yang saya lakukan.	10	2.6%
4.	Menolak Rasul-Rasul diutus untuk menegakkan agama Allah.	6	1.6%
5.	Mempertikai Sunnah Rasulullah sesuai dipraktikkan hingga akhir zaman	6	1.6%
6.	Tidak merasa ngeri dan insaf apabila dimaklumkan tentang azab dalam kubur.	30	7.8%
7.	Menyatakan manusia bebas menganut apa-apa agama asalkan percaya kepada Allah (s.w.t.).	43	11.2%
8.	Tidak gelisah bila lambat menunaikan solat.	318	83.0%
9.	Malas untuk solat terutamanya pada waktu subuh.	321	83.8%
10.	Ada kalanya meninggalkan solat fardu lima waktu.	330	86.2%
11.	Tidak menunaikan solat-solat sunat (nawafil).	361	94.2%
12.	Tidak membuat tabungan untuk persediaan menunaikan haji.	213	55.6%
13.	Tidak berusaha menghafal hadis-hadis Nabi.	352	91.9%
14.	Tidak menghadirkan diri ke kuliah-kuliah tafsir untuk mendalami ilmu al-Quran.	361	94.2%
15.	Tidak mempelajari ilmu tajwid untuk memperelok bacaan al-Quran.	364	95.0%
16.	Selalu melakukan kerja secara tergapoh gapah	305	79.6%
17.	Puas jika dapat mencari kesalahan orang lain.	224	58.5%
18.	Mengambil barang-barang orang tanpa izin jika terdesak atau orangnya tiada.	295	77%
19.	Lebih suka menggunakan perkataan 'hai' daripada ucapan Assalamualaikum.	112	29.2%
20.	Jarang pergi ke masjid atau surau untuk bercampur dengan masyarakat luar	300	78.3%
21.	Mengakui suka mencarut bila bercakap.	296	77.3%

Jadual 3: Aspek-aspek kelemahan responden dalam penghayatan dalam penghayatan Islam

Sumber: Kaji selidik 2009

kepada malaikat. Dalam aspek ini terdapat 25 orang responden atau 6.5 peratus yang tidak peka bahawa malaikat mencatat segala amal perbuatan, terdapat 7 orang (1.7%) meragui kewujudan malaikat dan 10 orang (2.6%) menolak malaikat Raqib dan Atid mencatat segala perbuatan manusia. Begitu juga dalam aspek usaha-usaha untuk belajar dan menuntut ilmu serta kesediaan pergi ke masjid untuk menuntut ilmu. Ternyata sejumlah besar responden masih keberatan untuk pergi ke masjid untuk tujuan tersebut.

Kajian turut mendapati bahawa sebilangan besar responden masih belum menghayati ibadat solat. Dapatan menunjukkan bahawa sejumlah besar responden dalam sekitar 80 hingga 86 peratus responden mengakui kerap meninggalkan solat, tidak gelisah solat lambat dan juga malas untuk solat khususnya solat subuh. Sesungguhnya solat atau sembahyang merupakan ibadat yang amat penting bagi setiap Muslim yang mukalaf kerana ia adalah fardu ain. Ini diperkuatkan dengan sebuah hadis Nabi yang bermaksud: Solat itu tiang agama, sesiapa yang mendirikan solat bererti mendirikan agama dan sesiapa yang meninggalkan solat bererti ia meninggalkan agama,

Berdasarkan dapatan kajian khususnya dalam aspek ibadah solat terdapat persamaan dengan apa yang telah dikaji oleh Mohd Fadzilah Kamsah (2008) yang menyebut bahawa terdapat 80 peratus umat Islam di Malaysia masih tidak menyempurnakan solat lima waktu dalam sehari (*Utusan Malaysia*, 23 Jun 2008).

Menurut kajian Dr. Mohd Fadzilah lagi hanya sekitar 17 hingga 20 peratus yang menunaikan solat fardu cukup lima waktu dalam sehari, sementara bagi pelajar-pelajar sekolah menengah, iaitu hanya 15 peratus sahaja mengakui bersembahyang lima kali sehari. dan fakta ini ternyata menyamai dapatan kajian yang menunjukkan bahawa sejumlah 86.2% responden mengakui kerap meninggalkan solat dan sejumlah kecil responden yang melaksanakan solat dengan secukupnya.

Selain dari itu kadar pelaksanaan yang rendah dalam ibadah solat di kalangan responden dalam kajian ini juga mungkin dapat dikaitkan dengan tahap pengetahuan dan kemahiran responden dalam menunaikan ibadat tersebut.

Apakah faktor yang menyebabkan jumlah besar responden tidak menunaikan solat dalam kehidupan mereka? Persoalan ini mungkin tidak dapat diselesaikan dengan menjaga fakta-fakta atau cara melaksanakan solat. Sesungguhnya ia melibatkan banyak faktor lain termasuk motivasi pelaksanaan solat dan ibadat. Menurut Sulaiman al-Kumayi (2009) terdapat tiga halangan dalam melaksanakan ibadah iaitu:

- a. Malas (*kasal*) mengerjakan ibadat kepada Allah, sedang setiap insan sanggup dan berupaya melakukan ibadah.
- b. Lemah fikiran (*futur*) atau tidak memiliki tekad yang kuat kerana terpengaruh dengan kehidupan dunia.
- c. Bosan (*malal*) atau cepat berasa bosan melakukan ibadah sedangkan tujuan belum tercapai.

Satu lagi fakta yang menarik dapat dilihat di sini ialah kaitan di antara amalan melakukan kerja dengan cara tergopoh gapah dan kaitannya dengan amalan solat. Kajian mendapati bahawa sejumlah besar responden mengakui melakukan kerja dengan cara tergopoh gapah dan ini terbukti dengan jumlah besar responden yang tidak menitik beratkan amalan solat. Bagi orang-orang sabar ia akan melakukan dengan cermat dan bagi orang-orang yang tidak sabar ia merupakan sebahagian daripada orang yang tidak melaksanakan ibadat solat dengan sempurna. Firman Allah Al-Quran: (al-Baqarah 2: 45):

Bermaksud: "Dan mintalah pertolongan (kepada Allah) dengan jalan sabar dan mengerjakan sembahyang; dan sesungguhnya sembahyang itu amatlah berat kecuali kepada orang-orang yang khusyuk".

Dapatan yang diperoleh dalam kajian ini tentang aspek penghayatan akhlak yang rendah di kalangan responden dapat memberikan gambaran tentang wujudnya berkaitan yang rapat antara semua aspek penghayatan Islam dalam kajian ini. Menurut Prof. Dr. Hassan Langgulung (1987), nilai-nilai Islam dalam diri seseorang mempunyai dua fungsi yang saling bergantung di antara satu sama lain iaitu sebagai hasil pembelajaran dan sekali gus sebagai

sebahagian daripada proses pembelajaran tersebut. Pada masa yang sama tahap penghayatan Islam dalam sesuatu aspek turut memberi kesan terhadap penghayatan Islam yang lain.

Dapatan kajian juga mengesahkan pandangan yang telah dikemukakan oleh para sarjana Islam seperti Imam al-Ghazali, Hassan al-Banna, al-Ahwani, As-Syatibi, Muhammad al-Ghazali dan Syed Muhammad Naquib al-Attas yang menyatakan bahawa asas penghayatan Islam harus bermula dari penghayatan tauhid, ibadah, akhlak dan syariat dalam kehidupan Muslim. Sebaliknya berleluasanya segala gejala keruntuhan akhlak, moral dan tingkah laku buruk pada dasarnya adalah berpunca dari rendahnya tahap keimanan dan penghayatan Islam dalam diri seseorang (Zakaria Stapa : 1999).

Perlu dijelaskan juga bahawa item-item atau pernyataan-pernyataan yang disoal pada umumnya adalah bersangkutan dengan pengetahuan, ta(s.a.w)ur, perasaan dan amalan Islam yang asas dan setiap insan Muslim perlu mengetahui dengan baik. Dr. Salah al-(s.a.w)i (1995) dalam kitabnya, *“Ma la yasuhu al- Muslim jahluhu”* menyatakan ada beberapa perkara yang tidak diberi kelonggaran bagi setiap Muslim untuk tidak mengetahuinya, perkara itu adalah yang berhubung dengan akidah dan ibadat. Jelas sekali penghayatan Islam itu perlu merangkumi segala aspek dan ini telah difirmankan oleh Allah SWT dalam surah al-Baqarah 2: 208:

Bermaksud: “Wahai orang-orang yang beriman! masuklah kamu ke dalam agama Islam (dengan mematuhi) segala hukum-hukumnya; dan janganlah kamu menurut jejak langkah syaitan; Sesungguhnya syaitan itu musuh bagi kamu yang terang nyata”.

Sesungguhnya penghayatan Islam di kalangan anggota tentera beragama Islam amat penting sekali kerana sejarah telah membuktikan bahawa anggota tentera di bawah pimpinan Panglima Perang Islam Tariq bin Ziyad telah berjaya membuka Andalusia dan anggota tentera di bawah pimpinan Salahuddin Al-Ayubi yang membebaskan Al-Quds manakala anggota tentera di bawah pimpinan Sultan Muhammad Al-Fatih telah berjaya menawan Kota Konstantinople. Ini juga menepati apa yang pernah disabdakan oleh nabi dengan hadis yang bermaksud,

“ Kota Konstantinople akan jatuh ke tangan baik-baik Islam. Pemimpin yang menaklukinya adalah sebaik-baik pemimpin dan tentera-tenteranya adalah sebaik-baik tentera”. Hadis riwayat Ahmad bin Hanbal al-Musnad 4/335.

Dalam konteks ini juga, khususnya untuk membina anggota tentera yang baik, Umar bin Khattab pernah berwasiat ketika melepaskan tenteranya untuk pergi berperang dengan katanya,

“Dosa yang dilakukan tentera (Islam) lebih aku takuti dari musuh mereka. Sesungguhnya umat Islam dimenangkan kerana maksiat musuh mereka kepada Allah. Kalau tidak demikian kita tidak mempunyai kekuatan, kerana jumlah kita tidak sepadan dengan jumlah mereka, kelengkapan kita tidaklah dapat menandingi dengan kelengkapan mereka. Jika kita sama dalam berbuat maksiat, maka mereka lebih memiliki kekuatan. Jika kita tidak dimenangkan dengan keutamaan kita, maka kita tidak dapat mengalahkan mereka dengan kekuatan kita.”

Berdasarkan kepada kajian, ternyata anggota ATM telah mempunyai asas penghayatan Islam yang tinggi dan ini perlu terus dikekalkan dan dipertingkatkan lagi. Usaha-usaha dakwah oleh KAGAT perlu terus dimantapkan dan diperkukuh. Aspek kekuatan doa dan amal ibadah perlu dimantapkan selaras dengan kecanggihan senjata. Kekuatan jiwa dan hati juga perlu kuat seimbang dengan kekuatan fizikal dan mental. Firman Allah SWT dalam surah an-Anfal ayat 45 yang memberi panduan bagi mencapai kejayaan dalam menghadapi musuh. Firman Allah, (al-Anfal 8: 45):

Bermaksud: “Wahai orang-orang yang beriman! apabila kamu bertemu dengan sesuatu pasukan (musuh) maka hendaklah kamu tetap teguh menghadapinya, dan sebutlah serta ingatilah Allah (dengan doa) banyak-banyak, supaya kamu berjaya (mencapai kemenangan).”

Menurut Ibn Kathir dalam tafsirnya ayat ini Allah telah memerintahkan lima perkara kepada para pejuang Islam termasuk anggota tentera yang berjuang demi mempertahankan agama, bangsa dan tanah airnya iaitu,

- a. Keteguhan hati ketika berjuang dan Allah akan memberikan sifat keberanian.
- b. Banyak mengingati Allah dengan berzikir dan beribadat
- c. Taat kepada Allah dan Rasulnya
- d. Bersatu dan saling tidak berpecah, dan
- e. Keupayaan untuk mengekalkan keempat-empat perkara yang telah disebutkan.

Jika ini dapat dilakukan oleh seluruh warga ATM sudah tentu Allah sentiasa memberikan kerahmatan dalam perjuangan dan tugas-tugas yang telah diamanahkan.

IMPLIKASI DAN KESAN KAJIAN

Secara keseluruhannya kajian ini memberi implikasi dari perspektif teoretikal dan juga praktikal. Dari perspektif teoretikal dapat disimpulkan sumbangan kajian ini adalah seperti berikut:

- a. Kajian ini mungkin terawal dalam meneroka tahap penghayatan Islam anggota ATM dari perspektif Islam secara imperikal, komprehensif dan integratif. Kewujudan kajian ini akan dapat mencetuskan lagi kajian-kajian yang lain, khususnya yang berkaitan dengan peranan KAGAT dalam ATM.
- b. Penghayatan Islam dapat dilihat dari pelbagai dimensi dan penghayatan Islam di kalangan anggota ATM dalam kajian yang telah dilakukan ini dilihat dari tiga dimensi iaitu tasawwur, perasaan dan tingkah laku. Kebanyakan kajian di Malaysia yang melibatkan penghayatan Islam hanya menumpukan kepada aspek pengetahuan dan tingkah laku sahaja. Dengan adanya dimensi tasawwur dan perasaan ini pengukuran penghayatan Islam tentunya lebih menepati.
- c. Kaedah persilangan antara elemen dan aspek penghayatan Islam yang digunakan dalam kajian ini berjaya menghasilkan konstruks (angkubah) penghayatan Islam

yang komprehensif dan integratif sebagaimana konsep Islam.

- d. Elemen tassawur, perasaan dan tingkah laku serta perkaitan dengan aspek akidah, ibadah dan akhlak perlu diambil kira dalam pembinaan instrumen bagi kajian-kajian selanjutnya dalam aspek kajian penghayatan Islam.

Manakala dari perspektif praktikal pula, sumbangan kajian ini dapat disimpulkan seperti berikut:

- a. Instrumen kajian boleh digunakan oleh pihak KAGAT dan ATM untuk mengukur tahap penghayatan Islam secara individu di kalangan anggota ATM.
- b. Maklumat yang diperoleh daripada kajian ini, khususnya jika dibandingkan dengan norma semasa atau diterjemahkan dalam bentuk profil amat berguna kepada KAGAT dan ATM.
- c. Kajian ini telah menganalisis tahap penghayatan Islam di kalangan anggota ATM dan mendapati bahawa terdapat ketidakseimbangan dalam penghayatan akidah, ibadah dan akhlak yang begitu ketara sama ada dari segi jantung, pangkat dan juga antara perkhidmatan dalam ATM. Perkara ini perlu beri perhatian dan tindakan sewajarnya oleh pihak KAGAT dan ATM.

Selain dari itu, sumbangan kajian ini boleh dilihat dari perspektif menangani isu-isu semasa yang berkaitan dengan perkhidmatan ATM seperti berikut:

- a. **Isu keberkesanan KAGAT.** Pada asasnya KAGAT telah memainkan peranan yang penting dalam ATM dan telah berjaya mentarbiah atau mendidik anggota-anggota Islam dalam ATM untuk menghayati Islam. KAGAT mungkin antara agensi agama dalam perkhidmatan kerajaan yang berjaya mengadakan pelbagai program untuk mendidik secara dalaman anggota atau staf dalam organisasi secara terancang dan teratur. Oleh yang demikian peranan KAGAT perlu diserlahkan lagi bagi membina anggota tentera yang dapat menghayati Islam serta membina organisasi ATM yang unggul.

b. **Isu gejala sosial.** Masalah gejala sosial yang melanda negara khususnya golongan muda berada pada tahap yang membimbangkan. Dalam masalah dadah, orang Melayu dikatakan yang paling ramai (71.4%) terlibat dengan kes penagihan dadah (Mingguan Malaysia 20 Mac 2004). Kajian ini juga mendapati bahawa penghayatan tasawur akidah (TAQ), perasaan akidah (PAQ) dan juga dalam aspek ibadat adalah di tahap yang agak rendah. Oleh yang demikian, kelemahan dalam aspek ini mendorong seseorang itu untuk melakukan maksiat.

c. **Aspek pengurusan.** Aspek pengurusan dakwah yang merangkumi aspek modul, pendekatan atau kaedah dakwah yang dilakukan pada masa kini, perlu dilihat semula serta perlu dilaksanakan mengikut kesesuaian masa, golongan sasaran dan tempat. Pendekatan ini termasuklah apa yang disebut oleh *Franklin Covey 'The 7 habits effective people'* (2001) yang telah menyenaraikan aspek *Seek First to Understand, then to be Understood*. Aspek tersebut merupakan prinsip penting yang perlu dihayati oleh para pendakwah. Kegagalan memperkayakan pendekatan dakwah dan cara Islam dipersembahkan, bukan sahaja menjadikan manusia itu bosan dan lekas lari apabila didekati, malah pendekatan yang tidak relevan itu bakal menjadi fitnah kepada agama. Selain dari itu pada masa kini khususnya di era kecenderungan masyarakat untuk kembali merujuk kepada aspek Spiritual Quotient (SQ) di samping emosi dan intelek, syarahan agama akan terbahagi kepada dua:

(1) Kategori pertama dinamakan sebagai ceramah agama.

(2) Kategori kedua, dimasukkan ke dalam latihan profesional (Professional training atau Consultancy).

Sehubungan dengan itu KAGAT perlu mengubah pendekatan dakwah ke arah yang lebih profesional dan mempunyai ciri-ciri tertentu seperti modul latihan yang mempunyai konsep yang tertentu, merealisasikan prinsip *Seek First to Understand, Then to be Understood* itu dengan melakukan assessment kepada

pesertanya. Ia bersifat ergonomik, iaitu disiplin sains yang berkaitan dengan design mengikut keperluan manusia, merangkumi teori, prinsip, data dan metode ke arah memanfaatkan secara maksimum kemanusiaan manusia dan sistem secara keseluruhannya.

Selain daripada itu, pemantapan pengurusan dakwah ini juga merangkumi aspek al-da'i iaitu anggota dan pegawai KAGAT. Membina kualiti manusia al-da'i amat nya penting khususnya dari aspek ilmu, maklumat, kemahiran dan sikap. Sekiranya kualiti al-da'i dapat dibina sekali gus ia dapat melahirkan al-da'i yang berdisiplin serta mampu berkomunikasi dengan golongan sasaran dengan sempurna serta mampu menghayati konsep 'hikmah' dalam dakwah seperti yang telah difirmankan oleh Allah SWT (al-Nahl 16: 125):

i. Bermaksud: "Serulah ke jalan tuhanmu (wahai Muhammad) dengan hikmat kebijaksanaan dan nasihat pengajaran yang baik, dan berbahaslah dengan mereka (yang engkau serukan itu) dengan cara yang lebih baik; Sesungguhnya tuhanmu Dia lah jua yang lebih mengetahui akan orang yang sesat dari jalannya, dan Dia lah jua yang lebih mengetahui akan orang-orang yang mendapat hidayah petunjuk".

d. Isu pembangunan modal insan. Membangun modal insan dalam erti kata sebenar amat berkait rapat dengan membangunkan potensi manusia secara menyeluruh sebagai khalifah Allah. Untuk itu manusia hendaklah berilmu dan menghayati ajaran Islam yang dibawa oleh Rasulullah (s.a.w) secara menyeluruh dalam kehidupan. Pembangunan sumber manusia dalam Islam adalah proses untuk membina insan yang terbaik dan berguna kepada diri, masyarakat, agama dan negara. Dalam konteks ini anggota ATM sebagai salah satu benteng pertahanan negara perlu terus dibangunkan dengan menjadi insan yang bertakwa. Dalam hal ini Dato' Seri Dr. Ahmad Zahid Hamidi, Menteri Pertahanan telah menyatakan,

"Tanpa modal insan serta bersemangat waja, belum tentu organisasi besar seperti

ATM dapat mengekalkan keselamatan dan kedaulatan negara hingga mendapat pengiktirafan antarabangsa. Sebagai pasukan beruniform sudah pasti rakyat melihat ATM sebagai sebuah organisasi yang mempunyai warga berkualiti, berdisiplin, berketerampilan, berkemahiran dan berpengetahuan tinggi". (Utusan Malaysia 16 September 2009).

Perkara ini telah diperkukuhkan lagi dengan rancangan pembangunan strategik jangka panjang ATM atau Fourth Dimension Malaysia Armed Forces (4D MAF). Dalam hal ini, Panglima Angkatan Tentera (PAT), Jeneral Tan Sri Dato' Seri Azizan Ariffin telah menjelaskan dalam ucapan Ulang tahun ATM ke 76 dengan menyebut,

"ATM telah memasuki dimensi keempatnya atau fourth dimension Malaysia Armed Forces iaitu era transformasi yang bercirikan keupayaan bersepadu dan keupayaan pelbagai dimensi. keadaan ini akan membolehkan ATM beroperasi secara bersama serta dapat membina kesan sinergi yang optimum. Ciri-ciri utama yang disasarkan oleh ATM dalam era transformasi adalah kebersamaan, cegah rintang dan versatil yang diyakini akan membolehkannya menangani segala cabaran dalam sebarang situasi konflik masa hadapan dengan lebih mantap lagi berkesan. pada hemat saya, evolusi transformasi keupayaan ATM ini perlu diperkasa secara menyeluruh yang bukan sahaja tertumpu kepada aspek

penstrukturan organisasi dan perolehan aset-aset tempur berteknologi canggih, malahan membudayakan nilai teras yang berwibawa, kepimpinan berintegriti dan pembangunan modal insan yang berkualiti (<http://maf.mod.gov.my/> 6 November 2009).

KESIMPULAN

Keseluruhannya kertas kerja ini membincangkan aspek penghayatan Islam di kalangan anggota ATM. Berdasarkan hasil kajian tahap penghayatan Islam pada keseluruhannya adalah tinggi tetapi masih terdapat beberapa kelemahan tertentu yang perlu diperbaiki. Ini adalah kerana penghayatan Islam yang menyeluruh perlu memenuhi segenap aspek yang merangkumi tasawwur, perasaan dan tingkah laku. Dalam hal ini Mustaffa Masyhur (1995: 329-338) menjelaskan menghayati Islam perlu melepasi peringkat tertentu bermula dari memahami Islam yang dianuti dengan fahaman yang benar, tepat dan menyeluruh sebagaimana yang dibawa oleh Rasulullah (s.a.w), hinggalah merealisasikan segala isi ajarannya dengan cara yang betul dan sempurna hingga mencapai tahap para amilin dan solehin. Peringkat kemuncak penghayatan Islam bagi kebanyakan individu Muslim biasa (bagi orang awam) ialah menjadi orang-orang soleh yang faham dan menjiwai prinsip ajaran Islam, taat beramal dengan segala perintah syarak dengan ikhlas kerana Allah SWT, dari segi suruhan, larangan dan semua aspek kehidupannya dalam konteks duniawi dan ukhrawi.

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Ordnance



PARTNERSHIP IN DEFENCE

SAFEGUARDING THE STRAITS OF MALACCA AGAINST MARITIME CRIME. ISSUES AMONGST STATES ON SECURITY RESPONSIBILITY

By Mej Inderjit Singh a/l Tara Singh

SYNOPSIS

The use of the Straits of Malacca generally revolves around three sets of interests: warfare and the projection of military power across the globe, commercial interests and maritime trade, and economic exploitation of the sea. One of the biggest issues today is the threat to maritime security from piracy and terrorism. According to the United Nations Convention, the Malacca Strait falls to the littoral states namely Indonesia, Malaysia, and Singapore. However, other states such as Japan and China are imposing authority in protecting this strait for shielding their ships against maritime crime. When US insisted in joining the force in providing naval security against terrorism the littoral states were adamant. Malaysia and Indonesia feel the presence of an extra regional force for the purpose of securing the straits will impinge on the sovereignty of the country. Nonetheless, these littoral states must ensure that the security measures are planned and undertaken for safe passage of all ships. If this is not undertaken, other maritime actors will be forced to take stern action and to put pressure on the security governance of this strait.

INTRODUCTION

Security in the Straits of Malacca is a large and growing concern for the world. Not only does it cause economic havoc in a critical region, but may also have connections to terrorism, hence it has the potential to cause an ecological disaster with many other security threats such as piracy and illegal smuggling. The littoral states of Singapore, Malaysia and Indonesia have refused to surrender their control over this critical region. However, attempts by outside states to establish security regimes have repeatedly run into sovereignty concerns from the coastal states in the region namely Malaysia, Indonesia, Singapore, and Thailand. The United States, China, and Japan have each taken an interest in ensuring the safe and smooth passage of shipping through the region. Despite the intentions of these extra-regional actors, efforts to strengthen maritime security in Southeast Asia have come up against ambivalence or outright rejection by the Littoral States. The strait is one of the most important shipping lanes in the world,

accounting for a third of the world's trade and half of its oil shipments including 80 percent of the oil and gas imports of Japan, Taiwan, South Korea and China.¹

Differing state interests initially resulted in uneven threat perceptions of the Strait of Malacca between maritime nations and littoral states. However, foreign pressure with regard to a possible terrorism-piracy threat has since forced littoral states to address security concerns. At this juncture many countries that depended on these straits have attempted by forum and close diplomacy to be directly or indirectly involved in safeguarding this lane for their own personal agenda related to economic implications. In spite of this development, direct foreign leadership particularly from the United States in the Strait has met and will likely continue to meet with fierce resistance. The US presence in the

¹ Victor Huang, "Building Maritime Security In Southeast Asia: Outsiders Not Welcome?" Naval War College Review Winter 2008



Location of the Straits of Malacca Between Peninsular Malaysia & Sumatera

region raises sovereignty concerns, threatens the regional balance of powers, and elicits accusations of gun boat diplomacy and American hegemony.

Differing state interests initially resulted in uneven threat perceptions of the Strait of Malacca between maritime nations and littoral states. In light of these overarching interests, this paper will attempt to look at the security threats of this straits and make an analysis on who should be responsible and why, besides the regulating law for protecting this super highway lane which is beneficial to many maritime states besides the three littoral states namely Malaysia, Singapore and Indonesia.



Tankers Being The Most Frequent Users of The Straits Of Malacca

SECURITY THREATS TO THE STRAITS OF MALACCA

Much of the world's economy depends on the security of shipping that passes through a narrow body of water in Southeast Asia known as the Straits of Malacca. Connecting the Pacific and Indian Ocean and situated between the coastlines of Thailand, Malaysia and Singapore on one side and the Indonesian island of Sumatra on the other, the straits of Malacca is 550 miles long, but only 1.7 miles wide at its narrowest point.² One of the biggest issues in the Straits of Malacca today is the threat to maritime security from piracy and terrorism and the nexus between the two activities. While there is no denying that such threats do exist, questions need to be asked as to the magnitude and scope of these threats and the extent to which these two are linked.

The geographical location of maritime Southeast Asia has led to its archipelagic waterways assuming immense global criticality for piracy and maritime terrorism. The Malacca Straits is one of the world's most vulnerable areas because of their high potential for political conflict and environmental disaster. The effective management of a regional problem for piracy and maritime terrorism in the Southeast Asian region of the straits of Malacca demands understanding of current political dynamics and security approaches. The Strait is also one of the world's most dangerous maritime "choke points" and a hotspot for transnational crime.³ Incidents of piracy and the threat of terrorism within this critical zone have consequently attracted the attention of



Regular Bilateral & Multilateral Exercises with Militaries of Littoral States in Protecting the Straits Of Malacca

maritime nations that use the oceans for power projection and free trade. It is a vital artery linking the region's economy with the rest of the world. This can be seen in the statistics of types of ships using the Straits of Malacca from 1999 to 2004 in **Figure 1**. This clearly shows the increase in ships over the years using this waterway lane especially the tankers and container ships.

VESSEL TYPE	1999	2000	2001	2002	2003	2004
VLCC/DLEP CRAFT	2,027	3,163	3,303	3,301	3,487	3,477
TANKER	11,474	13,343	14,276	14,591	15,667	16,403
LNG/LPG	2,473	2,962	3,086	3,141	3,277	3,343
GENERAL CARGO	5,674	6,603	6,476	6,065	6,193	6,624
CONTAINER	14,521	18,283	20,101	20,091	19,575	20,187
BULK CARRIER	3,438	4,708	5,370	5,754	6,256	6,531
RO-RO/CAR CARRIER	1,229	1,761	1,764	1,980	2,182	2,440
PASSENGER	1,919	3,301	3,151	3,490	3,033	2,838
OTHERS	1,210	1,833	1,787	1,621	2,664	1,793
TOTAL	43,965	55,957	59,314	60,034	62,334	63,636

Source: Marine Department Peninsular Malaysia (2005)

Figure 1: Traffic Analysis on Type of Ships Using The Straits Of Malacca

The international community such as the Joint War Committee (JWC) representing the London Marine Insurance and Ageis Defense Services has declared in its risk assessment that a maritime terrorist and piracy attack in the Straits of Malacca is a potential threat. Intelligence and information gathered from piracy, Jemaah Islamiyah operating in Southeast Asia and the threats from the Free-Aceh Movement (G.A.M)⁴ on hijacking vessels, clearly indicate the level of penetration of terrorist organization infiltrating piracy operations in the Straits of Malacca.⁵

Although the littoral states and to some extent the ship owners association have regretted over the decision of the JWC, it is without a doubt that they must be prepared for a maritime attack. A warranted lack of evidence pointing to an immediate threat from maritime terrorism and to completely rule out the possibility of an attack in the Straits would be

an incorrect assessment. The increasing number of violent and well-coordinated attacks on transiting ships in the straits is a serious problem and has suggested that the attacks might be dry runs for a more serious terror attack on shipping. Conversely, some terrorism experts have expressed the view that there is no link between these attacks and terrorist elements, and that there is no evidence that the attackers and terrorists are working together in the straits to launch a terror attack against shipping. Nevertheless, the straits are vulnerable to such acts. Other threats to shipping in the straits include sea piracy in international waters; armed robbery against ships in national and international waters; smuggling of drugs, migrants, arms and commercial goods; transportation of weapons of mass destruction (WMD)⁶ and related materials by sea; and environmental pollution. Ships and their crews transiting the Straits of Malacca and Singapore face the constant threat of unauthorized boarding; theft of personal property, cargo and the ships themselves; and violence against and kidnapping or murder of seafarers. Figure 2 shows the statistics of maritime crime in the Straits of



A typical Modern Pirate Ship in the Straits of Malacca

² Bronson Percival, "Indonesia and the United States: Shared Interests in Maritime Security," United States-Indonesia Society, June 2005, 4.

³ Graham Gerard and Ong-Webb, Piracy, Maritime Terrorism and Securing the Malacca Straits (Singapore: Institute of Southeast Asian Studies, 2006), 137.

⁴ The Free Aceh Movement (Indonesian: Gerakan Aceh Merdeka or simply GAM), also known as the Aceh Sumatra National Liberation Front (ASNLF), was a separatist group seeking independence for the Aceh region of Sumatra from Indonesia.

⁵ Maritime Terrorism and Piracy in the Straits of Malacca: A Potential Risk That Needs To be Taken Seriously, Turkish Weekly Journal; Andrin Raj, Visiting Research Fellow, Japan Institute for International Affairs and Security & Terrorism Analyst, Stratad Asia Pacific Strategic Centre

Malacca with the highest of **80 cases** in 2000 but generally the situation is under control with minimal crimes from 2005 onwards.

Carrying a third of the world trade and half of its oil supplies, security in the Straits is a concern of everyone with a stake in the waterway. Located in one of the world's most vibrant economic growth areas, the Straits is a pivotal link in international trade and transportation. It is therefore not surprising that security in the Straits is a matter of grave concern among the littoral states and internationally. Each year, according to Lloyd's of London, some 70,000 merchant vessels carrying a fifth of all seaborne trade and a third of the world's crude oil shipments transit in this critical choke point in the global economy. The strait's geography makes it nearly unsecurable. According to Jean-Paul Rodrigue (2004)⁷ to ensure a constant and uninterrupted oil supply, the strategies of industrialized nations have been articulated by the use of military force primarily by the United States, economic incentives and uneasy alliances with oil producers. The two major security threats namely traditional and non-traditional threats has been further enhanced with the issue of petroleum been a commodity of strategic importance since the last century which led to geopolitical conflicts for access, control and ease of strategic passageways.

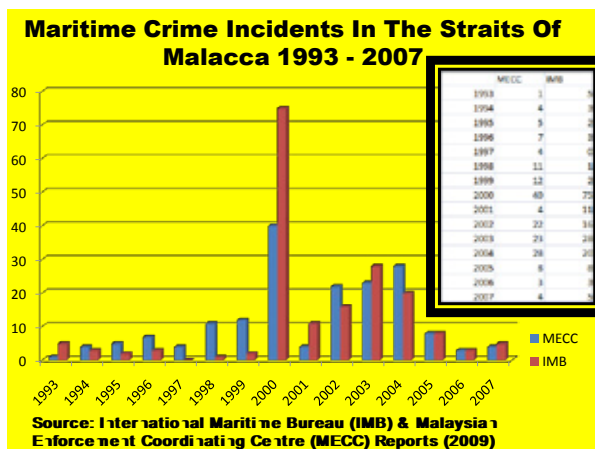


Figure 2: Statistics of Marine Crime in the Straits of Malacca (1993-2007)

⁶ A weapon of mass destruction (WMD) is a weapon that can kill large numbers of humans and/or cause great damage to man-made structures (e.g. buildings), natural structures (e.g. mountains), or the biosphere in general.

THE SOVEREIGNTY OF THE LITTORAL STATES

Piracy and sea robbery have existed for centuries in the Strait of Malacca, where complicated geography and highly trafficked routes create opportunities for lucrative attacks.⁸ Legally speaking, most of the attacks that occur within the Strait do not qualify as 'piracy' under international law. According to the 1982 United Nations Convention on the Law of the Sea (UNCLOS), piracy consists of any illegal acts of violence or detention committed against a ship or aircraft "on the high seas or in any other place outside the jurisdiction of any state."⁹

Since piracy has universal jurisdiction according to international law, any state can prosecute any person who fits this definition according to its own anti-piracy laws.¹⁰ However, since article 3 of UNCLOS awards states sovereignty over 'territorial seas,' which extends twelve nautical miles off a state's coasts, the Malacca Strait falls within the jurisdiction of the coastal states of Indonesia, Malaysia, and Singapore.¹¹ According to UNCLOS, piratical attacks within these waters constitute armed robbery, and thus it remains the responsibility of littoral states to police the area.¹² Apparently, this legal regime is not fully understood by many international communities and shipping industries. Even some scholars, either intentionally or unintentionally, have mistaken to interpret high sea regime applicability in the Straits. This inaccuracy raised difficulties when implementing specific issues that have been laid down by international law, particularly the 1982 UNCLOS. As international law stipulates, since the Straits of Malacca falls within the territorial boundaries of the regional coastal states, the task of guarding and policing the Strait belongs to Singapore, Malaysia, and Indonesia. Foreign nations enjoy the privilege of 'transit passage' through the Straits, but they must refrain from any threat or use of force against the sovereignty of the coastal states or the integrity of their territory.¹³ In other words, without the express permission of the coastal states, foreign powers cannot use their own forces to combat the maritime

⁷ Jean-Paul Rodrigue received a Ph.D. in Transport Geography from the Université de Montréal (1994) and has been at the Department of Economics & Geography at Hofstra University since 1999. Dr. Rodrigue, as project director, contributed to the development of a web site about transport geography and was chair of the Transport Geography Specialty Group of the American Association of Geographers (2004-2006).

threats within the region.

COASTAL STATES AND MARITIME NATIONS: CLASHING OF INTERESTS

The use of the oceans and straits of the world generally revolve around three sets of interests: warfare and the projection of military power across the globe, commercial interests and maritime trade, and economic exploitation of the sea.¹⁴ Maritime nations, states from outside the Malacca Strait but which are nonetheless interested in the region, are largely concerned with the first two, while coastal states, which possess the actual territory around the Strait, are for the most part interested in the economic exploitation of ocean resources, and thus in extending and protecting their maritime jurisdiction and sovereignty. In light of these overarching interests, this paper will now discuss the exact leadership motivations of the three littoral states and the dominant maritime players in the Malacca Strait region.

Singapore is heavily dependent on trade to fuel its export-driven economy. As a hub for transshipment trade and oil refining, Singapore would be most severely affected by a disruption in the free flow of shipping. Further, Singapore's city centre, port, and critical industries, which are located on its southern coast, are apt targets for a possible maritime attack. Given its economic position and vulnerability, it is unsurprising that Singapore is eager to enhance international and interagency cooperation to defend against maritime terrorism. Singapore has a modern and capable navy and police coast guard, and monitors the vessels that pass through the Singapore Strait via a vessel traffic information system. Of the three littoral states, Singapore is the most vocal advocate of international cooperation.¹⁵

⁸ Zubir Karim, "The Strategic Significance of the Straits of Malacca," *Australian Defense Force Journal*, 172:2007, 33.

⁹ United Nations Convention on the Law of the Sea art. 100, 10 Dec 1982, 1833 U.N.T.S. 397 [hereafter UNCLOS].

¹⁰ Michael Bahar, *Attaining Optimal Deterrence at Sea: A Legal and Strategic Theory of Naval Anti-Piracy Operations*, 11.

¹¹ UNCLOS, art. 3

¹² For the purposes of this paper, however, the terms 'piracy' and 'armed robbery' will be used interchangeably to refer to acts committed either within territorial waters or on the high seas, unless otherwise specified.

Malaysia is similarly dependent on maritime trade, as 80 percent of its trade passes through the Strait and major Malaysian ports are located on the Strait itself. However, Malaysia is also concerned with protecting its resource-rich Exclusive Economic Zones (EEZ),¹⁶ which contributes to the fishing industry. While collisions, groundings, or oil spills that could result from piratical attacks are a concern, its sovereign control over the Strait and its resources are similarly important. Thus, while Malaysia contends that littoral states have the capacity to safeguard the Strait, it admits that a degree of "burden sharing" with extra-regional states is possible.¹⁷

Indonesia is the largest archipelagic country in the world with over 50,000 miles of coastline spread over 17 million square miles. Unlike its regional neighbours, Indonesia is not as dependent on trade and thus does not share their concerns regarding maritime security. Rather, the state remains focused on domestic issues: economic development, political reform and territorial integrity. A relatively poor nation, it is only now strengthening its democracy as it recovers from both the financial crisis of 1998 and the devastating effects of the 2004 tsunami.¹⁸ Furthermore, for the Indonesian Navy, preventing piracy is less important than patrolling its extensive maritime borders and dealing with smuggling and illegal fishing, and environmental degradation. They also feel that the presence of foreign forces would be a humiliation to Indonesian sovereignty and tantamount to foreign intervention.

Aside from these three littoral states, Southeast Asia is also a region of overlapping spheres of influence between rival extra-regional powers. China's rapid economic development has resulted in drastic increase in its seaborne commerce and oil imports. As 80 percent of its energy imports pass through the Strait, the Strait's security is pivotal to the sustained development of China's economy.¹⁹ For China the bulk of the Middle Eastern oil to China passes through the Straits of Malacca, Lombok and Sunda. However, the Straits of Malacca is the preferred route for many as it offers the shortest

¹³ UNCLOS, arts. 38, 39, 40.

¹⁴ Graham Gerard and Ong-Webb, *Piracy, Maritime Terrorism and Securing the Malacca Straits* (Singapore: Institute of Southeast Asian Studies, 2006), 137.



The Port Of Singapore, One Of The Busiest In The World, Is A Tempting Target For Pirates.

distance and the most secure route complete with navigational aids. This makes the Straits of Malacca an important shipping route for China and the other Northeast Asian economies such as Japan, Taiwan and South Korea. Given its importance to China's economic survival it comes as no surprise when Beijing indicated that it is prepared to protect the shipping routes which are important to China's economy.

This is bolstered by China's statement that China has strategic interest in these important sea routes and would use its naval might to ensure that these sea lanes remain open. Zhao Yuncheng, an expert from China's Institute of Contemporary International Relations went even further and suggested that whoever controls the Straits of Malacca and the Indian Ocean could threaten China's oil supply route. His conclusions were echoed by President Hu Jiantao²⁰ who said that the "Malacca-dilemma" is the key to China's energy security. Hu hinted that several powers (the US included) have tried to enlarge their scope of influence in the Straits of Malacca by controlling

¹⁵ Victor Huang, "Building maritime security in Southeast Asia: outsiders not welcome?" Naval War College Review Winter 2008

¹⁶ Under the law of the sea, an Exclusive Economic Zone (EEZ) is a seazone over which a state has special rights over the exploration and use of marine resources. It stretches from the seaward edge of the state's territorial sea out to 200 nautical miles from its coast. In casual use, the term may include the territorial sea and even the continental shelf beyond the 200 mile limit.

¹⁷ Abd. Rahim Hussin, "The Management of Straits of Malacca: Burden Sharing as the Basis for Cooperation" LIMA International Maritime Conference 2005, Awana Porto Malai, Langkawi, Malaysia, 4 December 2005.

or attempting to control navigation in the Straits of Malacca. Japan's interest in Southeast Asia is similarly economic, as it is dependent on imported energy supplies and raw materials. China's fast-paced economic growth and the strengthening of its defensive capabilities placed in a position to challenge the US's global leadership in the future, the only country with the capability to do so after the demise of the Soviet Union. The latent competition for global leadership would likely see the US adopting strategies to curtail China's challenge in the East Asian region. This would include controlling vital sea-lines of communication (SLOC)²¹ and strategic maritime chokepoints such as the Straits of Malacca thus indirectly controlling the movement of raw materials and goods to China.

In contrast to the Japanese and Chinese focus on commerce, the US maritime security initiatives in the Malacca Straits have attempted to forge a regime that addresses the threats of terrorism and arms proliferation. In the wake of the September 11 al Qaeda attacks, terrorism has taken centre stage in American foreign policy. The presence of al Qaeda allies in Southeast Asia, when coupled with the use of maritime terrorism elsewhere and the vulnerability of the Malacca Strait as a global economy "chokepoint," demands considerable US attention. Indeed, the former Bush administration and American media labelled the region as the "second front" in the "Global War on Terrorism."²² The Regional Maritime Security Initiative (RMSI)²³ was a conceptual framework proposed by Admiral Thomas Fargo of the US Pacific Command (USPACOM)²⁴ in 2004 for neutral, multilateral security cooperation.

The United States intended for RMSI to be a voluntary partnership of regional states that shared information and provided early warning to counter transnational threats, though, ideally, the United States would take a leadership role in concept development and implementation.²⁵ RMSI never moved beyond proposal stages, as the media incorrectly reported that Fargo had testified to Congress that American Special Forces and Marines would patrol the Malacca Strait

¹⁸ Bronson Percival, "Indonesia and the United States: Shared Interests in Maritime Security," United States-Indonesia Society, June 2005, 4.

¹⁹ Ji Guoxing, "US RMSI Contravenes UN Convention on the Law of the Sea." Pacific Forum CSIS, Honolulu, Hawaii, 8 July 2004.

in high-speed vessels an error that persists even in academic papers. The resulting media frenzy and the forceful condemnation of the proposal by Malaysia and Indonesia permanently tainted RMSI. In response to the perceived US plan, Malaysian Prime Minister Najib Tun Razak adamantly stated, “Control of involvement is not welcome.”²⁶

Perhaps, herein lay the real reason why the US wants to bolster its presence in the Straits of Malacca. If this is the situation, then it is not impossible to envisage a future “worst-case-scenario” where the US would use the threat of terrorism and piracy or both to instigate an inspection regime that would also have the effect of limiting China’s access to oil, other raw materials, technology and industrial equipment. And it would not be difficult also to foresee China’s response to such a situation by exerting its rights to secure uninterrupted passage of goods and services to and from China. A shooting war between China and the US in the Straits of Malacca may seem far-fetched but there would no doubt be tension between the two powers if China perceives that there are attempts to limit its growth potential by limiting its access to vital chokepoints such as the Straits of Malacca. It is therefore in Malaysia’s and the other littoral States’ best interest to ensure that the Straits of Malacca remains open to international navigation in line with the principles of transit passage embodied in the United Nations Convention on the Law of the Sea.²⁷

SOFT DIPLOMACY: A WAY FORWARD

Thus far, the United State’s interest in the Malaccan Strait has compelled littoral states to take some steps to address the vulnerability of the region. There is already non-coalition operational cooperation among littoral states to safeguard

the security of the Strait of Malacca: the Malacca Straits Patrols initiated coordinated sea patrols between Indonesia, Malaysia and Singapore; Project Supric allows information sharing between Singapore and Indonesian command and control centres; the “Eyes in the Sky” initiative enhances surveillance by combined maritime air patrols by all littoral states including Thailand; and the Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia promotes and enhances cooperation, mainly by establishing an information sharing centre in Singapore and Malaysia.²⁸ The current Five Power Defence Arrangement (FPDA) by 5 states namely Malaysia, Singapore, United Kingdom, Australia and New Zealand further enhance the security of this Straits with annual multilateral exercises in protecting this sea way.

Future US attempts at cooperation initiatives must be neutral, limited and tailored to accommodate regional sensitivities. The United States cannot erect its own maritime security regime within the Malacca Strait, but it can take steps to strengthen security in the region. Littoral states appreciate the assistance of outside states so long as such assistance is neutral, limited, and non-military. Thus, the United States can share and build understanding through multilateral forums, improve the capacity building of the coastal countries through burden sharing, support intraregional initiatives, and promote and increase interoperability through exercises. Bilateral and multilateral exercises such as anti-mine, anti-piracy and anti-hijacking exercises build the operational expertise of local navies, improving their ability to secure the Strait. The annual Cooperation Afloat Readiness and Training (CARAT)²⁹ exercises and

²⁰ Hu Jintao was elected president of the People’s Republic of China on March 15, 2003. He is now general secretary of the CPC Central Committee, president of the People’s Republic of China, chairman of the Central Military Commission

²¹ Sea lines of communication (abbreviated as SLOC) is a term describing the primary maritime routes between ports, used for trade, logistics and naval forces

²² Bronson Percival, “Indonesia and the United States: Shared Interests in Maritime Security,” United States-Indonesia Society, June 2005, 4.

²³ A Regional Maritime Security Initiative, or “RMSI”, as it is abbreviated, would provide a plan of action to address unsecured or ungoverned seas which are potential havens for criminal or terrorist activity, providing relatively cheap and inconspicuous movement.

²⁴ The United States Pacific Command (USPACOM) is a Unified Combatant Command of the armed forces of the United States, led by the Commander, Pacific Command (CDRUSPACOM), is the supreme military authority for the various branches of the Armed Forces of the United States serving within its area of responsibility (AOR).

²⁵ “Regional Maritime Security Initiative” available at www.globalsecurity.org/military/ops/rmsi.htm

²⁶ Mark Baker, “Malaysia rebuffs US sea force plan,” *The Age*, 6 April 2004, available at <http://www.theage.com.au/articles/2004/04/05/1081017102019.html?from=storyrhs>

the Southeast Asian Cooperation Against Terrorism exercises between the United States and the navies of the littoral states are particularly helpful.³⁰ The US can also offer technical assistance to build capacity, particularly in Indonesia.

In addition, the United States can focus on promoting mutual understanding and goodwill within Southeast Asia. The reception of neutral and multilateral proposals like the RMSI the extent to which policies of pre-emptive self-defense and a disregard for national sovereignty have tarnished America's reputation abroad, thereby impeding its diplomatic efforts. Given this, the US must step softly, and its diplomacy should centre on forging understanding and goodwill. Humanitarian civic assistance particularly the tsunami humanitarian relief mission should continue. While humanitarian aid does not directly strengthen regional maritime security, it goes further towards addressing the



Chiefs of 5 nations FPDA planning on multilateral exercises in straits of Malacca

root causes of piracy and terrorism, namely the poverty that initially forces fishermen to abandon their trade and assume illegal activities like piracy. The United States must abandon a framework of aggressive, pre-emptive self-regional maritime security regime within the Strait of Malacca and the US must restrain the use of its power so as not to encroach on the issues of sovereignty related to direct intervention.

Even regime-building attempts by extra-regional Asian actors have met with resistance. In 1999, Japan proposed the formation of a regional coast guard as part of its effort to increase regional cooperation and enhance security in Southeast Asia. Though the patrols would comprised of forces from Japan, South Korea, China, Malaysia, Indonesia and Singapore, China immediately opposed the creation of such an organization, viewing it as a move by Japan to extend its security role in East Asia and to contain Chinese maritime interests. The failure of these attempts at regime building to address the extra-regional states' security concerns illustrates the limits of maritime nations' involvement in the territorial waters of the Straits of Malacca. Ambitious endeavours



CARAT Exercise between Malaysia & US Navy

like the Japanese effort to create a unified fleet are unlikely to succeed because of the largest obstacle to maritime state involvement; however, is the reluctance of littoral states to surrender any control over their territory. The poor reception of the RMSI in Southeast Asia highlights the sovereignty concerns of coastal states and their connection to anti-American sentiment from aggressive US policy elsewhere. Littoral states vehemently reject the notion of other states patrolling their territorial waters. Enduring postcolonial nationalism, a desire to protect their economic control of the region, and resentment towards the United States contribute to this reluctance.

²⁷ The United Nations Convention on the Law of the Sea (UNCLOS), also called the Law of the Sea Convention or the Law of the Sea treaty, is the international agreement that resulted from the third United Nations Conference on the Law of the Sea (UNCLOS III), which took place from 1973 through 1982.

²⁸ Huang 4

²⁹ CARAT is a series of bilateral exercises designed to increase U.S. Sailors' understanding of Southeast Asian cultures in the event the navies are called upon to work together in real-world operations.

In the case of the Malacca Strait, Indonesia and Malaysia fear that the threat of maritime terrorism may prove a sufficient impetus for foreign intervention, and regard US leadership in the area as an effort to prepare for such a contingency. Furthermore, there is the fear that a strong US presence may only bolster the ideological appeal of 'extremist elements' and encourage terrorist attacks.³¹ In the early phases of the newly independent littoral states, cross-Straits connections declined but started to develop more forcefully with economic growth and development in the 1980s. At the same time the Straits of Malacca maintained and increased its position as the world's most important shipping lane, more so than the Panama Canal or the Straits of Gibraltar. However the United States has been politically using preemptive diplomacy towards the littoral states to internationalize the Straits. The threat of piracy and maritime terrorism has been a critical factor in addressing the Straits of Malacca as well as the political dynamics and security approaches that are increasingly of vital importance to the littoral states as pressure from the international community brings forth a new era of security and political concerns. The Straits is now considered an even more strategic location for acts of piracy and maritime terrorism to flourish and to hinder the economies of the world. Piracy endangers the lives and welfare of citizens of a variety of flag states, and has a direct economic impact on the global economy in the form of fraud, stolen cargoes, delayed trips, and increased insurance premiums.

The responsibility of the Straits of Malacca requires these littoral states to ensure more consistent security measures are planned and undertaken especially on the piracy and the terrorism acts so that the check and balance revokes a safe passage for all ships. If this is not undertaken other maritime actors such as US, Japan, China and even Korea are forced to take forceful action and to put pressure on the security governance of this strait due to economic reasons.

CONCLUSION

Indonesia, along with Malaysia and Singapore, therefore maintains that since the sovereignty and

sovereign rights of the littoral States prevail over the Straits, the responsibility to maintain security and ensure safety of navigation is also within the authority of the littoral States. According to the Article 3 of 1982 United Nations Convention on the Law of the Sea (UNCLOS) awards states sovereignty over 'territorial seas,' the Malacca Straits falls within the jurisdiction of Indonesia, Malaysia, and Singapore. Piratical attacks within these waters constitute armed robbery, and thus it remains the responsibility of littoral states to police the area. Apparently, this legal regime is not fully understood by many international communities and shipping industries. In this context, any interference from any non-littoral states in the Straits, are inherently inconsistent with the prevailing rules of international law, and must be challenged. Even regime-building attempts by extra-regional Asian actors including maritime states such as Japan and China have met with resistance.

The act of terrorism from various groups and separatist groups has complicated and brought more challenges to the safety of this super water highway. So far, the littoral States have managed to curtail the enthusiasm of the US to contribute "actively" in ensuring maritime security in the Straits of Malacca. This does not come cheap though, and the price is more presence of the maritime forces of the littoral States in the area. Already joint patrols have been inaugurated and executed. The big question is whether these patrols could be sustained. The failure to do so would again bring about the pressure from the US and its allies to demand that they are also given the right to patrol the Straits of Malacca. Much therefore depends on the wisdom of Malaysia and the other littoral States in balancing the interest of the world's only superpower and a powerful neighbour. Nevertheless the littoral states are adamant in ensuring their responsibility in providing security with extensive military exercises amongst these states ensuring non interference from other maritime and non state actors. Malaysia and Indonesia feels there is no need for the presence of an extra regional force for the purpose of securing the straits and that such presence will impinge on the sovereignty of the country unlike Singapore who is the most vocal advocate of international cooperation.

³⁰ qtd in Huang 4

³¹ Valencia, 12

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PSYCHOLOGY OF MILITARY COURAGE

By Mej (Assoc Prof Dr) Teoh Hsien-Jin

SYNOPSIS

Courageous acts are normally associated with, and expected of the military. Despite this, there is constant debate on how to instil this virtue in soldiers. There is consensus that one is not born courageous, instead it is something that has to be prepared for and encouraged. This article presents various definitions and a model of courage that takes into account courage during military missions and during peace-time operations. Following on from this, suggestions from various leaders and researchers on how courage can be instilled are presented.

INTRODUCTION

The year was 1941, the location was Merdayoun-Damour, Syria. Amidst the shatter of German Afrika Korp machine gun fire, Lt Arthur Roden Cutler, 2/5th Australian Field Regiment, worked on to repair a telephone line and later demolished an enemy post that was threatening the Australian advance. He sustained more injuries, and subsequently had his leg amputated. Lt Cutler was awarded the Victoria Cross, and later became the Governor of New South Wales, Australia.

Imagine a troop transport aircraft flying at 40,000 feet above the Pacific Ocean. In the cockpit, the Flight Engineer was feeling uneasy about hearing service technicians commenting that they had not enough time to deal with leaking hydraulic system, and had just patched it up temporarily with silicon. He also knows that at high altitudes, the texture of silicon might alter. He'd wanted to tell the First Officer (Pilot), but knowing that the Pilot was generally a sarcastic and condescending person, and who was undergoing some marital problems, the flight engineer decided to keep silent, rather than to be humiliated by the pilot. Later in the flight, the hydraulics gave way, fluid leaked out and caught fire, and the plane crashed into the Ocean with a loss of 140 lives.

The two scenarios presented, are both cases which involved some degree of courage. In the first case, it was the courage to sacrifice one's safety for the good of the unit, in the latter case it concerned the courage to speak up despite the possibility of personal humiliation. In both cases, we ask ourselves the following questions. What would it take to make a person perform a courageous act despite the odds?

In war, courage in the face of danger is an essential conduct for success in military missions. In peacetime, it is the courage to ensure that laws



Courage in the face of danger

and systems are upheld in order to ensure optimal efficiency, despite others engaging in unlawful behaviours. The soldier's daily life involves a variety of unpleasant tasks. These include being killed or injured, losing a job, losing a family, being disapproved of by superiors, and embarrassment (Moran, 1945). Whilst "courage" is a term that is often used, it is not often discussed. This article seeks to define courage, describe a military model of how courage takes place, and also provide some suggestions on how it may be instilled in military personnel.

DEFINITION OF COURAGE

"The secret of life is this: When you hear the sound of the cannons, walk towards them" Marcel Proust

The concept of courage is important to many organisations. Thus, various definitions of courage have been proposed. Rachman (1990) proposed that understanding the concept of courage needs to take into account three components, which are feelings of apprehension, physiological reactions (i.e., increased heart rate), and behaviour responses to fear (i.e., the need to avoid or escape). For a person to be courageous, he needs to resist fear avoidance behaviours, despite the uncomfortable physical reactions that are being experienced.

Courage is defined by Castro (2006) as "the power to face unpleasant facts". It involves character, intellect and effort. Character is what we have within us to be courageous. Intellect involves the ability to recognise unpleasant situations, and determine an action. Effort involves the ability to confront unpleasant situations no matter how difficult it may be. Castro further categorised different types of courage which include physical, moral and vital courage.

MODELS OF HOW COURAGE DEVELOPS

Various theories of how courage is developed have been put forward. One model was developed by Finfgeld (1999) which was called a "Process Model of Courage". The model was based on persons with illnesses. It indicated that for persons to develop courage, they must accept and understand the situation as threatening, and pushing beyond the struggle against the illness. Thus, a person who develops and increases his

personal integrity thrives, and he then emerges different from who he originally was. However, this model focussed on patients, and may not be applicable to the military, so other models were developed.

Battlemind Model of Courage

Where the military is concerned, a specific model has been developed **Table 1** This is called the "The Battlemind Model of Courage" (Castro, 2006). It comprises of three primary components: Courageous actions, Battlemind and Sustaining forces. Each of these components is described in greater detail in the following sections.

- a. Courageous actions are viewed as similar to bravery and valour. The objective of all courageous actions is to overcome the threat or unpleasant fact. *Threat Adverse Emotional Response Process*. The process begins with the threat resulting in an adverse emotional response (i.e., fear, anger, sadness). It is not the unpleasant threat that creates fear, but the expected outcome. Thus, this unpleasant emotional response process must be ended as soon as possible. By learning to consciously identify the emotional reaction that will occur when threats arise, we can prepare for this. Knowing that other personnel may not react, forces the person to be prepared to react before others do so. Waiting for someone else to act so that no risks are sustained by the person is a form of cowardice. Thus, the act of bravery



Soldiers have to endure hardship in training as well as war

occurs when a person reacts to sort out a threatening situation when others do not. *Types of Courage*. There are three types of courage which are moral courage, physical courage, and vital courage. Moral courage occurs in the face of intense social disapproval. Physical courage is carried out despite risk of injury or death. Vital courage involves carrying on with life whilst enduring illness or injury resulting from combat.

b. *Battlemind* refers to one's inner strength to endure hardship and adversity with confidence and resolution. It is the will to persevere and win in combat. Through continued courageous actions, personal development occurs (i.e., self-confidence, selfless love). When self-confidence and selfless love are both high, courageous actions take place as follows:

- *Self Confidence* involves the ability to take calculate risks and to handle future challenges when confronted with threats or unpleasant facts. This requires intellect and maturity.
- *Selfless Love* involves placing personal needs below the needs of others and responding to the needs of others.

c. *Sustaining Forces*. Numerous factors are needed to sustain courageous actions. These include intrapersonal and interpersonal factors.

- *Intrapersonal factors* include enabling values and successful coping. Enabling values include intellect, subordination, fairness, brotherhood and trust. Successful coping involves the coping strategies that have been used to successfully resolve past threatening situations.
- *Interpersonal factors* include role models and gestures of support. Role models are other persons who validate and affirm courageous actions by showing that these lead to success (i.e., esteemed and respected). Gestures of support create an environment that communicates a sense of respect and admiration for the individual confronting the threat (i.e., acknowledged and rewarded).
- *Multilevel forces*. Numerous levels of the organisation are required to create an environment that supports courageous acts. These occur through unit members,

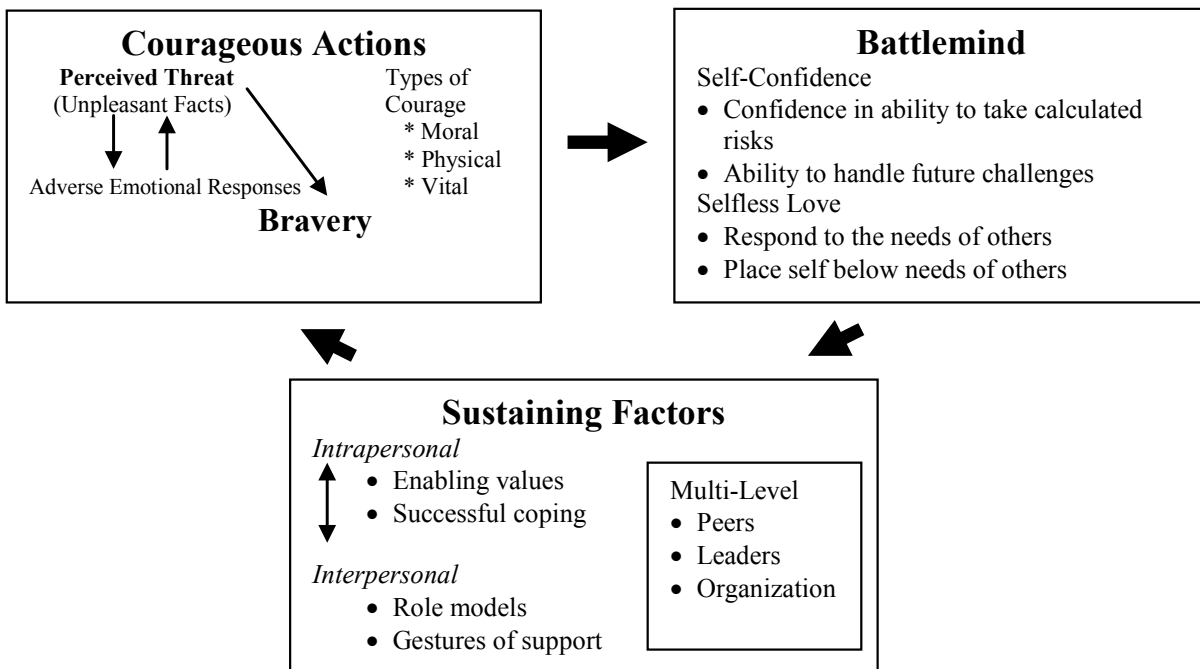


Table 1:1 Battlemind Model of Courage (Castro, 2006)

leaders and the military organisation. Unit members (Peers) recognise and praise all courageous actions that they see. Leaders serve as role models, and also by rewarding courageous behaviours. The Military Organisations clearly communicates to all personnel that courage is important, and that courageous behaviours will be recognised and rewarded.

- Leaders must demonstrate courageous behaviours.
- Ensure that courage is a social norm which is expected and valued within the military.
- Training to ensure that difficult scenarios are approached with a prepared, calm and sound temperament.
- Prepare the personnel to respond to difficult situations, pain and danger.

INSTILLING COURAGE IN PERSONNEL

There are a variety of strategies that have been discussed on how to instil courage. Whilst some suggest that it is a quality that people are born with, there is growing support for the stance that it is something that must be instilled, trained and practiced (Cavanagh & Moberg, 1999). Thus, soldiers become *courageous by being courageous!* (Aristotle, trans. 1962). The following are some strategies for inculcating courage in training, and in daily management of personnel, have been suggested by Krulak (1995), Goldman (1998) and Rachman (1984).

- Talk about courage with peers and subordinates.
- Care about being brave.
- Acknowledge and glorify bravery using existing role models.
- State an expectation for personnel to be courageous.

SUMMARY

In Malaysia today, peace prevails. Occasional vital and physical courageous actions in battle zones may be witnessed during overseas missions. Most of the time, courageous actions may be witnessed in military establishments, where moral courage is required to uphold laws and procedures in order to ensure optimal military preparedness. To engage in any courageous acts, all levels within the military organisation must be prepared to recognise and acknowledge its importance in any scenario. The process by which courage is instilled must involve self-awareness, training, and multi-level support. In the long run, courageous actions lead to success in all peacetime and military activities. Ultimately, it is the individual who carries out the courageous act. Thus, it would be appropriate to conclude this article by quoting Tsun Tzu (1963 translation) who said that perhaps "*The highest form of courage is to confront impending threats, to be unrecognised, and to stand alone*".

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ELECTRONIC WARFARE PLANNING

By Brig Jen Dato' Mohd Zaki Wan Mahmood (Bersara)

INTRODUCTION

Electronic Warfare (EW) contributes to the success of information operations by using offensive and defensive technique in a variety of combinations to shape, disrupt and exploit adversarial use of electromagnetic spectrum (EMS) while protecting friendly freedom of action in that spectrum. The main benefit from EW is intelligence, which fits into the EW definition of "military actions involving the use of electromagnetic (radio) energy to determine, exploit, reduce, prevent hostile use of the EMS and actions which retains friendly use of the EMS". Some EW activities are suitable for both peace and war time, others are only applicable during war time.

The main EW function is Electronic Support Measures (ESM), also known as Signal Intelligence (SIGINT), used during peace and war. The second EW function is Electronic Counter Measures (ECM) which constitute jamming, deceptions and manipulation, used mainly for war. Protective Measures, the third EW function, is to protect our defence systems and platform.

History has shown roles of EW in peace and war, but many nations fail to plan EW assets. Many countries developed ineffective EW by relying totally on foreign technology. Without efficient planning and local capabilities EW development will fail. Reliable EW system depends on commanders and staffs who are knowledgeable and capable in planning and implementing the system. This paper will provide an understanding and guideline in EW planning purposes in peace time and in combat situations.

PEACE TIME EW

The first EW role is intelligence. The major peace time activities for most nations is intelligence

gathering. EW protects our electronic systems from giving away any intelligence. The first category intercepts transmitted messages and known as Communication Intelligence (COMINT). Intelligence gained may relate to internal affairs of politics and economics, or foreign affairs on alliances, co-operation and differences, or on trans-border activities of smuggling, trafficking, gun running and migration. Intelligence on military readiness is of interest to defence planners. The Radio Direction finders (RDF) will locate radio transmitters, which are related to headquarters locations.

The second category intercepts radar transmissions and known as ELINT (Electronic intelligence). These intercepts will give locations, coverage, capability, equipment state and signatures (technical parameters) of radars. Signatures are valuables for R&D personnel to develop measures to nullify effectiveness of enemy systems. This function would tell us that we are safe from enemy surveillance and from being hit by missiles, whilst we have freedom of using our electronic devices.

There are two interested parties which require intelligence information i.e the political leaders and the military. The political leaders need intelligence information on internal situation, regional affiliation, international cooperation, defence activities and Cross border activities. Whereas, Intelligence expected by the military commanders are as follows:

- Military activities of local, regional, bilateral and multinational.
- Defence capabilities, training, doctrine, readiness state and potential threat.
- Cross border insurrection, espionage, drug, infiltration, gunrunning, smuggling and intelligence activities.

- Surveillance and weapons locations, manning, readiness and coverage.
- Personalities of national, provincial and local commanders.

The intelligence gathering is controlled by the Electronic Warfare Control Centres (EWCC), which responsible to mount efficient COMINT operations of collecting, analysing and disseminating intelligence. EW organisations must plan for continuous enhancement and capability development for assets as well as personnel. All the information collected would go through COMINT cycle (Figure 1). The cycle starts from an intelligence request. Intercept plan from the EWCC is despatched to intercept stations. Traffic and message analysis extract information, to be sent for intelligence process and disseminate intelligence reports to relevant desk officers. Encrypted messages will be crypt analysed.

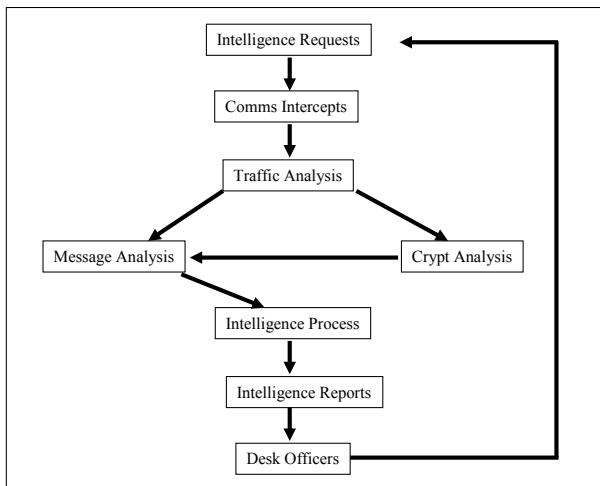


Figure 1: Communication Intelligence Cycle

Developing EW Defences

The other function of EW is to ensure own forces have the freedom to use the EMS and deny its use by the oppositions. Protective measures are needed for our equipment to deny the enemy from getting intelligence from our transmissions and that our systems will function despite enemy countermeasures. There are two components of electronic defences as follows:

- Non-Technical.** This is easy to implement and should be regularly practised. War

systems are only used during war time and are not readily exposed. If they are also use during peace time, then protective measures are kept secret until war time. Practices for communications are to use common procedures, controlled transmission power, use directional antennae and with protective terrain sitting. For radars and weapons the tactics are safe sitting and semi-mobile locations.

- Technical.** Technical protective measures are encryption, frequency hopping, frequency agility, spread spectrum, multi frequency and multi polarity. These devices are sensitive and are not for sale. Those for sale are “common”, known by every military of the world and are ineffective. hence, we have to develop our own system and regularly enhanced to cope with advancement of technology and changing threat scenarios.

The USA has the National Security Agency (NSA) with millions of staff located throughout the world. Its intercept stations are on the ground, in ships as well as in aircrafts. Singapore is superior in COMINT and emerges as a “potential information power”, depending on the integrity of its array of information systems. Its leaders have recognised the potential (*info age*) and are clearly adopting strategies which will make them leaders in the information age. Perhaps the future information super powers could be among smaller nations such as Singapore.

COMINT organisations have code breaking teams to crypt-analysed encrypted messages. Organisations will attempt to insert back doors in opponents’ encryption machines. The NSA is believed to have the cooperation of Crypto AG of Switzerland, to have back doors in machines sold. Many internet articles have reported of the misdeed of Crypto AG. There is undeniable truth, or else those articles would not be there all these years. In the *Covert Action Quarterly*, W Madsen discussed the interest the NSA has in Crypto AG products and the greatest intelligence scam of the century. Machines have been rigged and encryption key clandestinely transmitted. It was reported in the Baltimore Sun about NSA long war on foreign codes whereby for years Crypto AG machines have been rigged. This statement is supported by L De Braeckeleer (2007) and Bruce Schneier (2008).

Messages using Swiss machines would send a clear text to the NSA headquarters at Fort Meade, USA.

Peace Time EW Threats

During peace time, EW threats continue to exist, but their effectiveness depends on how much nations realise the importance of EW. As mentioned earlier, peace time activities focus on intelligence gathering on others including political, social, economic, defence and EW capabilities.

In collecting intelligence, various platforms and resources are used. SIGINT is mainly done from ground stations, intercepting HF radios. Other platforms are military ships and aircrafts. The G550 (see figure 2), an airborne early warning aircraft (AEW), has SIGINT collecting capabilities. Trawlers, cargo ships, oil tankers and research vessels are sometimes used for intelligence gathering. Furthermore, some advanced nations use satellites, unmanned aerial vehicles as well as their embassies.

Each nation including Malaysia faces threat to Intelligence on EW Capabilities. Transmission intercepts provide the necessary intelligence to them. Other sources will be from our tender documents, our suppliers and contractors. Information may also be obtained from our staff members through their carelessness or through their treacherous acts.



Figure 2. G550-AEW

As a nation, we continuously plan and exercises development to our EW capabilities. Undeniably, there are nations eyeing our EW and other systems during development. Hence, with developers'

cooperation, cyber weapons of time bombs, Trojan horses and Back Doors are embedded in our systems, to destroy and assist in code breaking. In order to enhance the security of our EW, preventive measures are taken as follows:

- **Awareness of Threats.** Senior Officials need to be aware of the asset's requirement and duly allocating the necessary budgets. Furthermore, they should fully understand that procurements are not to be made by open tenders. Senior Military Officers also must have awareness to guide them in EW development, bid for funds and develop EW policy, concept and doctrine. For other civilian and military staffs, they must contribute towards development and information security.
- **Procurement.** The procurement method is by restricted tenders, where only trusted and established suppliers are invited to participate. Requirements and specifications information are controlled. Hostile nations and suppliers are to be avoided.
- **Planning.** Planning and coordination of EW operations are done at the highest level to assured its secrecy, cooperation and support. Therefore, war assets, support and coordinating centres and R&D activities must not be exposed. Our EW applications during war time will be a surprise to the enemy.

EW activities function efficiently only with support from EW databases. Intelligence in EW databases lead to efficient military operations in support of strategic and tactical planning. In strategic planning databases are used for Force Development, Contingency Plans, Deployment, EW Development, EW Strategic Operations and ECM & EPM. On the other hand, in tactical planning, databases are used for Theatre Deployment, Force Allocation, Battle Plans, Platform Protection, and EW Operations.

EW PLANNING FOR COMBAT

EW in Combat. A commander's efforts in EW are towards EW superiority. He wants it over a given period when he needs it most. He needs to achieve EW superiority and have freedom to use his Network Centric Operations (NCO), while denying

the use by his enemy, at a crucial time and place in combat. It will be a tremendous advantage to him to have the superiority advantage prior to an attack, or during his withdrawal. The gulf war demonstrated the importance of EW. The attack was overwhelming that the Iraqi air defence collapsed.

EW Superiority. EW superiority will provide greater freedom when using own radios and radars, and restrict opponents' use. Our NCO will function unhindered but not enemy's NCO. Our force can then exert and enforce it towards the enemy. Recent examples were the bombing of Iraq, Serbia and Afghanistan by the US. To acquire EW superiority in combat, planners have to prepare assets and train commanders and staff during peace time.

Pre-Combat Preparation

Awareness. Awareness is an importance element towards effective EW. All levels of leaders and personnel must know that it is essential for military to have EW assets in war.

Peace Time Planning. Planning during peace time is necessary so that assets are available in war. Factors to be considered in peace time EW planning are as follows:

- **Highest Level Planning.** Planning and coordination are done at the highest level to ensure acquisition is coordinated, the respective services have balanced capabilities, budget is adequate and development is well balanced.
- **Single Service Requirement.** Single service may have its own priority in EW development and will have their own planning for platform protection and to have maximum effectiveness of their communications, radars and weapons.
- **Asset Allocation.** EW asset allocation in a defence plan is based on scenarios during the planning. Thus there will be a need for a regular review of force and EW asset allocation based on current threats.
- **Known and Unknown.** EW capabilities development are normally geared to counter known threats based on intelligence. Without

intelligence, assessment is necessary to forecast future EW needs.

- **Continuous Training and Exercise.** Capabilities will have to be exercised regularly to evaluate effectiveness in facing threats. There must also be EW applications on own troops during field exercises.
- **Intelligence.** Current and future EW capabilities of other nations are important. Intelligence is needed and activities are mutually supportive between services.
- **Development.** EW development is a continuous effort, done jointly by the military and local industry, and supported by friendly foreign industry.

Combat EW Application

Commanders want freedom of use of the EMS and hinder its use by the enemy, so that they can use those systems that constitute the NCO, which are all exposed to EW threats. These are communications, command and control, reconnaissance and surveillance, navigation, weapon control and guidance system.

EW roles in war are the extension of peacetime functions. The strategic intelligence collection will continue. New transmissions are likely to appear and R&D support is needed. Databases are regularly updated to facilitate R&D activities as well as for efficiency and effectiveness of military strategic and operational planning. Commanders are kept abreast with threat changes and the necessary preparatory actions taken. Intelligence gained from the collecting activities will be used to prepare own troops for war and to protect own systems and platforms. R&D efforts are necessary towards effective solutions. Solutions must also be found to affect enemy systems. With proper planning, troops going to war are assured of favourable EW situation.

EW units are assigned to support troops in combat. An Army Corps or Division is supported by an EW squadron, which is as mobile as the supported formation. All naval combatants have EW facilities. The air force needs EW aircrafts to support air operations. An EW unit will have an EWCC for

immediate analysis and support. The EW unit will have capabilities in all the three EW functions:

- **Electronic Support Measures.** ESM is for accurate real time information of battlefield situational awareness for operational planning.
- **Electronic Protective Measures.** Electronic systems need protection from enemy interception, deceptions, manipulation, jamming, RDF and destruction.
- **Electronic Attack/Counter Measures.** This role is to deny enemy from using his defence systems by jamming, deception, disruption and destruction. An electronic attack is essential during suppression of enemy air defence (SEAD). Measures are also developed to protect land, sea and air platforms, and to protect defensive locations and headquarters.

EW Combat Intelligence

Combat Intelligence involves the collection of data through ESM. There are two types of ESM. Communication Electronic Support Measures (CESM) gathers intelligence on enemy combat readiness and activities. It provides information on enemy supply and logistics management, on enemy commanders, and on enemy equipment state, deployment, recovery and replacement plan. The task to locate them is done by our RDF stations.

Our Radar Electronic Support Measures (RESM) systems will gather intelligence on enemy radar and weapon systems. It will indicate enemy force level, locations, coverage, capability, equipment state and intention. Technical parameters will identify the radars, and assist in our counter measures.

What commanders need most during war is combat intelligence. EW is the most efficient intelligence source. From ESM it is possible to establish the following:

- Enemy order of battle and electronic order of battle.
- Identity of enemy organisations and commanders.

- Composition and strength of combat including its supporting, logistic and reserve units.
- Location and disposition of combat and reserve forces.
- Force activities and routines.
- Intentions and plans.
- State of readiness.
- Surveillance and reconnaissance including types, locations, status and coverage.
- Weapon systems: types, distribution, location and status.

Combat Environment

Combat EW assets must have the ability to adapt to multi combat environments, such as terrorism, insurgency, overlapping claims, limited war, open war and UN peace keeping operations. EW support in combat will be for joint force and combined force operations. Army single service EW support may be required during UN peace keeping, terrorist and insurgent operations. Since Combat Zones for joint operations will involve land, sea and air, service planners will have to cater EW capability needs for joint combat environments.

It is of utmost important that EW capabilities would function effectively in all combat environments and in all functions of intelligence operations to ensure effectiveness of our operations, weapons and equipment along with ability to nullify enemy equipment.

Four Phases of War

EW is mainly to cater for needs during the four phases of war. If we will look at the attack phase, it is related to capturing objectives, land features, beachheads and airheads, or to occupy grounds of tactical importance. It can also be a counterattack to recapture lost ground or an attack as a deception. EW has important roles in these scenarios. All assets including army, naval force as well as the air

force will need EW support, as seen during the US assault onto the Iraqi defence. The main EW role in an attack is to provide intelligence on enemy:

- Strength and composition.
- Defence layout, depth, obstacles, reserve and withdrawal routes.
- Routine activities of operations, surveillance and reconnaissance.
- Fire plan and his counter attack plan.
- Communications and EW operations.

The second EW role is to disrupt by jamming enemy radios and radars, and to transmit deceiving transmissions. Another important role to be played by the EW is manipulation whereby enemy target detection radars can be interrupted by jamming. Moreover, his weapon systems can be intermittently disrupted by jamming, chaff and flare.

Lastly, it is the role of EW in attack to provide protective measures so that our transmissions are not intercepted, consequently do not give away our locations and identities. Communications need encryption. Radars need anti-jamming and locations are to be varied to avoid anti radiation missiles. Hence, our weapon systems will need anti-jamming along with anti-deception.

EW CAPABILITY DEVELOPMENT PLANNING

Human Resource Development. In capability development the aspect of human resource is most important. Without EW knowledge, commanders and staff will not be serious in EW development. This has been the reason for the lack of EW assets in the armed forces of developing countries. Human resource development is to have the highest priority. Success in human resource development will lead to the success on other aspects of EW developments.

The development programmes require top down initiative to be successful. Leaders need to understand the importance of EW and approve its development plans. Top down initiative will see the establishment of EW organisations. Moreover,

policy, concept, doctrine and tactics will then be made available. They will allocate funds and qualified personnel for the job, and ensure other development plans take place.

Different methods are for different level of personnel. Senior commanders need to know the roles of EW through seminars, briefings and video shows of destruction of combat forces without EW support. For other senior officers, seminars and short courses will suffice. Other staff officers will require courses and seminars in series to educate them to conduct EW development and operational planning. Development planners will require graduate and post graduate qualifications in related disciplines. Analysts will require training in languages, digital technique and mathematics. All service personnel will need to be exposed to the effects of EW.

Local Development

EW local development capability is a necessity. No nation will get everything even with enough money; some capabilities are not for sale. Only local industry will ensure capability development is a success. Local industry will maintain assets, as well as enhancing and customising of foreign products. Local industry will ensure security of information on capabilities and is also needed to support the military forces during crisis, when support from foreign suppliers is never assured.

However, many actions are best done by joint development. The military would require project management team who will work closely with the local industry to focus on the following aspects.

- Awareness.
- Specification.
- Design and Development.
- Equipment Procurement.
- Software and Database.
- Customise, Install and Integrate.
- Maintain, Enhance and Upgrade.
- Support Operations.
- Training and Technology Transfer.

Local development will mainly Concentrate on software, enhancement and customization. Some local industries may have capabilities to develop some critical EW requirements. Electronic protective measures are essential and must be indigenous products. Some protective measures that can be locally developed for these electronic systems are encryption, hopping, spread spectrum, agility, multi-frequency and polarity. Apart from that, counter-measures such as jammer, chaff and flare can also be locally developed. These capabilities are for static, strategic, on platforms and for mobile stations applications. Regular enhancements are necessary for all of them. There are some planning criteria to be considered so that EW local development is a success. They are as follows:

- **Education.** The military and the local industry must be well versed with EW applications and the technology through university education, military courses, seminars and military experiences.
- **Procurement.** For reason of information security EW procurement will be by restricted tender.
- **Joint Activities.** Design and development are jointly done by the military and the industry.
- **Capable Local Industry.** Selected local industry must be fully committed and have capabilities in EW, R&D, maintenance,

upgrading and enhancement.

- **Total Needs.** The development has to satisfy the EW total needs for peace and war, strategic and tactical, and for joint and single services.
- **Government Support.** Government support is necessary to guarantee funds and procurements.
- **Foreign Support.** Support from foreign companies and their governments are necessary for technology transfers and assistance.

CONCLUSION

The military must have capable EW staff and efficient EW capabilities at all levels. Staff officers are to advice commanders in performing EW development and operational planning. Effective staff is the key to successful asset acquisition and effective EW operations. EW is the main intelligence source in peace time. In combat EW provides intelligence, disrupt enemy's systems and protect our own. Efficient EW planning with effective assets world ensure victory in peace and in war. The planning staff must recognise these real EW needs and the need for local and regular development and enhancement. Commanders and staff must be expert in EW planning. Failure to do so will invite disaster and in combat it is considered as an act of betrayal.

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