

SOROTAN DARAT

THE JOURNAL OF THE MALAYSIAN ARMY



‘ON COMMAND’

EDISI KHAS

SEMPENA

HARI TENTERA DARAT KE-84

1 MAC 2017

BIL 69



SOROTAN DARAT
JURNAL TENTERA DARAT MALAYSIA
THE JOURNAL OF THE MALAYSIAN ARMY

DI TERBIT OLEH
JAWATANKUASA DOKTRIN TENTERA DARAT

SIDANG REDAKSI

PANGLIMA TENTERA DARAT

Jen Dato' Seri Zulkiple bin Hj Kassim

**PENGERUSI JAWATANKUASA DOKTRIN
TENTERA DARAT**

Lt Jen Dato' Seri Panglima Hj Ahmad Hasbullah
bin Mohd Nawawi

**NAIB PENGERUSI JAWATANKUASA
DOKTRIN TENTERA DARAT**

Mej Jen Dato' Tengku Ahmad Noor bin Tuan
Chik

PENASIHAT

Brig Jen Dato' Othman bin Jamal

KETUA EDITOR

Kol Dr. Mohd Radzi bin Abdul Hamid

EDITOR

Lt Kol Ir Khairul Said bin Mohd Ali

Lt Kol Mohd Hanafi bin Shamsudin

Lt Kol Hj Mohd Fikiray bin Omar

Lt Kol Amirolshah bin Hj Hussin

Lt Kol Omaruddin bin Osman

Lt Kol Hamzah bin Hashim

Mej Mohd Andri bin Ab Rahman

Mej Najamulharis bin Najamudin

PENYEMAK BAHASA

Pusat Bahasa dan Budaya, MK Latihan TD

PENGEDARAN

Cawangan Publikasi Manual, MK Latihan TD

KETERANGAN

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

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

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

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

KANDUNGAN

DARI MEJA KETUA EDITOR	3
PERINTAH ULUNG PTD KE-26 Oleh Jen Dato' Sri Zulkiple bin Hj Kasim	5
INTI PATI PERINTAH ULUNG PTD KE-26 Kol Dr. Mohd Radzi bin Abdul Hamid	9
LEADERSHIP IN HIGHER COMMAND (Bil 1,1983) By Maj Gen Dato' Hashim Mohd Ali	11
THE LEADERSHIP (Bil 33, 1999) By Col (Retd) Mohd Ariffin bin Che Mat Din	19
MY VIEW POINT ON GOOD LEADERSHIP (Bil 7, 1985) By Maj Gen Dato' Mohd Yusof Din	27
KEPIMPINAN TENTERA YANG IDEAL (Bil 10, 1986) Oleh Lt Kol Mohd Safari bin Abdul Hamid	32
PROFILE FOR MALAYSIAN ARMY COMMANDER (Bil 5, 1984) By Maj Kassim bin Abd Kadir	43
KEPIMPINAN DALAM TENTERA DARAT (Bil 5, 1984) Oleh Mej Hashim bin Zakaria	52
THE COMMANDING OFFICER AND HIS COMMAND (Bil 30, 1996) By Brig Gen Mohd Aris bin Salim	60
COMMANDERS IN THE NEW MILLENIUM (Bil 36, 2000) By Maj A Endry Nixon	68
PERANAN DAN IMPLIKASI KOMUNIKASI DALAM KEPEMIMPINAN FORMASI/PASUKAN (Bil 49, 2007) Oleh Lt Kol Mohd Radzi bin Abdul Hamid	75

**LEADERSHIP QUALITIES AND COMPETENCE REQUIRED OF
COMMANDERS (Bil 39, 2002)****84**

By Lt Col Hasan Bin Ali

CABARAN PEGAWAI MUDA (Bil 4, 1984)**93**

Oleh Lt M Borhan Ismail

KEKUKUHAN PERPADUAN DAN SEMANGAT SETIA KAWAN**98****DALAM TENTERA DARAT (Bil 7, 1985)**

Oleh Mej Jen Nik M F Kamil

PANDUAN UNTUK PENULIS**108**

DARI MEJA KETUA EDITOR

Dengan nama Allah, Tuhan Yang Maha Pemurah lagi Maha Penyayang, Saya mewakili Sidang Redaksi membuka kata.

Assalamualaikum dan Salam Sejahtera.

Pada hari ini, 1 Mac 2017, Sorotan Darat yang berkonsepkan '**ON COMMAND**' menemui anda dalam Edisi Khas sempena Sambutan Hari Tentera Darat ke-84. Sorotan Darat (The Journal of The Malaysian Army) telah lahir pada 1 Mac 1983 iaitu 34 tahun yang lalu. Di sepanjang tempoh itu, sejumlah 68 siri telah diterbitkan dengan memuatkan artikel-artikel yang ditulis oleh pelbagai lapisan anggota Tentera Darat.

Sorotan Darat telah mencatatkan beberapa nama penulis yang acap kali muncul dengan artikel yang kritis dan menguja. Pada **10 tahun pertama** (1983–1993), nama-nama seperti Jen Tan Sri Zain Hasim, Mej Jen Hashim Mohd Ali, Mej Jen Mohd Yusof Din, Brig Jen Hj Mustaffa Awang, Lt Kol Zaini Said, Lt Kol Mohd Aris Hj Salim, Mej Tommy Pereira dan Mej Kasim Abd Kadir sering kali tercatat sebagai penyumbang artikel. Pada **10 tahun yang kedua** (1994–2004), penulis-penulis baharu muncul seperti Lt Kol Ariffin Che Mat Din, Lt Kol Nik Zaaba Nik Daud, Lt Kol Abu Muslim Ismail, Mej Nordin Yusof, Mej Heera Singh, Mej A Endry Nixon, Kapt Saiful Anwar dan Lt Mohd Radzi Abdul Hamid mengisi ruang penulis-penulis veteran yang bersara. Manakala pada **10 tahun ketiga** (2005–2015) pula menyaksikan Kol Jeyabalan S, Kol Suriakala a/p Suriabagawan, Lt Kol Hassan Ali, Lt Abdul Rahman Alawi, Lt Kol Shamsirudin Mohd Sharif, Lt Kol Amiruddin Dato' Sulaiman, dan Lt Kol Abdul Rasek Ismail kerap tampil sebagai penulis artikel Sorotan Darat. Dalam masa yang sama, pegawai-pegawai yang telah bersara seperti Brig Jen (B) Dato' Mohd Zaki bin Wan Mahmood, Kol (B) Ariffin Che Mat Din, Kol (B) Tommy Pereira, dan Lt Kol (B) Ghazali Suhadi masih terus menyumbang artikel. Selain daripada nama-nama di atas, terdapat ramai lagi penulis artikel Sorotan Darat. Ini bermakna Sorotan Darat mempunyai kelompok penulis yang tersendiri dan penulis-penulis baharu terus muncul seperti cendawan tumbuh. Tahniah, syabas dan jutaan terima kasih kepada semua penulis yang telah berjasa.

Kini, Sorotan Darat telah diberi nafas baru dengan menerapkan nilai-nilai keantarabangsaan. Konsep, susun atur, reka kulit dan saiznya sama dengan jurnal di universiti-universiti terkenal dunia. Artikel-artikel yang disiarkan adalah yang bermaklumat, kritis dan terpilih. Sempena Hari Tentera Darat ke-84, Sidang Redaksi Sorotan Darat Edisi Khas Bilangan 69/2017, telah meneliti 68 siri Sorotan Darat terdahulu dan telah memilih 12 artikel terbaik yang

mengupas isu ‘ON COMMAND’. Kami berharap agar idea dan pemikiran penulis-penulis terdahulu akan menjadi sinergi kepada warga Tentera Darat ke arah menyahut slogan ‘**TENTERA DARAT SATU, KERANA BERSATU**’.

Ke arah menyahut teras pertama Perintah Ulung PTD ke-26 iaitu **Perkasakan Kesiagaan Angkatan** melalui pembangunan doktrin; MK Latihan TD telah menyusun, menilai dan mengaktifkan semula e-doktrin TD. Sejumlah 343 manual doktrin TD boleh dicapai secara *online* melalui Armynet. Kami turut memberi nilai tambah dengan memasukan pamflet-pamflet PALAPES dan 68 siri Sorotan Darat. Dalam masa yang sama, Perpustakaan Doktrin TD telah diwujudkan di MK Latihan TD yang memuatkan semua manual doktrin yang ada dalam perkhidmatan TD.

Akhir kalam, kami mencabar anda bagi menjadi penyumbang artikel kepada Sorotan Darat iaitu *The Journal of The Malaysian Army* dan meneroka gedung ilmu di dalam e-doktrin TD.

‘Setiap Perajurit Adalah Pemimpin’

Kol Dr. Mohd Radzi bin Hj Abdul Hamid
Kol Doktrin



**PERINTAH ULUNG
PANGLIMA TENTERA DARAT KE-26**

حِمَالَر حُنَالِر اللَّهِبْسِ
السلام عَلَيْكُمْ وَرَحْمَةُ اللهِ وَبَرَكَاتُهِ
Salam Sejahtera dan Salam 1 Malaysia.

Alhamdulillah, segala puji dan syukur saya rafakkan ke hadrat Allah Subhanahu Wataala kerana berkat hidayah dan inayahNya juga maka pengambilalihan tumpuk kepimpinan Tentera Darat telah disempurnakan pada 16 Disember 2016. Dengan penuh takzim, saya menerima pelantikan ini sebagai satu amanah yang memerlukan iltizam yang tinggi daripada saya di samping komitmen jitu seluruh warga Tentera Darat.

Saya merakamkan setinggi-tinggi penghargaan kepada pucuk kepimpinan Angkatan Tentera Malaysia dan pihak Kerajaan khususnya Kementerian Pertahanan di atas kepercayaan penuh yang diberikan kepada saya untuk menerajui Tentera Darat. Di sini, saya sepenuh hati melafazkan ikrar taat setia yang tidak berbelah bahagi kepada Seri Paduka Baginda Yang di-Pertuan Agong selaku Pemerintah Tertinggi Angkatan Tentera Malaysia. Penghargaan juga saya tujuarkan kepada semua Panglima Tentera Darat yang terdahulu kerana meninggalkan legasi kepimpinan yang unggul dengan memberikan nilai tambah yang berterusan terhadap Tentera Darat.

Para Perwira, Bintara dan Perajurit sekalian,

Kecemerlangan angkatan yang saya warisi ini adalah suatu limpahan rahmat oleh Allah Subhanahu Wataala. Namun, penambahbaikan yang berterusan perlu dilakukan seiring dengan perubahan lanskap geostrategik dan geopolitik serta kemajuan teknologi pada masa kini. Justeru, saya menyeru kepada segenap lapisan warga Tentera Darat untuk mengorak langkah bersama saya supaya organisasi ini kekal relevan sebagai sebuah ketumbukan utama benteng pertahanan Negara. Sejajar dengan aspirasi Negara dan Angkatan Tentera Malaysia, saya berikrar dengan penuh taat setia untuk berbakti demi kecemerlangan Tentera Darat berpandukan lima teras berikut:

Pertama - Perkasakan Kesiagaan Angkatan. Perkembangan senario keselamatan antarabangsa dan rantau ini telah mencorakkan lanskap strategik keselamatan negara. Keadaan ini menuntut Tentera Darat agar memperkasakan kesiagaannya bagi menghadapi segala bentuk ancaman dan cabaran dalam pelbagai dimensi sama ada tradisional mahupun bukan tradisional. Oleh yang demikian, saya berkehendakkan kesiagaan Tentera Darat diperkasakan melalui pembangunan modal insan, doktrin dan angkatan (*Force Development*). Tentera Darat mampu membina satu ketumbukan yang ampuh melalui latihan individu dan kolektif yang praktikal, realistik dan berkesan. Pembangunan doktrin dan manual hendaklah terus dibangunkan seiring dengan perolehan peralatan-peralatan baharu serta perubahan corak perperangan masa kini dan masa hadapan. Pembangunan kedua-dua aspek ini mestilah diuji dan dinilai keberkesanannya menerusi latihan yang berterusan di setiap jajaran pemerintahan Tentera Darat. Pembangunan modal insan dan doktrin hendaklah didokong dengan perancangan pembangunan angkatan yang mampan. Justeru itu, Rancangan Pembangunan Strategik Tentera Darat Army 4*NextG* perlu diteruskan bagi memastikan usaha untuk memperkasakan kesiagaan Tentera Darat dapat direalisasikan di masa hadapan.

Kedua - Pengukuhan Kesepaduan Angkatan (Cohesion). Kita semestinya berbangga kerana ketumbukan Tentera Darat pada hari ini berdiri teguh siaga kerana sikap warganya yang sentiasa bersatu dalam melaksanakan tugas mahupun ketika menghadapi pelbagai cabaran. Kesatuan ini memerlukan pengukuhan kesepaduan angkatan yang bertunjangkan kesetiaan, kepatuhan, semangat setiaawan dan sifat kepunyaan (*Sense of Belonging*) terhadap nilai sepunya (*Shared Value*) yang dijunjung oleh Tentera Darat. Etos ketenteraan ini perlu disuburkan melalui sistem rejimental supaya kesepaduan yang sedia terwujud dibendung dari perpecahan. Tentera Darat sebagai sebuah keluarga besar memerlukan barisan kepimpinan yang setia kepada anggota bawahannya serta warga yang patuh kepada arahan dan peraturan yang menunjangi disiplin serta kesepaduan kita. Oleh yang demikian, saya ingin memperkenalkan pada hari yang penuh bermakna ini slogan **“Tentera Darat Satu Kerana Bersatu”**.

Ketiga - Peneguhan Profesionalisme. Bagi memenuhi aspirasi rakyat yang sentiasa menagihkan keamanan berterusan menerusi kewujudan Tentera Darat, setiap warganya perlu bersikap profesional. Profesionalisme di dalam Tentera Darat mestilah berdasarkan kepada profil keperjuritan (*Soldier’s Profile*) yang memerlukan setiap warganya mempunyai perawakan fizikal yang unggul, berketerampilan dan berkemahiran tinggi. Peneguhan ini dapat dimanifestasikan melalui peningkatan pendidikan dan latihan secara berterusan dan efektif yang mampu menjana keupayaan dan kapasiti warga Tentera Darat dalam menangani cabaran dari pelbagai spektrum. Teras ini perlu digembangkan secara holistik oleh setiap lapisan pemerintahan untuk

sentiasa berusaha mencapai kecemerlangan dalam pelaksanaan tugas yang diamanahkan kepada Tentera Darat. Sesungguhnya peneguhan profesionalisme ini akan menambah keyakinan rakyat dan negara terhadap keupayaan Tentera Darat dalam menggalas tugas teras mempertahankan kedaulatan tanah air serta memberi sumbangan terhadap pembangunan negara.

Keempat - Pemantapan Pengurusan Organisasi. Kepimpinan sebelum ini telah berjaya memacu Tentera Darat sebagai satu angkatan yang mempunyai pengurusan organisasi yang mantap, berwibawa dan diiktiraf umum. Kecemerlangan ini tidak seharusnya membuat kita leka dan selesa. Sebaliknya, ia hendaklah dijadikan pemangkin untuk kita terus berusaha menggarap kejayaan yang lebih cemerlang. Sesungguhnya mengekalkan kecemerlangan ini lebih sukar dari mencapainya. Oleh yang demikian, saya berkehendakkan agar aspek pemerintahan, kepimpinan dan pengurusan yang berwibawa dihayati supaya setiap langkah yang diambil adalah berteraskan integriti dan ketelusan. Amalan ini hendaklah diterapkan secara komprehensif bagi mencegah timbulnya dorongan tindakan di luar batasan peraturan dan penyalahgunaan kuasa. Ianya boleh dikawal selia melalui metod menyemak dan mengimbang (*Checks and Balances*) di setiap formasi. Setiap lapisan kepimpinan perlu sentiasa bersedia mendepani cabaran pengurusan organisasi dengan mengoptimumkan sumber yang terhad tanpa menjaskan tugas hakiki Tentera Darat. Disamping itu, amalan inovasi serta kreativiti perlu dibudayakan supaya segala sumber atau aset dapat diuruskan dengan berhemah, perkhidmatan diberikan dengan berkualiti dan risiko yang memudaratkan mampu dielakkan. Maka, setiap lapisan pemerintahan dipertanggungjawabkan untuk mengamalkan urus tadbir yang baik (*Good Governance*) demi mencapai pemantapan pengurusan organisasi Tentera Darat secara menyeluruh.

Kelima - Peningkatan Kualiti Hidup. Tentera Darat akur akan keperluan meningkatkan kualiti hidup warganya sebagai salah satu tanggungjawab pemerintahan (*Command Responsibility*) bagi mengekalkan moral, semangat dan motivasi warganya. Saya percaya kualiti hidup yang sempurna akan mendorong warga Tentera Darat supaya lebih fokus dan komited dalam kerjaya yang mulia ini. Keutamaan saya adalah untuk memastikan peningkatan infrastruktur bagi mewujudkan persekitaran yang kondusif di tempat kerja, penginapan anggota dan rumah keluarga. Tidak dilupakan juga, kualiti hidup perlu merangkumi perkhidmatan yang diberikan kepada anggota dan keluarga Tentera Darat. Dalam nada yang sama, saya juga berkehendakkan agar budaya senggaraan disematkan dalam setiap jiwa warga Tentera Darat bagi memastikan kemudahan-kemudahan yang disediakan sentiasa terpelihara, dilanjutkan tempoh penggunaanya dan dikurangkan kos penyelenggaraannya. Di samping itu, program-program yang sistematik dan terancang hendaklah dilaksanakan bagi memastikan kualiti hidup keluarga serta pendidikan anak-anak anggota sentiasa terjamin. Tentera Darat akan sentiasa bekerjasama dengan pihak yang berkepentingan

(*Stakeholders*) untuk mengadakan program-program yang berupaya meningkatkan kualiti hidup warganya.

Marilah sama-sama kita kuatkan azam dan bulatkan tekad untuk menyemai semangat kesatuan yang tinggi dalam kalangan warga Tentera Darat. Setiap pemimpin perlu membuktikan daya kepimpinan yang unggul dan menanamkan sikap sayangkan organisasi oleh seluruh anggota ketumbukan ini. Bertitik-tolak dari kukuhnya barisan kesatuan, ayuhlah kita berdiri dengan teguh siaga dan mengorak langkah sederap dengan gah perkasa untuk mencapai kejayaan serta kegemilangan demi kedaulatan bumi bertuah ini.

وبالله التوفيق والهداية والسلام عليكم ورحمة الله وبركاته

“TENTERA DARAT SATU, KERANA BERSATU”



.....

JENERAL DATO' SRI ZULKIPLE BIN HJ KASSIM
PANGLIMA TENTERA DARAT
7 JANUARI 2017

INTI PATI PERINTAH ULUNG PANGLIMA TENTERA DARAT KE-26
JEN DATO' SRI ZULKIPLE BIN HJ KASSIM
(7 JANUARI 2017)

1. Perkasakan Kesiagaan Angkatan.

- ❖ Pembangunan modal insan.
 - ✓ Ada perancangan pembangunan yang mampan.
 - ✓ Meneruskan Rancangan Pembangunan Strategi TD (Army 4NextG)
- ❖ Pembangunan doktrin.
 - ✓ Terus dibangunkan seiring dgn perolehan peralatan dan perubahan corak. peperangan kini dan hadapan.
 - ✓ Mesti diuji dan dinilai keberkesanan melalui latihan berterusan.
- ❖ Pembangunan angkatan.
 - ✓ Latihan individu.
 - ✓ Latihan kolektif yang praktikal, realistik dan berkesan.

2. Pengukuhan Kesepaduan Angkatan.

- ❖ Pengukuhan kesepaduan bertunjangkan kesetiaan, kepatuhan, semangat setia kawan dan sifat kepunyaan.
- ❖ Penyuburan etos melalui sistem rejimental bagi mengekalkan kesepaduan
- ❖ Perlu barisan pemimpin yang setia, warga yang patuh pada arahan dan peraturan.
- Slogan TD: "**TENTERA DARAT SATU, KERANA BERSATU**".

3. Peneguhan Profesionalisme.

- ❖ Warga perlu bersikap profesional berdasarkan profil keperajuritan.
- ❖ Warga mempunyai perawakan fizikal yang unggul, terampil, kemahiran tinggi dicapai melalui peningkatan pendidikan dan latihan secara berterusan.

4. Pemantapan Pengurusan Organisasi

- ❖ Menghayati aspek pemerintahan, kepimpinan dan pengurusan berteraskan integriti dan ketelusan.
- ❖ Kawalan salah laku melalui metode semakan dan mengimbang.

- ❖ Bersedia berdepan dengan cabaran pengurusan melalui mengoptimumkan sumber yang terhad.
- ❖ Membudayakan Amalan inovasi dan kreativiti.
- ❖ Memberi khidmat yang berkualiti supaya risiko dapat dielakkan.
- ❖ Amalan urus tadbir yang baik.

5. Tingkat kualiti hidup

- ❖ Peningkatan infrastruktur bagi wujudkan persekitaran yang kondusif di tempat kerja, penginapan berek dan rumah keluarga.
- ❖ Khidmat yang diberikan.
- ❖ Budaya senggara.
- ❖ Program yang sistematik.
- ❖ Kerjasama dengan *stakeholders* untuk adakan program tingkat kualiti hidup.

Seruan:

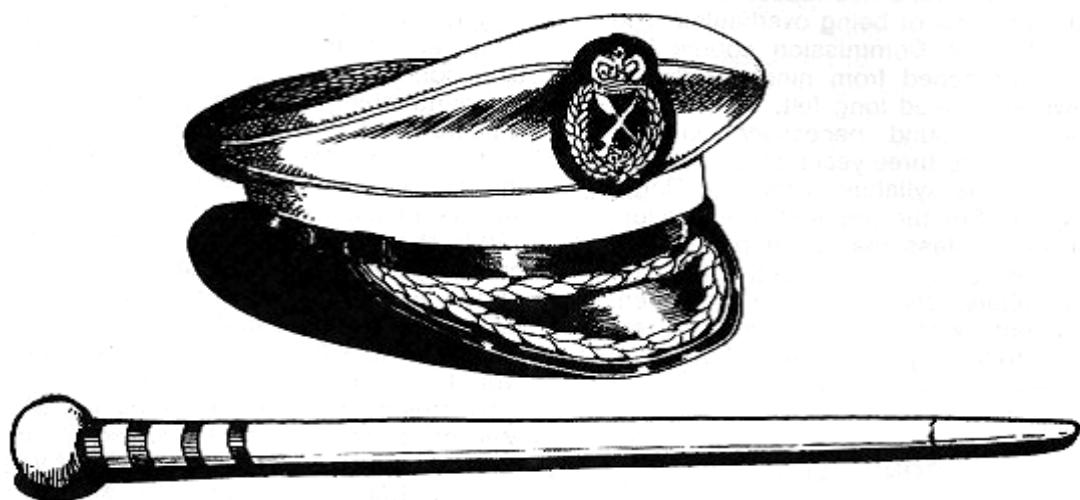
- Semai semangat kesatuan yg tinggi.
- Pemimpin perlu bukti daya kepimpinan yang unggul dan sikap sayangkan organisasi dan anggota.

[PERKASA, KUKUH, TEGUH, MANTAP, TINGKAT (PKTMT)]
[SIAGA, SEPADU, PROFESIONALISME, URUS ORGANISASI, KUALITI HIDUP - (SSPUOKH)]

Kaedah Mengingat 5 Teras:

(SSPUOKH - SIJIL SIMPANAN PREMIUM UNTUK ORANG KAMPUNG HAMBA]

Oleh: Kol Dr. Mohd Radzi, Kol Doktrin, TRADOC
7 Jan 2017



LEADERSHIP IN HIGHER COMMAND

Mejar Jeneral Dato' Hashim Mohd Ali

The following is the slightly condensed text of the lecture given by the General to the students of the Armed Forces Staff College on 13 October 1982. The General identifies three sets of forces which influence a leader and determine the kind of leadership he provides.

INTRODUCTION

When I received your Commandant's invitation to address the college on the fascinating subject of LEADERSHIP, I thought this would also allow me to know the subject better. Leadership is an integral part of our military way of life and it has become a subject discussed at all levels and by students of military history. I personally feel we must continue to explore this subject throughout our career to unravel more and more of the mystique which surrounds a good leader.

What I am going to say will in essence, cover LEADERSHIP IN GENERAL

although I have been asked to talk on the intricacies of LEADERSHIP IN HIGHER COMMAND. I shall cover as much as I can in the allotted time; any "left-overs" could be tackled during question time. In my talk I have taken the *general staff* as the level of *higher command*.

In the course of my talk, I will draw on my experiences both as staff officer and field commander at the various levels of my service career including my association with some of the foreign forces, especially those around us. I will of course speak of leadership in the Malaysian environment and would like to assume that you have done some reading

on Leadership. I shall endeavour to concentrate on military leadership but references to and comparison with leadership in the civilian sphere of activity are unavoidable and instructive. Leadership is not a one-dimension subject and I do expect views from you later.

FACTORS WHICH AFFECT A LEADER

Let me, first of all, categorise the various factors which affect a leader, whatever level he may be in and which could equally apply to the civilians. They are:

- * Forces within the leader.
- * Forces within the people being led.
- * Forces within the situation.

I shall develop my talk on these three factors as guidelines and, where possible, draw on certain case studies.

FORCES WITHIN THE LEADER

The military organisation is such that when we talk of a leader, it also involves the organisational structure that embraces that particular person and the group of people within the organisation. Hence you will find that unity of command will require the active and willing co-operation of all ranks of the armed forces in the execution of the war plan. It is only by effective co-operation that the component parts of any force can develop to the full measure of their strength. In order that their co-operation may be effective, each must know the capabilities and limitations of the other and then apply their knowledge in gaining and demanding assistance. Co-operation therefore must be achieved from the highest level of strategic planning to the lowest units and sub-units of the armed forces. The military leader works for the purpose of upholding his country's sovereignty and integrity and providing defence and national security. His primary responsibility is the accomplishment of the assigned mission. In pursuing and achieving this aim he is often required to inflict death or injury on the

enemy, simultaneously exposing his men and himself to equal risk.

The greatest challenge facing a leader is how he can make his men cooperate and give their best in fighting the war against the enemy.

Hence, the success of a military operation will naturally depend on the highest qualities of military leadership. How can a leader make use of these factors in his strategy and military operations and, above all, do so ahead of and better than his enemies? How can he organise his offensive, as well as maintain the secrecy of his plans, better and more effectively than his enemy? How can he rationally employ his forces in the theatre of war with the minimum possible cost in men and materiel while maintaining security and efficiency in his military operations better than his opponents? How best can he successfully employ the element of surprise before it can be used against him by his enemy? How best can he inspire his men with the truth of their cause and objective, create confidence in them and prepare them with a strong will and determination to fight? And, above all, how can he make them cooperate and give their best in fighting the war against their enemy?

The effective and successful employment of those elements I mentioned demands a leader with exceptional or very high qualities; a leader who can rise to the occasion and meet every situation with skill and wisdom; who can inspire confidence in his men and get their willing co-operation even under the great stress of battle and who can at the same time, also keep military initiative on his side; who can maintain a cool and balanced temperament in the heat of battle even in very grave and unfavourable military situations and think out a rational and successful solution without loss of time; who would be able to engage the enemy in battle tactics on his own terms until the strength of his enemy is weakened while conserving his own strength in men and materiel to overpower the weakened enemy.

A leader's courage must not only be reflected in time of battle where he leads his men but also in time of peace where he must be seen to stand by his men and fight for his men in all aspects of welfare and administration.

The military leader must be courageous and full of determination. His courage must not only be reflected in time of battle where he leads his men but also in time of peace where he must be seen to stand by his men and fight for his men in all aspects of welfare and administration. He must be brave to stand up to certain basic principles of command and leadership though realising how unpopular it may appear before his superiors.

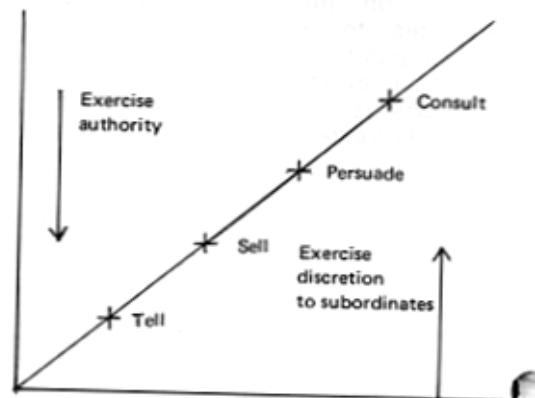
In practising welfare he secures their willing co-operation and improves their capability to perform the mission. Similarly a well-prepared, executed and accomplished mission is the best means of ensuring the welfare of his men. This is achieved through systematic training to condition the men to survive the rigours of battle.

The military leader is expected to set an example to his men in the performance of his duty. He should share in the dangers and hardships which they may be required to face and, above all, his moral and ethical behaviour must be unquestionable. He is also expected to possess certain permanent or inherent characteristics such as:

- Bearing
- Patience and Endurance
- Personality
- Dependability
- Self-Control
- Justice and Equality
- Decisiveness
- Integrity
- Knowledge
- Intelligence and High Degree of Initiative.
- Good Cheer and Sense of Humour
- Loyalty
- Forward-Looking Attitude
- Tact and Unselfishness

This chart indicates how the military leader should apply his personality and bearing together with the other leader-

ship characteristics in exercising his authority:



The Leadership style will depend on various factors and situations which I will touch on later. Nevertheless the leader is to decide whether it is to be very much authorities or discretionary, i.e., employ Directive Methods or Participative Methods, as the chart shows. There are moments, such as in an assault phase, the leader is required to tell his subordinates what to do to achieve his aim. Yet there will be moments when in order for him to achieve maximum results and harmony, he may have to sell the idea or even consult his subordinates to achieve full participation. The personality of the individual will play a major role here and there is no DS solution to this problem of leadership style. However, regardless of the many individual personality differences among military leaders, the military remains an institution built on executive authority. It has to be that way. It is not democratic in the perception of the society it serves and there are moments it can never be democratic, primarily because the military mission is determined by a higher authority. This is the major difference between the military and civilian forms of leadership.

There may come a time in his career when a good military leader may find himself in disagreement with his superior. Here he is expected to have the moral courage to make his dissenting view known to the superior.

The military leader has also a follower's role. In this role, he adheres to the role and behaviour expected of him by his superior in terms of mission accomplishment, the welfare of his men and the traits mentioned earlier. As a subordinate leader he must repeatedly demonstrate the capability of understanding his role and adjusting to the requirements of his superior. This, however, does not mean that he should compromise himself at every available opportunity just to gain favour. There may come a time in his career when a good military leader may find himself in disagreement with his superior. Here he is expected to have the moral courage to make his objection known to him.

In his role as leader, the military commander must cultivate certain behavioural traits which are expected of him by his subordinates. They expect him to be concerned with their needs, to be helpful to them in satisfying their personal goals, to be friendly in his approach towards them while maintaining some social distance and to have a strong influence within the unit and the service. These, the leader cannot be, unless:

- He shows an interest in his men.
- He understands the men's needs.
- He is helpful to the men and is approachable.
- He recognises the men's abilities.
- He is willing to back his men.
- He gives the men a fair share of off-duty time.
- He has a fair promotion policy.
- He creates awareness of the importance of his unit's job.
- He shows keen personal interest in his men's progress.
- He keeps them informed.
- He metes out punishment fairly.

It should be obvious by now that our government's slogan of BERSIH, CEKAP, AMANAH, which means CLEAN, EFFICIENT AND TRUSTWORTHY, fits very well also within the concept of military leadership.

A military leader will have the appropriate organisation to allow him to function effectively. We also have the chain of command for all to follow so that the mission can be accomplished effec-

tively and systematically. Leadership in higher command strictly follows this chain of command. To me, a chain of command is like a transmission wire. If you require the bulb at the other end to remain constantly bright, the energy that flows through the wire must be smooth with no interruptions. We have the various field Formation HQs which act as step-up transformers. If you get flutters down the wire, you will surely not have the constantly bright light. Leadership and Command, to a large extent, are synonymous. The study of military history will tell you the numerous occasions when directives from the top were not forthcoming resulting in utter confusion and eventual defeat. Defeat in war will normally result in much loss of life.

FORCES WITHIN THE PEOPLE BEING LED

A present-day military leader realises that in a complex world in which many different strands make up the thread which guides his decisions, he is expected to optimise a system containing diverse and often seemingly contradictory factors. Malaysia as a nation originates from its own geography and history. It takes its character from its culture, religion, race, the concept of justice that it has developed and ideas about how best to organise to meet the needs and aspirations of its people. Diversity in culture and religion, among others, must certainly have resulted in uniqueness that makes the possibility of common denominators in what constitutes effective behaviour, most improbable. Biologists find no meaningful differences among us. The dilemma between cultural diversity and biological similarity among people raises many systematic issues of leadership and behaviour. The military being a disciplined organisation and autocratic to a certain extent, does not regard the cultural diversity as a hindrance to achieving its mission in war as long as the training, discipline and leadership are adequate to meet the requirements. Now that I have touched on this aspect of human behaviour let me examine the forces within the people being led.

There are those who have to be driven to work and others who can be motivated to work.

McGregor has propounded a theory which places people under one or the other of two categories. Into the first category fall people who are assumed to be naturally lazy and whose inclination is to remain satisfied in not doing anything. They do not want to work. To remedy this, the leader has to exercise the authoritative style of leadership. The second category comprises people who are not necessarily lazy and idle, but are willing to work and can be motivated to usefully employ their talents. With such people, the participative style of leadership is effective. We can see these two groups in all societies and the Armed Forces is no exception.

Let me now relate this talk to my present command.

I have under my command, in 2 Div, 773 officers and 20,056 ORs making a total of 20,829 men and women. It may interest you to note the following facts about the service experience of the men under my command:

1 — 5 yrs service: 434 Offrs + 11072 ORs
= 11506

6 — 10 yrs service: 153 Offrs + 4202 ORs
= 4355

11 — 15 yrs service: 94 Offrs + 2916 ORs
= 3010

16 — 20 yrs service: 63 Offrs + 1518 ORs
= 1581

21 — 25 yrs service: 20 Offrs + 342 ORs
= 362

26 — 31 yrs service: 9 Offrs + 6 ORs = 15

About 50% of the total strength fall within the category of young soldiers, with about 5 years of service and below and about 9% are those who have done at least 16 years of service.

To effectively command and lead such a disparate group of men is dependent upon a number of variables. The *maturity* of subordinates, I would consider, is the

most critical variable. In the context of work, I would define 'maturity' as willingness (motivation) and ability (competence) to perform an assigned task, as opposed to 'maturity' in the context of the biological aging process. Hence I have to initiate efforts to develop the confidence and self-respect of those with five years or less of service experience, for them to adjust to and meet military requirements. These requirements range from handling a simple shovel to operating sophisticated electronic and other equipment we have in the Army. Incidentally, the converse of this consideration is that the choice of equipment to be purchased must necessarily depend on whether the soldiers are ready to receive them and whether we have the infrastructure to maintain them.

Equally important is the quality and standard of training that we provide the soldier with. I quoted a figure of about 9% in my Division who have at least 16 years of service. We depend very much on this small group to inculcate in the others the expertise, traditions and virtues of the military profession.

Every army has a system of training for its individuals according to the roles and tasks given to the army. We in the military train our soldiers to be loyal to our country and to kill the enemy while preserving themselves. Likewise, the goal of the civil service of a modern state is to maintain the administration of the country. Therefore all emphasis in the training of civil servants is on faithfulness to the Government in power and on developing their administrative abilities.

The authoritative as well as the participative styles of leadership have their place in the armed forces.

Given the many variables, the military leader will have to decide what leadership style he is to adopt. His personal character and personality will, no doubt, be a major factor since success and failure will be attributed solely to his own self doing. Taking my Division as an ex-

ample, there are merits in adopting both authoritative and participative styles of leadership. I would consider it appropriate for a leader to apply the authoritative stance to the young soldiers whereas the participative approach would be more appropriate to the older ones.

In summary, when we consider the forces within the people being led, we take note of:

- The competency of the group.
- The confidence they have in themselves and their leaders.
- Their educational standard and experience.
- Their dedication to work and level of discipline.
- Their quality in all aspects.
- Their integrity and loyalty.
- The quality of equipment they would use.

These points will dictate the leadership style the person in charge is to adopt.

FORCES WITHIN THE SITUATION

The third factor I would like to discuss is the forces within the situation. Military leaders today face several problems which are related to situational factors rather than to purely military problems. Of course, such situational problems appear more complex to the more senior officers, especially those in Higher Command than, say, to the Battalion Commander. This is understandable as the Battalion Commander accepts orders from his Brigade Commander who would have considered all factors before he issued the orders to the Battalion Commander. Nevertheless there are situational factors which affect leaders at all levels.

Let me begin with military tradition. Military tradition is one factor which I consider extremely important in any army. Some armies draw their traditions from days well before the rifle was invented. Our Army will be 50 years old in 1983; the nation is only 25 years old. Until recently we used to have the Trooping the Colour ceremony held annually at the Merdeka Stadium. To the public, this

ceremony is a tradition of the Army, an occasion to witness the pomp and pageantry associated with the Army. On important occasions the Army also holds tattoos for the public, another tradition of the Army. To the vast majority of the public, this is a fun fair — a 'temasya' —, a grand spectacle in scope and excellence.

Leadership is not merely driving one's subordinate forward but, at its best, is the concept, 'Follow me'.

Why does the Army, unlike other national organisations, indulge in such practices? Is there any link between the pomp and pageantry of parades and tattoos and the grim business of war? Indeed, there is a greater purpose in sticking to these traditions than providing entertainment for the public. The public may believe that things get done automatically in the Army. Perhaps they think it is just a matter of giving orders. They attribute it to discipline. The fact is that military traditions, which are perhaps little more than a source of entertainment to the public, are one of the important means of inculcating military virtues, building up military professionalism, fostering discipline and dedication and developing that 'automatism' which the public associate with the military.

To an outsider many things done by the Army in the name of tradition might seem strange, outmoded and even bizarre. One of the best-known traditions of all armies of the world is the 'salute'. To some people the very act of saluting is a vestige of feudalism — a person lower in rank by saluting a senior performs an act of 'obeisance'. On the contrary, this ceremonial action is an accepted tradition where the hierarchical structure of an organisation is openly recognized. A junior salutes his senior not as a kowtow but in the spirit of comradeship. Equally important is the salute which the senior gives in reply, confirming the bond between the junior and the senior. The standard of saluting is an extremely good indicator of the discipline and morale of any unit or formation.

No man is so brave that he never thinks of fear. The soldier, more than any civilian, is constantly in danger and has constantly to fight off his fears — of death and injury, of physical hardship and, even more so, that he will be seen by others to be afraid.

Traditions begin to create in the mind of the recruit a way of life. Without traditions, the Army would be no better than civilian organisations. It could be rife with discontent in the same way as other organisations which cannot take full pride in themselves and in which cohesion between the superior and the subordinate is not as important as in a war-winning organisation. Traditions help in fostering the soldier's pride in himself and the organisation to which he belongs. They also help in another even more important way — in helping to maintain the soldier's courage. No man is so brave that he never thinks of fear. The soldier, more than any civilian, is constantly in danger, and has constantly to fight off his fear of death and injury, of physical hardship and, even more so, of facing constantly the thought that he will be seen by others to be afraid.

If the Argentinian Army were to have the same traditions as the British Army, we could expect the Falklands War to be bloodier than it actually was. I would dare say, the British won not only because of the good planning and able leadership but, more so, because of the long-standing traditions of the British Army.

Traditions are the cementing bonds which make the Army unique, working for something more than its pay. Traditions have inherent morale influences, of devotion, courage and fidelity which bind its members to each other and the nation.

I have laboured at length on tradition and let me skim through the other situational factors which affect military leaders in higher command. They are, mainly, the political, economic and social factors. It would be foolish of any senior military leader to ignore the political re-

quirements or the economic considerations in preparing his strategic plans to defeat the enemy. In a democratic country the military is subservient to the civil administration and our decisions are guided by the directives given by our political masters. However, we are also to assume that our political masters are mature enough to allow the military leaders to conduct the mechanics of war in the manner the military knows best. Trust and confidence must prevail and with a strong sense of personal integrity and loyalty, the military leader should get whatever he wants from his political masters, barring certain limitations and financial constraints.

Other situational factors are the threat to the nation and the organisations and agencies which exist to meet such threat. One of the roles given to the Army today is participation in nation building and, hence, military leaders are exposed to the various behavioural patterns within the civilian world which can at times be very frustrating.

CONCLUSION

In conclusion, I would say the Army strives to do its best. The preoccupation of any army is to win war and it cannot assume the stance of SECOND BEST because only the BEST wins wars and the second best ends up the loser.

A military leader has a heavy responsibility as he is a leader of men, unlike our civilian counterparts who are administrators. We improve ourselves not because we like to, but because we have to. Foreign forces have an influence on us as we cannot lag behind too far. We look outwards, whereas our civilian colleagues look inwards to ensure that the best is provided for the people.

Leadership style depends on several factors other than character and personality.

The military is a disciplined organisation trained for war. It is an organised body with specific capabilities, an institution built on executive authority. It is not

democratic in the view of the society it serves. The military leader has to weigh the many complex variables before he

gives his command to ensure that his mission is accomplished with the full cooperation of his subordinates and men.

Mejar Jeneral Dato' Hashim Mohd Ali is the General Officer Commanding 2 Division. He is a graduate of OCS Eaton Hall, RMA Sandhurst, the Staff College at Camberley, and the National Defence College, India. Among his major appointments have been those of the RASCOM command in Sarawak and Brigadier General Staff and Chief of Operations Staff at the Ministry of Defence. The General has had wide contacts with the militaries of several countries.



LEADERSHIP

Kol (R) Mohd Ariffin bin Che' Mat Din

Leadership is an art of influencing subordinates, in such a way that they give their willing obedience, to achieve organisational goal¹. In its basic sense, the leader gets things done through people. Implied in this is that, leadership is influence². Also implied, is the fact that good leadership has an ethical dimension in it. True leadership must be for the benefit of the followers, not the enrichment of the leaders³.

For leadership to succeed in its true form, there should be a strong complimentarity between its three components, as depicted in Figure 1.

Let us relate leadership into its crude, but basic form. Translated to Bahasa, the "kepala" or the head, is what the leader is all about. Located on top the human body (symbolising status), the head scans the environment using the eyes and ears, the brain formulates the decisions and strategy, and the mouth verbalised the direction. These in the nutshell, is what the "kepala" or leader does. The follower on the other hand, the "kakitangan", executes whatever is directed by the "kepala". Whilst the "kepala" uses brain, the "kakitangan" uses brawns. This the crude analogy of the head to its employees.

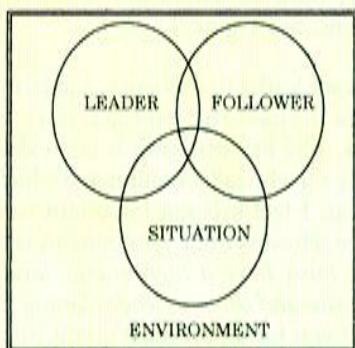


Fig. 1. Component of Leadership
Source: Stogdill

Without leaders, organization will be disorientated in disharmony. Without followers, we do not need leaders. The situation, a third components however dictates how the art of leadership is to be practiced and implemented. We will discussed these component in turn, later.

THE REAL BOTTOMLINES

What is the bottomlines in leadership? Many will say that is the accomplishment of a mission. I partly agree with this. But what is the point of capturing an objective with so much casualties inflicted? On achieving a huge net profit for the organisation, at the expense of its people?

Time Magazine dated 15 July 1974, carried a selection of opinions by various historians, writers, militarymen, businessmen and others, on the subject; "*who were history's greatest leaders?*" Some said that its was Hitler, other said Gandhi, Buddha, Lincoln and the like. But Jules Wassermann, a US psychoanalyst put the standars straight by giving the correct criteria to judge, and I totally agree with him. He said leaders must fulfill three functions, namely:

- * They provide for the well being of the led.
- * They provide a social organisation in

¹ Stogdill.

² John Maxwell, Leadership 101.

³ Warren G Bennis.

which people feels relatively secured.

* They provide them with one set of beliefs.

With the above criteria, Wassermann search history, analysed personalities and included that '*people like Pateur and Slake are leaders in the first sense. People like Gandhi and Confucius, on one hand, and Alexander, Caesar and Hitler, on the other hand, are leaders in the second sense, Jukes and Buddha belongs to the third category alone*'. Surprisingly as a Christian, he unbiasedly pronounced, '*perhaps the greatest leaders of all times was Prophet Muhammad, who combined all three functions. To a lesser degree, Moses did the same*'.

Many years later in the late 80's, George Bernard Shaw remarked, '*if a man like prophet Muhammad were to assume the leadership of the modern world, he would succeed in solving its problem that would it the much needed peace and happiness*'. This is the crux of leadership. Not saying that mission accomplishment is not important, I feel the real bottomline is what happens to the human beings in the organisation, and the human being the organisation sought to serve in larger society. Since '*man is the purpose of development, and man is the main resources of development*', the ultimate leader is "*one who is willing to develop the follower to the point that they eventually surpass him in knowledge and ability*".

Good leadership moves people *in a direction that is genuinely in their long term best interest*⁶. It does not push people off a cliff. It does not waste their scarce resources. It does not built the dark side of their human nature. In this

sense, Hitler may have display strong leadership qualities, but obviously not effective leadership.

THE LEADER

The major bone of contention when we discuss the leader, has been whether leaders are born or made. Without splitting hairs, let just say that '*leadership can be learned*'. The fallacy however is, tutors on the subject of leadership tend to profess that they are better leader than the student, and this is emotionally untrue.

Earlier, I stated that leadership is influence. This suggests that a leader moves a group of people in some direction through (mostly) non-coercive means. Figure 2 shows effect and implications of the means used.

Most leaders modify the behaviour of the followers through '*agenda setting and network building*', both of which are foundations to motivations. See Figure 3.

For a leader to influence, and to fulfil the bottomline, he has to have the necessary personal attributes. The list attributes is non exhaustive, depending on who talks about it and which angle he looks at. I feel it is not important to discuss them here. However one requirement is crucial. *A leader must have a high energy level and a strong desire and drive to lead*⁷. Going through the list, if you have one already, you will realise that only a few these attributes do seem to arrive at birth, hence the old homily that leaders are born, gets little support. Indeed a huge majority come after birth, during early childhood, through formal education and career experiences.

At the early stage, I also stressed that there is an ethical dimension in the art of leadership. This means that the inputs (leader

⁴ To be read in conjunction with my former article on the *Overview of Management*.

⁵ Fred A Manske, Jr.

⁶ John P Kotter.

⁷ Atilla the Hun.

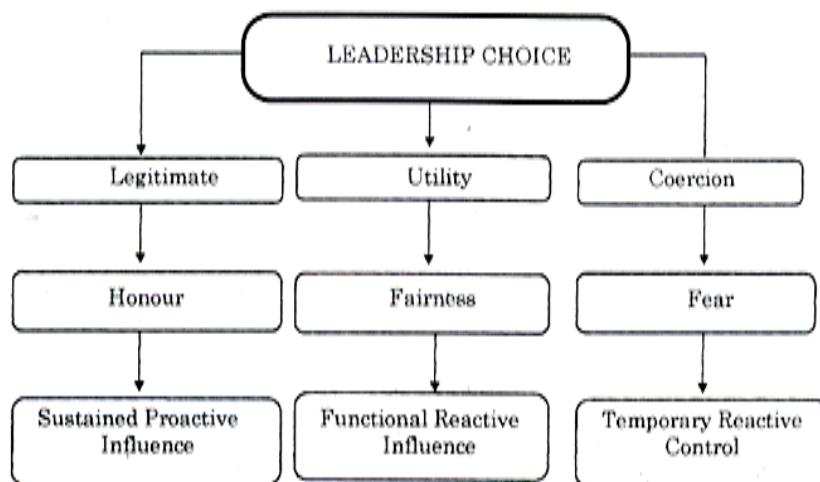


Fig. 2 , Power Process Effects
Source: Stephen Covey

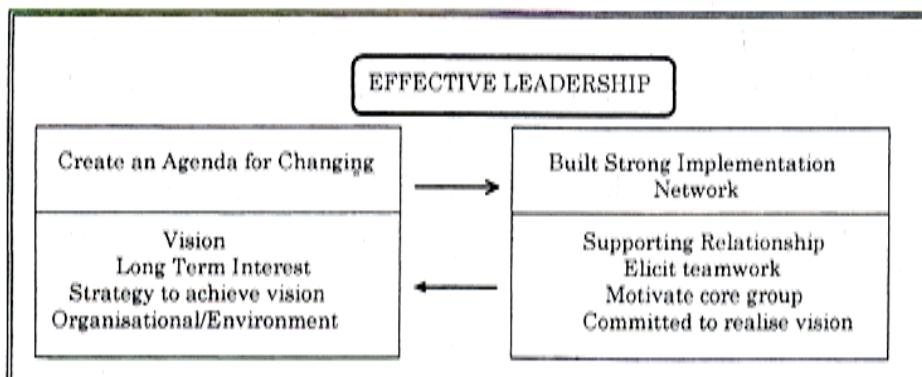


Fig. 3 , Effective Leadership and Behaviour Modification Sources:
John Kotter, The Leadership Factor

and the led), the process (the means in the environment) and the outputs (the consequences) must be within the bounds of morality. *Leadership must be principles-centered*⁸. When Hitler wanted to reunify Germany in World War II, he had all the makings of an effective leader. But when he moved to capture the world, he ceased to be one. So it was with Saddam Hussein, or Botak Chin

for that matter. What then do we call these people? Let's just say it is not within the context of the article.

How does the leader serve the long term best interest of the group? Figure 3 again provides the answer. Let us use this model on Lee Iacocca and Chryses. Firstly, Lee *created an agenda for change*. He set a new vision which provides a legitimate long term interest to parties involved. He crafted a sound strategy to move Chrysler towards that vision. Having done

⁸ Steven Covey.

that, he created a strong *implementation network* eliciting cooperation and *teamwork* from a large network of people to accomplish that agenda. He worked relentlessly to keep the network motivated. That meant communicating, cajoling, praising, kicking, pushing, pulling, coaching and inspiring; all made possible because of his personal selling skill, his energy level, and a keen insight into the fundamental needs and values that made different folks tick⁹. The combination of an intelligent agenda for change and energised network of appropriate resources worked miracles.

At this point, let us ponder whether the leader's functions and that of a manager, is similar or different? Or are they mutually exclusive? Consider this. A peacetime army can perform its functions adequately with good administration and good management, as long there is sound leadership at the top. During war, an army still needs competent administration and management up and down the hierarchy, but it cannot function without lots of good leadership and virtually all levels. No one has yet found the recipe to manage people into battle. All said, Figure 4 provides the distinction, broken down into simple basics. Summing it all up, good *management control complexity, effective leadership produces useful change*¹⁰.

A point to note is that leadership is timed-based. No leader is an eternal leader, except for Allah SWT¹¹. Leaders normally have times-up from their lead roles. A leader ceases to be one, when he becomes a follower. He may be leader to his subordinates, but to his boss, he is just another follower. Well, they are on a different playing field. A leader also ceases to be a leader , if he moves out of the paradigm of the leadership model, into a different plain, for example, going home after the

days work. On the other hand, a janitor in an organisation may very well be a leader in his own

- ~ The manager administrators, the leader innovates.
- ~ The manager is a copy, the leader is an original.
- ~ The manager maintains, the leader develops.
- ~ The manager focuses on system and structure, the leader on people.
- ~ The manager relies on control, the leader inspires trust.
- ~ The manager has a short range view, the leader has a long range perspective.
- ~ The manager asked how and when, the leader ask what and why.
- ~ The manager has his eyes on the bottomline, the leader sets its on the horizon.
- ~ The manager imitates, the leader originates.
- ~ The manager accepts the status quo, the leader challenges it.
- ~ The manager is classic good soldier, the leader is his own person.
- ~ The manager does thing right, the leader does the right thing.

Fig. 4 . Understand the Basics

home, or a community chief in his village. The point is different settings provide different roles for different persons. Flexibility and adaptability are important. Remember, a leader will always

⁹ Iacocca and Novak

¹⁰ John Kotter

¹¹ A-Quran. Al-Fatihah

remain a leader so long as he has followers directly in a given situation. Leadership should not be misconstrued with appointment, power, rank and authority which are merely tool that aid in leading.

THE LED

The day of *Pak Pak Lang*¹² is over. So is '*the cry of yours not to question why, yours, but to do or die*' Today's follower even with the vast know-how, will not move without being told the know-why, the guiding philosophy that will promise to serve their long term interest. No follower, given a choice would want to perform only for short term investment. Loyalty and commitment are short-lived. The long term interest should not only be there, but it must be seen to be there. This is a great challenge to the leader. Transparency and open communication are the mainstay.

With the know-how's, and the trend towards empowerment, followers are more akin to the concept of teams and small groups, as opposed to the traditional matrix organisation. Who need leaders when all participants and team members can decide for themselves? After all, leaders only add another bureaucracy in their efficient functioning. Most successful companies have adopted and practised this well. This being the case the challenge to leadership is further compounded. From my point of view, whatever structure or concept adopted, it is the leader that provides direction and coordination of these teams that will end up the beneficiary.

In the earlier paragraphs, I mentioned that it was unimportant to discuss personal attributes of a good leader. This is because, one tends to make a wish list of all desired attributes ideal for oneself, and element of bias takes the fore. The important thing is '*what and how the follower feel their leaders should be that matters*'. If Traits Theory of leaderships to be studied on a leader, then it should be looked on this angle, not from the perspective of the leader.

Much has been said about selecting the right person to assume formal leadership position in an organisations. The same can be said of the followers. But the right for *hire and fire* lies with the leader, not the follower. It is the responsibility of the leaders to garner the support and commitment of the followers at all time. After all, it is through them that he gets the job done. How does the led remain committed at all times? Figure 3 again. Indeed, it is a vicious cycle. The know-why provides the binding spirit for the team to flourish, the relationship of the group, strong enough to elicit teamwork commits them to succeed. The peers, the informal leaders and the unofficial champions in the group, tick the smaller parts into automated movement forward. All these are difficult to achieve, but not impossible. The bottomline here is whilst the leader provides drivers for success, through motivation and alignment, the committed team will not want to fail the leader, so long as they see that it is done for them, not for the leader, as I said earlier. This is the '*nirvana*' that all leader-follower entity would like to reach. The ultimate therefore is not mission accomplishment, but reaching the '*nirvana*'....

The development level of follower is at Figure 5. The '*nirvana*' is in achieving high competence and high commitment.

¹² An Old Child's game of follow the leader.

LOW	MODERATE	MODERATE	HIGH
D1	D2	D3	D4
Low Competent	Some Competent	High Competent	High Competent
High Competent	Low Competent	Variable Competent	High Competent

DEVELOPING → DEVELOPED

Fig. 5 . Development Level of Followers
Source: Blanchard's Situational Leadership Model

THE SITUATION

Whilst we discussed the first two component as relationship, it is the situation that impact greatly on such relationship. There are many way to describing the situation, and how it influences style, behaviour, task, etc etc.

Figure 6 one way. Tannenbaum and Schmidt suggest the situation like this analogies the peace-war or stable-conflict situation, where authority is held or disbursed. The leadership

style that can be adopted, range from exploitative authoritarian, to one of a participative model. Notice that there are no extremes both ways. I suppose on the top extreme is dictatorship, which is not leadership. There is a marked difference between being authoritative (leadership style) and a dictator. On the other hand, the bottom extreme position would not constitute leadership either. Likert's 4 System model suggest the continuum range from exploitive authoritarian, benevolent authoritarian, consultative democracy and participative democracy.

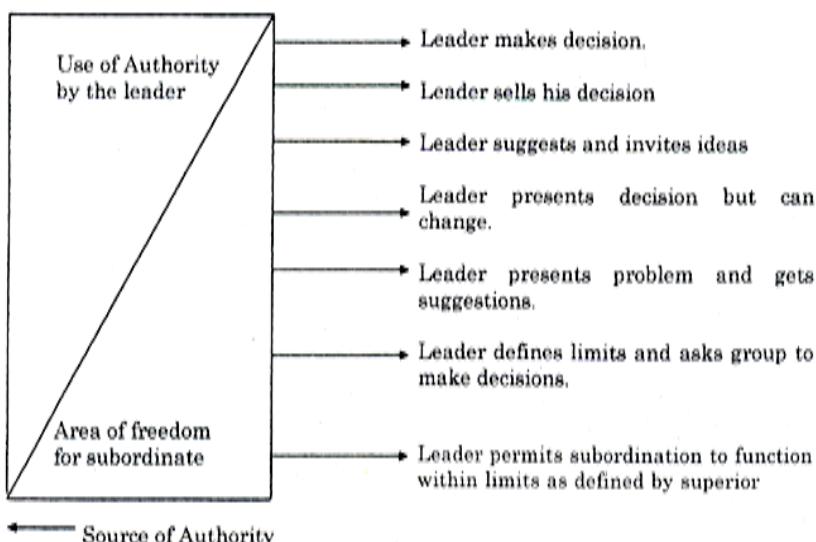


Fig. 6 . Autoeratic - Democratic Continuum
Source: Tannenbaum and Schmidt

Figure 7 is yet another way, which gives the leadership grid that distinguishes the leader's concern over people or task. Grid 9.9 is a *team player*, who has high concern for both people or tasks. Grids 5.5 takes the middle stand, as the name *middle of the road* implies. Leader at grid

1.1 is the *improvised* since he has no concern whatsoever to both people and task. Grid 1.9, known as *Country Club* is so concerned with people, whilst grid 9.1 is only concerned with task accomplishment. The ideal is to strike an amicable balance.

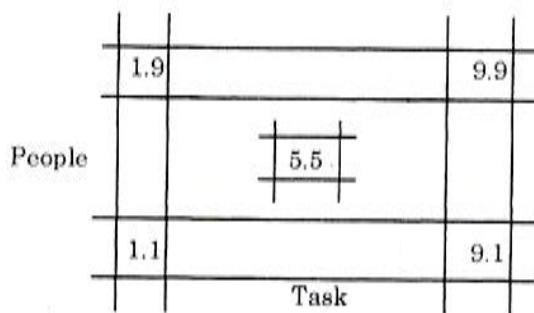


Fig. 7. Leadership Grid
Source: Blake and Mouton

Figure 8 is another situational model:

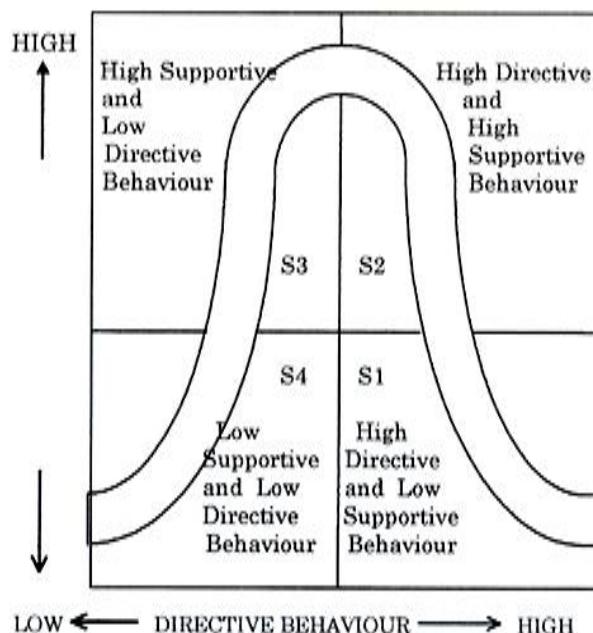


Fig. 8 . The Four Leadership Style
Sources: Blanchard

SUMMARY

So, what is leadership all about? It is about relationship. A relationship between the "kepala" and the "kakitangan", or the leader and the led. The leader provides a conducive and a

legitimate long term to the followers, who in turn reciprocate by not failing him. This is the bottomline. This relationship is practised in a variety of style, depending on the situation. For the practice of good leadership, a leader must possess the following skills:

- * **Anticipatory Skills** - the foresight and ability to convert broad vision into new effective strategy.
- * **Visioning Skills** - mental and verbal picture of desirable future state.
- * **Value Congruence Skills** - consistent application of shared value, motives and goals.
- * **Empowerment Skills** - share satisfaction derive from achievement.
- * **Self Understanding Skills** - continuous self learning and development.

'Remember, achieving goals is not the only purpose of leadership, but one of the very many'.



Kol (R) Mohd Ariffin Che Mat Din is a keen writer who had contributed a lot to the development of Sorotan Darat. Many of his articles were published in various issues. Holding a Masters Degree in Management, his focus today is on simplifying management concept, which he believed had been misunderstood by many.

SOROTAN DARAT

BIL 7, APRIL, 85

MY VIEW-POINT ON GOOD LEADERSHIP



By Mej Jen Dato' Mohd Yusof Din

"The world looks for leaders, it looks for men who are original, able and practical; and all I have to say to a young man is simply to find out clearly all about a need in a certain direction, and then lead to the alleviation of it. Money, influence, honour will all follow along after, to help".

DR FRANK W GUNSAULUS

INTRODUCTION

The success of any military operation is always determined by the unit's overall ability to perform its whole mission and bringing it to a successful completion. A unit like any other entity can function only through its human agents and these agents are the commanding officers. The officer in charge is unique in that he commands men and provides guidance and service. To this end, the 'officer in command' being the top hierarchy in the

organization assumes personal responsibility as a leader in ensuring success. He is entrusted with the authority, responsibility and the manpower to see it through. In most cases, his personal leadership will dictate the success or failure of a given mission. It has been said that, "while wars can be lost through lack of management, they can only be won through leadership." Whether the unit is good or bad, the morale high or low, the command effective or not largely depends on the one who leads. Leadership consists of certain fundamental positive personal qualities which can be acquired and applied by all officers.

SOROTAN DARAT**TRAITS FOR GOOD LEADERSHIP**

The aim of this article is to articulate from my point of view, some of the important aspects of personal traits required for Good Leadership.

A great deal of research has been made by many people in trying to determine the list of qualities a good leader should possess. In fact, when we talk about personal traits to good leadership, the position is not all that clear. For a start, we must be clear in our mind what is meant by 'good leadership'. In the Armed Forces, the prime requirement as a true leader, is that, he should have the knowledge, the confidence and the backing of those he is to lead. Without this, he cannot really be said to be an effective leader. It is also true to say that anyone given the right circumstances and who perseveres can attain his goal. Perhaps, the definition by Field Marshal Montgomery on the subject is more valid, in that "leadership is the will to dominate and the confidence to inspire". In other words, we can judge good leadership in two ways:

- a. The ability to command and to gain acceptance and confidence of those being led,
- b. The ability to achieve the mission of the unit as a whole.

Leadership means, leading a unity of people in a sincere and free cooperation towards a common goal, taking into consideration the human, economic, political and technical factors in their correct perspective.

In the Armed Forces, in order to be an effective leader, the officer must fulfil the basic function of 'giving out orders' and taking in impressions and messages from his environment, which he must allow to influence the orders he gives. In order to achieve this, the Commanding Officer must have the following attributes:

- a. A high level of professional knowledge, to enable him to understand the practicability of the orders and its implications.
- b. A well balanced personality, so that you do not use the power and your position to compensate for your own inadequacies.
- c. Understand the sensitivity of the require-

ments of your Supporting Unit Commanders, so that you are aware of the effect of the orders on them and the troops.

Leadership can be defined as the art of organising, coordinating and motivating the individuals in the organization to achieve the desired goals. It is the relationship in which you as a Commanding Officer influence your men to work together willingly on a given task. In this respect, we see the leader being able to identify himself with the unit and make deliberate planned efforts to accomplish those objectives. Leadership in the Armed Forces deals with command which involves initiative, judgement and exhortation. An officer who can arouse command, serve and lead, and put an undertaking through with confidence, gain support and backing from his superiors and subordinates alike, will rise above the others. He is a good leader.

LEADERSHIP STYLE

Basically, there are three types of leadership style:

- a. Laissez – Faire Leadership.
- b. Democratic Leadership.
- c. Autocratic Leadership.

In the Laissez-Faire type of leadership, the leader gives the group complete freedom in determining activities of the organization. The democratic leader solicits suggestions from his subordinates. He frequently acts upon their advice and gives them a range of discretion in performing their activities. The autocratic leader, on the other hand, makes all decisions without any subordinate participation. It is to be noted that while the Laissez-Faire and the autocratic types of leadership dominate the two extreme ends of the continuum, it is the democratic type of leadership which is generally thought to be the most appropriate in the civil organization. From research made, it is found that the effect of the three leadership style when employed in industry tends to show that:

- a. The Laissez-Faire group tends to produce uninterested workers with no definite aim in mind. They work as they please and not according to the plan.

SOROTAN DARAT

- b. The democratic group seems to work well because they are able to identify with the management. They seem to have achieved some sort of 'esprit de corps' due to recognition and the establishment of good communication all round.
- c. The autocratic group produces an aggressiveness towards the leader with certain feelings of hatred and dislikes. They become resentful and would therefore not use their initiative fully.

However, in the Armed Forces, discipline is one of the most important aspects of command. From discipline comes leadership. Following 'Charles de Gaulle's statement, "Men are of no importance. What counts is who commands". In the Armed Forces, the autocratic type of leadership at unit level blended with the democratic type of leadership at a higher level seems to be the answer. Indeed this is so because the measurement of effectiveness in the Armed Forces evolves round the achievement of your given mission at whatever cost. To this end, the authoritarian leader by far is the best, principally because orders issued must be obeyed which goes with the saying, "Do first and complain later".

GOOD LEADER

The general traits that goes to make a man a leader are many. The leadership behaviour of an individual is an amalgam of many factors and is a complex phenomenon. It can be described in many ways and at various levels of abstraction. So to define a good leader as having a sense of justice, a good sense of humour, organising ability is looking at it in a narrow sense. It is only a conceptual analysis.

The basic structure of what one may term as 'leadership' apart from those mentioned in above can be classified under two dimensions. These are:

- a. Consideration which includes behaviour indicating mutual trust, respect and a certain warmth and rapport between him and his men. This dimension deals with his concern for his men's needs and includes such behaviour as allowing his fellow officers participation in decision making and en-

couraging two-day communication from top to bottom and vice versa.

- b. Structural behaviour in which he is a leader organises and defines unit activities and his relationship to the group. He is a man who is able to define the role he expects each member to assume, assign tasks, plan ahead, and establish ways of getting things done.

The above two factors are some of the attributes necessary for good leadership. However, to narrow it down further, we can say that the job facilitation dimension plus the structure dimension which is indivisible is more specific in terms of good leadership behaviour.

The word discipline has been used by the Army too harshly at the expense of self-respect. It means punishment, restrictions and enforcement of authority. Mention the word 'discipline' you began to think in terms of something you have done wrong. It is so imposed to the individual resulting in the destruction of self-respect. Dutifulness is a two-way street, you can be strict in enforcing the discipline but at the same time you must also be strict in looking after their welfare. Hence, the famous saying, "The safety, honour and welfare of your country comes first, always, and every time. The honour, welfare and comfort of the men you command comes next. Your own ease, comfort and safety comes last, always, and every time."

It must be realized that the deepest need in human nature is the craving to be appreciated. Some say, ten pats on the back for each kick on the shins is a good ratio for a commander to adopt. Most soldiers, do not seek lavish praise but certainly wish to be assured as to their continued ability. There are four virtues of fundamental importance that a leader should practise. These are:

- a. Wisdom.
- b. Justice.
- c. Courage, and
- d. Temperance.

We seek to be wise which is knowing what is good, bad or just — which means giving to every soldier his due courage which is the enduring of pain and affection and temperance which is being moderate in all things. If an officer fails to balance up the requirements of discipline and that of welfare, the soldier will live in fear. With fear, he learns to worry; with suspicions he learns to be doubtful; with hatred he learns to fight back; with jealousy

SOROTAN DARAT

he learns to condemn; with shame he learns to be guilty. Whereas with encouragement, confidence, and trust he learns honesty; with love he learns to be friendly; with understanding he learns to appreciate his leader with respect. He learns to have faith and with praise he learns to like himself. If this is achieved, we will have a soldier who will be physically, mentally and morally strong. After all, the greatest gratification in a person's life is to be fulfilled and to accomplish all that he has it in him to do so. Discipline without love begets resentment; it is the devoted and skilful blending of physical, mental and moral 'courage' that develops a cadet into an officer and a gentleman who is able to cope with the environment in self-reliance and self-mastering. Whatever you do with regards to command and control, there are three phases of life which you as a leader must always bring into balance. These are: physical, mental and moral fulfilment. The principal on which you as a leader manage your men is to set up that one standard of common 'courage' as mentioned in above which all must reach. If this is achieved, feeling of adequacy, accomplishment, usefulness and 'esprit de corps' will be achieved.

To me, the role of the officers corps as 'leaders of men' bears a large responsibility for what is right or wrong in the Armed Forces today. Lack of cohesion amongst the officers, ignorance of command and management functions can lead to poor leadership. Several behavioural and ethical tendencies towards self-interest can also weaken the organization. To overcome this, the following code of conduct can help all officers to enhance their qualities of leadership:

- a. "An officer's sense of moral integrity is at the centre of his leadership effectiveness. The advancement of one's career is never justified at the expense of violating one's sense of honour.
- b. Every officer holds a special position of moral trust and responsibility. No officer should ever violate that trust or avoid his responsibility for any of his actions regardless of the personal cost.
- c. An officer's first loyalty is to the welfare of his command. He will never allow his men to be misused or abused in any way.
- d. An officer will never require his men to endure hardships or suffer dangers to which

BIL 7, APRIL, 85

he is unwilling to expose himself. Every officer must openly share the burden of risk and sacrifice to which his men are exposed.

- e. An officer is first and foremost a leader of men. He must lead his men by example and personal action. He cannot manage his command to effectiveness they must be led; an officer must therefore set the standard for personnel exemplary leadership and military ethics.
- f. No officer should wilfully conceal any act of his men that violates discipline and military ethics.
- g. No officer should punish or in any way discriminate against a subordinate for telling the truth about any matter.
- h. All officers are responsible for the actions of all their brother officers. The dishonourable acts of one officer diminishes the corps; the actions of the officer corps are only determined by the acts of its members and these actions must always be above reproach."

MILITARY VALUES

The remark we often hear that "The Army is not what it used to be" — is to be taken with a pinch of salt. In fact, it never has been. We must understand that the past is important to us today, as its study casts light on the military future. This is so because of the modern changes in technique, equipment and human behaviour and expectation. The past is always full of delusions. There can be no direct translation of past relationship today's equation based on modern requirements. Rightly, the past should only be expressed as pure principles and it is these principles that must be applied to modern values and conditions. These values of the past are what we call 'tradition', must be upheld in the Armed Forces. Secondly, for the modern generation; do not try and run your unit as a leader of a business corporation based on computers design decision. This will destroy military values and traditions. Good business practice can only be applied to the designs and purchases of military hardwares and not to command men. The functions of command are not the same as the functions of a departmental store management. Here you are dealing with lives and not toys. Between the two, try and preserve the

SOROTAN DARAT

BIL 7, APRIL, 85

old traditional but at the same time learn the new.

Lastly, as a leader, in order to lead you must know your soldiers, yourself and your profession and once acclaimed you must never abandoned the responsibilities to lead. Today in the Armed

Forces, we are searching for men, characterised by positive qualities, personal initiative, prompt decision, superiority, force of character, kindness and consideration of others, the ability to plan and put an undertaking through to the finish. Let that officer be YOU.



Mej Jen Dato' Mohd Yusof Din was commissioned into the Royal Malay Regiment on his graduation from Eaton Hall and RMA Sandhurst between the years 1955 – 1956. Since his commission he has held various staff appointments including the post of Military Adviser Vietnam, and Director of Intelligence at Mindef. Currently he is the Chief of the Logistics Staff.

In 1945, Field Marshal Bernard L. Montgomery described leadership as "the will to dominate and the confidence to inspire". If commanders are to be successful in the future, they will have to dominate and inspire their subordinates in peacetime because there will be precious little scope for it during the crucial initial stages of the war. A commander is only going to be able to dominate subordinates by impressing on them his personality and views beforehand. Whereas "inspire" could be understood to suggest developing a relationship of mutual trust and self-confidence which would be expected in any successful team, be it in war, in business or sports.

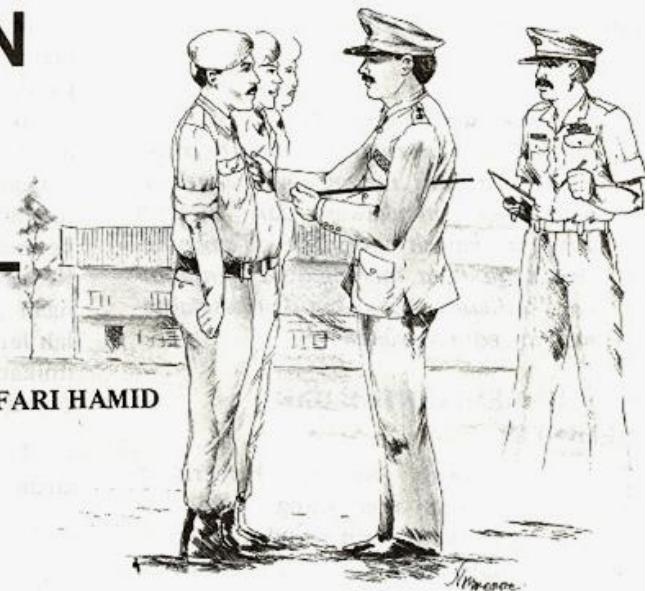
Colonel Ian R. Cartwright, British Army

SOROTAN DARAT

BIL. 10, SEPT. 86

KEPIMPINAN TENTERA YANG IDEAL

LT KOL MOHD SAFARI HAMID



PENDAHULUAN

Angkatan Tentera adalah tunjang ke-makmuran, kedaulatan dan keselamatan negara. Menjadi seorang pemimpin di dalam Angkatan Tentera merupakan satu peng-hormatan besar untuk individu berkenaan. Pemimpin di dalam Angkatan Tentera disanjung tinggi oleh masyarakat kerana nilai profesionalisma menunaikan bakti untuk bangsa dan negara. Di samping melaksana-kan tugas khusus ketenteraan demi ke-daulatan negara, pemimpin dan anggota tentera juga mencurah bakti untuk kemaju-an serta keutuhan masyarakat/rakyat. Sumbangsih ini tiada tolok bandingannya oleh lain pertubuhan atau agensi kerajaan.

Setiap pemimpin dan anggota tentera hidup penuh cabaran tiap masa di segi lahiriah dan rohaniah. Tentera hidup di dalam dua masyarakat — masyarakatnya yang tersendiri dan masyarakat umum di luar. Kedua-duanya mempunyai nilai, ke-hendak, tekanan dan kesan terhadap setiap pemimpin dan anggota tentera. Trend masyarakat umum dan pergolakannya

hanya memberi kesan di segi aspek bersabit kehidupan seharian, sosial dan kekeluarga-an. Ini perlu diambil kira oleh setiap pemimpin tentera. Yang lebih mencabar adalah pergolakan kehidupan dalam masyarakat tentera itu sendiri. Ini mestilah diambil kira dalam kepimpinan ketenteraan untuk kejayaan merancang dan meme-rintah.

Artikel ini meliputi perbincangan ber-sabit aspek memerintah, memimpin, meng-galak, prestasi dan misi serta cabaran yang perlu diatasi. Artikel ini juga akan memper-tikai kemerosotan tatatertib dan sikap ke-tenteraan masakini. Rujukan kepada be-berapa kejadian bersabit kepimpinan dalam sejarah negara luar dan sendiri akan di-tonjolkan demi mencari jawapan sifat kepimpinan yang membawa kebaikan.

DEFINISI

Kepimpinan mempunyai hubungan yang tidak dapat dipisahkan daripada pemerintahan (command) yang mana mem-

SOROTAN DARAT

punyai makna dan implikasi seperti berikut:

"Berdasarkan pangkat dan jawatan adalah dilimpah kurniakan tanggungjawab untuk merumus, merancang, mengelola, melaksana, mengawas dan melatih anggota bawah perintah. Tanggung-jawab ini juga merangkumi pentadbiran, kesihatan, kebijakan dan kesejahteraan anggota bawahannya".

KONSEP MEMERINTAH DAN MEMIMPIN

Tanggungjawab seorang Pemerintah (Pemimpin) ialah merancang, mengawal serta menguruskan yunitnya dalam setiap aktiviti di masa aman dan perang. Pemerintahan adalah satu proses di mana setiap anggota dan peralatan digunakan sepenuhnya untuk mencapai satu tujuan (missi) yang telah ditetapkan. Aspek keanggotaan, kelengkapan dan missi adalah elemen penting dalam pemerintahan dan kepimpinan dalam Angkatan Tentera. Amat sahif jika dikatakan, memerintah dan memimpin begitu intim sekali sehingga boleh dikatakan juga memimpin itu adalah memerintah (to lead is to command). Memimpin adalah satu kebolehan atau seni, di mana seseorang pemerintah itu dapat mempengaruhi anggota bawahannya, untuk menerima dan melaksanakan apa jua tugas yang diberi dengan sempurna. Maka tidak dapat dinafikan, konsep memerintah dan memimpin tertumpu penuh pada geraklaku dan personaliti setiap pemerintah untuk menjayakan missi yang ada. Pemerintah adalah pemimpin. Pemimpin yang mengetuai dengan tauladan akan mengukuhkan lagi kepimpinannya.

PEMERINTAH DAN MISSI

Asas kepimpinan adalah mengapa mestilah ada pemimpin. Jawapannya ialah melalui pemimpin serta kepimpinannya missi yang ditugaskan dapat dilaksanakan dengan jayanya.

BIL. 10, SEPT. 86

Pemimpin bertanggungjawab untuk mengolah serta menyatupadukan tenaga/kepandaian anggota, peralatan dan masa untuk menjayakan missi. Pemimpin memimpin anggotanya untuk berperang dengan musuh di mana akibatnya adalah membunuh atau dibunuh. Inilah keunikan pemimpin dan kepimpinan dalam tentera. Kesediaan menggadai nyawa dan kepentingan peribadi demi bangsa dan negara ini-lah letaknya kepimpinan tentera. Itulah keunikan dan maha suciya kepimpinan tentera.

Tugas utama pemerintah adalah terlaksananya missi dengan jayanya. Missi yang diberi adalah mengikut saluran pemerintahan yang menyatukan pemerintahan dan pemimpin. Ini perlu untuk mengawal, mengkoordinasikan dan membantu. Perlaksanaan missi mempunyai risiko kecederaan atau kematian. Adalah tanggungjawab tiap pemerintah/pemimpin membuat perhitungan teliti dan kajian mendalam agar missi tidak gagal. Keputusan samada untuk menerima risiko kecil atau besar terserahlah pada pemerintah/pemimpin. Pertimbangan utama menentukan darjah risiko boleh diterima adalah hubungan antara missi diberi dan peralatan/keupayaan yang ada. Oleh itu tiap pemimpin mestilah pakar menimbang risiko.

Ingatlah satu keputusan yang silap oleh seorang Pengurus syarikat hanya boleh mengakibatkan kerugian wang dan kehilangan kepercayaan para pelabur. Di sebaliknya, keputusan demikian oleh pemimpin tentera akan mengakibatkan ramai jiwa tentera terkorban, membawa kesengsaraan pada keluarganya serta masyarakat.

ANGGOTA DI BAWAH PIMPINAN DAN MISSI

Di mana yang boleh, pemerintah/pemimpin barulah memenuhi kehendak missi dan anggota dengan seimbang tanpa

SOROTAN DARAT

menjejaskan pencapaian misi. Namun demikian di masa perang dharurat atau operasi keutamaan adalah kepada misi dan kejayaannya.

Setiap pemimpin mestilah mengetahui sepenuhnya anggota di bawah pimpinannya. Di segi lahiriah soal peribadinya, kecekapan/kepakaran dan kebolehan fizikalnya. Di segi rohaniah pula kesanggupannya, semangatnya, pendiriannya dalam kumpulan serta keberaniannya. Setelah mengetahui anggota dipimpin, pemimpin dapatlah mengolah imbangan antara kehendak misi dan kehendak/kebolehan anggota. Terpenuhnya kehendak/kepuasan diri anggota ini akan meninggikan semangat dan moralnya. Lantas beliau sanggup membuat apa jua tugas yang diberikan dengan sebaik mungkin. Kejayaan pula akan meninggikan lagi semangat dan nama yunit.

SIFAT KEPIMPINAN

Tiap pemimpin mestilah memiliki ciri kepimpinan yang tertentu. Statusnya pula di kalangan anggota yang dimimpinnya adalah sebagai:

- Pemerintah/Pemimpin
- Ketua
- Guru
- Bapa

Sikap Pemimpin. Para pemimpin mestilah mempunyai keperibadian dan pekerti yang menjadi cermin kepada anggota bawahan. Keperibadian dan pekerti ini semestinya mempengaruhi anggota bawahan agar timbul penghormatan, ketaatan dan kerelaan bertugas di bawah perintahnya.

- Mengetahui kondisi jiwa dan aspirasi hidup dalam sanubari anggota dipimpin.
- Berkebolehan menilai dan menghargai pendapat, pendirian, kehendak dan sikap anggota bawahan.

BIL. 10, SEPT. 86

- Bijaksana dalam membangkitkan semangat, kerelaan dan kerjasama di kalangan anggota bawahan.
- Sentiasa menjadi contoh tauladan dalam amal perbuatan dan tutur kata.
- Mampu memberi bimbingan, asuhan, tuntutan dan pimpinan.
- Memiliki dan dapat memelihara kewibawaan pimpinan atas dasar kepercayaan, kerelaan dan ketaatan yang dipimpin.

Sikap Ketua. Setiap pemerintah mestilah mengamalkan sifat/sikap berikut:

- Berpendirian teguh, tegas dan bertanggungjawab.
- Keberanian moral dan fizikal.
- Pakar (profesyenal) dalam tugas dan tanggungjawabnya.
- Mampu membuat keputusan dan memberi perintah.
- Dinamik, inisiatif dan bijaksana dalam menggunakan kuasa demi mencapai misi dalam melaksanakan tugas.

Taat setia kepada pemerintah/pemimpinnya.

Sikap Guru. Kepimpinan juga menuntut kita menurunkan pengetahuan akademik dan profesionalisme kepada anggota bawahan. Di samping menentukan kemampuan tidak menjadi statik ia juga memaksa kita terus menimba ilmu. Pemimpin sebagai guru, pendidik dan jurulatih perlu:

- Sentiasa meningkatkan pengetahuan sesuai dengan perkembangan semasa serta perlaksanaan tugas.
- Merancang, merumus, melaksanakan dan mengawasi latihan.

SOROTAN DARAT

- Sentiasa mengajar, menunjuk ajar, mendidik serta mencerahkan pengetahuan profesional dan pengalaman, perkhidmatan untuk meningkatkan lagi prestasi anggota bawahan dan unit.
- Memiliki kesabaran dan ketenangan yang tinggi di dalam mendidik dan melatih.
- Dapat mendorong seluruh tenaga dan semangat anggota bawahan mencapai matlamat yang tinggi.
- Ibarat pelita yang menerangi hati, fikiran dan semangat anggota bawahan.

Sikap Bapa. Kepimpinan juga meletakkan kita mengambil peranan sebagai bapa kepada semua anggota bawahan. Kita juga sebagai penghulu kepada anak buah kita (anggota bawah perintah dan keluarganya). Di sinilah kewibawaan kita tercabar. Kita dikehendaki menyelesaikan masalah ketenteraan, kekeluargaan dan hubungan umat. Ini memerlukan pengetahuan mendalam dalam aspek keagamaan, kebudayaan/susila serta komunikasi selain dari profesionalisme ketenteraan. Kita perlu ketegasan dan keberanian menegur dan membina menyelesaikan masalah serta kelakuan sumbang tanpa takut hilang populariti. Untuk berbuat demikian kita perlu:

- Mengenal benar setiap anak buah.
- Meningkatkan kesejahteraan, kebajikan serta ketenteraman anggota bawahan di segi kebendaan, jasmaniah dan rohaniah.
- Mengetahui, memahami serta menyelesaikan masalah anggota bawahan.
- Bersifat terbuka, sedia menasihat, menolong dan membantu.
- Bijaksana, tegas, adil dan saksama.

BIL. 10, SEPT. 86

PIMPINAN YANG BAIK

Pemimpin/pemerintah mestilah mengawasi dan mengetahui mereka ini. Tindakan mengembalikan mereka ke teras dan kehidupan ketenteraan sebenar mestilah diambil. Janganlah kepimpinan kita dicabar, bertindak positif menyedarkan mereka. Jika difikirkan mereka tidak juga dapat mengubah sikap berhentikan/tamatkan perkhidmatan mereka. Untuk menghindarkan kemasukan “sampah” berkhidmat dalam Angkatan Tentera, tim pengambilan mestilah menumpukan kepada potensi dan mutubukan bilangan memenuhi quota. Jika ini dilakukan masalah disiplin dapat dihindarkan lebih awal lagi.

CIRI-CIRI YANG MEMBAWAKAN KETEGASAN

Pembinaan rohani. Memperkuatkan taqwa pada Tuhan Maha Esa. Secara tidak langsung melatih anggota berkekuatan iman. Ianya adalah kepercayaan dan keyakinan kepada segala ajaran agama — terhadap kudrat dan iradatNya, taat kepada perintah Tuhan dan menjauhi segala laranganNya, menjauhkan diri dari kemunafikan dan syirik. Petunjuk-petunjuk yang resmi atau realistik adalah cara pendekatan yang sesuai. Matlamat pembinaan rohani ini adalah keinsafan dan kesedaran — bahawa pemimpin dan perajurit adalah pejuang. Bagaimana perjuangan RASUL dan khilifah menentang musuh menegakkan agama ISLAM, bangsa dan negaranya begitulah juga kita. Amalan sekarang — tahlil, doa selamat, ceramah dan acara keagamaan yang lain perlulah lebih teratur, sistematik dan mempunyai arah/motif. Ini perlulah dirancang dan di selaraskan sesuai dengan matlamat negara, Angkatan Tentera dan batalion.

Pembinaan/Peningkatan Professionalisme. Ini meliputi segala bentuk latihan yang mana matlamatnya kemahiran pe-

SOROTAN DARAT

ngendalian senjata, teknik dan tektik peperangan serta tugas sampingan demi kedaulatan negara. Cara latihan dijalankan pula haruslah menentukan segala pelajaran diamati dan diterima bukannya lebih mendera (buggering). Deraan (buggering) hanya akan menimbulkan kejelekan, sikap negatif dan pemberontakan akhirnya. Kejujuran, keikhlasan, sikap yang positif, tekad yang gigih serta penuh kesedaran pula akan membawa pejuang profesionalisme yang sebenar.

Pembinaan/Peningkatan Tradisi. Tradisi adalah sumber/inspirasi gerak laku, semangat, tata tertib, kebangsaan dan kehormatan. Tradisi membawa nilai positif kepada pertubuhan. Kebanyakan tradisi dalam Kor RAMD tidak tertulis, maka jika tidak diamalkan akan luput begitu sahaja. Adalah baiknya tradisi yang ada ini dibukukan, mana yang tidak sesuai masakini dilupakan dan yang menjadi amalan RASUL dan Nabi-Nabi diperkenalkan. Tradisi yang bersifat regimental — upacara perbarisan, mengarak panji-panji, penghormatan, perbarisan kenaikan pangkat hendaklah diamalkan biasakan seperti warisan dulu. Amalan melafaz Ikrah Kesatria, menyanyikan lagu Kor RAMD dan batalion sebelum memulakan kegiatan harian pada perbarisan pertama kan dapat menimbulkan suasana semangat bangga serta cintakan Kor RAMD dan batalion (sense of belonging). Doa selamat sebelum dan sesudah latihan kelompok menimbulkan taqwa serta restu dan ke-redhaan Tuhan. Penerimaan dan pengalaman tradisi oleh semua mengukuhkan lagi ketahanan mental, rohani dan semangat perjuangan.

- Pembaziran tenaga tentera (manusia) bertentangan dengan prinsip penjimatatan tenaga.
- Tidak mempelajari dari kesilapan.
- Memandang rendah kebolehan musuh.

BIL. 10, SEPT. 86

- Tidak tegas serta tidak dapat membuat keputusan.
- Menyalahkan orang lain.
- Penekanan/memutarbelitkan perkabar-an konon demi untuk moral dan keselamatan.
- Kepercayaan kepada yang bidaah.

Etiologi disebalik kes ini adalah disebabkan oleh interaksi antara organisasi militer dan personaliti pemimpin. Aspek pembazi-ran tenaga tentera sudah cukup membuktikan betapa pemimpin perlu membuat pengurusan, pertimbangan dan keputusan yang sahih. Contohnya:

Malapetaka Walcheren Expedition

1809. Missi expediisi ini adalah menak-luki Antwerp. Namun itu serangan tidak dilancarkan tetapi bala tentera telah menunggu/berlabuh di Walcheren Island di Zeeland. Penantian oleh pemerintah tentera darat Lord Chat-tham dan pemerintah Tentera Laut Sir Richard Strachan, mengakibatkan 7,000 anggota mati, 14,000 mengidap penyakit seumur hidup dan beribu yang lain demam kerana malaria dan dysentry. Hanya 217 mati dalam peperangan. Tiada pengurusan baik untuk yang sakit dan cedera diberikan kerana falsafah — anggota sakit/cedera ibarat barang pakai habis.

Malapetaka ‘Peperangan Crimea. Kematian bala tentera yang sia-sia dalam peperangan tersebut tidak seharusnya berlaku. Dalam kempen ini tentera British mengalami 30 peratus kekurangan kekuatan bala tentera kerana luka, penyakit, kurang makan dan pendedahan.² Ini tidak masuk kematian sia-sia “The Charge of the Light Brigade”. Bala tentera British terhapus dalam serangan ini kerana perintah yang samar, saluran pemerintahan yang tidak

SOROTAN DARAT

betul, perancangan tiada bernes, tiada pengetahuan muslihat serta kurang kerjasama dan iri hati di kalangan pemimpin. Malapetaka serupa berlaku di Sebastopol dan Redan. Faktor yang amat ketara adalah kejahanan, kurang daya usaha dan innovasi, tidak mengendahkan kebajikan anggota bawahan serta takut menyinggung perasaan pegawai lebih atasan. Pemimpin berkenaan adalah Lord Raglan dan Lord Lucan.

Kematian dari tindakan musuh kerana ketidakcekapan (incompetent) peperangan. Mereka yang mati dalam serangan ke atas Fort Rooyah ketika Pemberontakan India, penggunaan gas dalam Perang Dunia Pertama 1915, 138,000 kematian tentera dalam kejatuhan Singapura³ dan kematian 17,000 tentera bersekutu dalam operasi Market Garden di Arnhem⁴, jatuh dalam kategori ini.

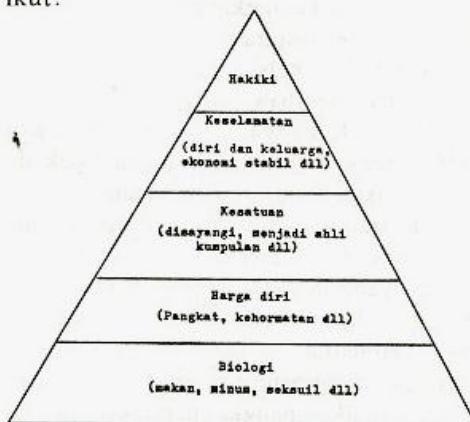
Kematian Kerana Kepentingan Diri Pemimpin. Fenomena ini terdapat dalam kempen peperangan Nazi Germany melalui kata-kata Hitler “Orang seperti saya tidak perlu memperdulikan nasib sejuta orang”. Falsafah ini jelas menunjukkan nyawa dan diri manusia lebih rendah keutamaannya dari kriteria (nilaitara) lain yang mempengaruhi tindak-tanduknya.

Analisa di atas jelas menunjukkan bahawa dalam abad yang lalu terdapat pemimpin yang cuai, tidak cekap mempergunakan/mengolah bala tentera di bawah perintahnya. Kesemua pemerintah di atas seperti Lord Raslan, Percival dan Hitler boleh mengelakkan malapetaka yang menimpa bala tenteranya. Apa yang perlu adalah perancangan, inisiatif, nilai tulen pemimpin, kebajikan anggota bawah perintah dan tidak mabok pangkat atau minat yang tidak sihat.

BIL. 10, SEPT. 86

MOTIVASI

Setiap insan perlukan motivasi untuk bertindak, samada tindakan itu positif (kebaikan) atau negatif (keburukan) ter pulanglah samada kehendaknya tercapai atau tidak. Kehendak ini pula berbagai dan timbul dari desakan lahiriah (fizikal) dan batiniah (spiritual). Teori bersabit motivasi yang paling popular adalah dari kacamata A.H. Maslow dalam buku “Motivation and Personality”.⁵ Kehendak manusia bertingkat (hierarchy of needs) seperti berikut:

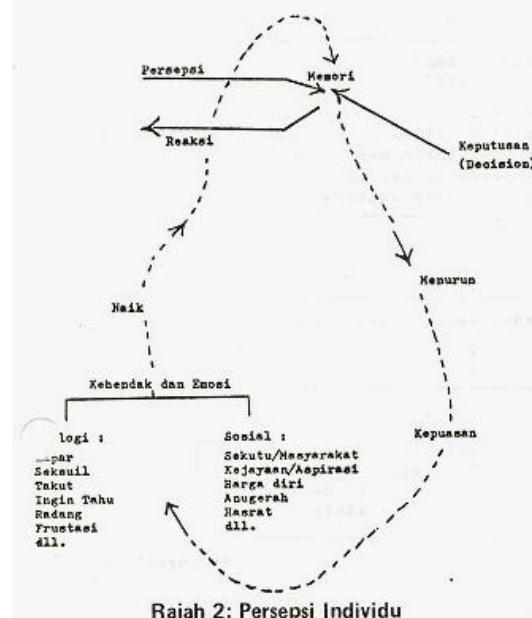


Rajah 1: Perkembangan Motivasi

Rajah 1 menunjukkan bahawa perkembangan motivasi akan meningkat dari bawah ke atas. Peningkatan ini hanya akan berlaku setelah kehendak di bawah telah dipenuhi dan dicapai. Perkembangan struktur motivasi individu tidaklah rigid, malah ia berterusan dan sering berubah mengikut suasana kehidupan dan alam keliling.

Tiap pemimpin mestilah menyedari hakikat anggota bawahan adalah manusia (perajurit) bukan robot atau mesin. Mereka ini ada harga diri, fikiran dan kehendak. Persepsi dan tindakbalas mereka tertakluk kepada kalibrar kepimpinan pemerintah. Adalah lebih manfaat bagi tiap pemimpin memahami jiwa fikiran bawahannya. Gambar rajah di bawah jelas menggambarkan betapa pentingnya demikian.

SOROTAN DARAT



Persepsi individu lihat rajah 2 dan reaksinya terhadap alam sekitar sebahagianya ditentukan oleh mutu dan kekuatan motif, kehendak, sikap dan emosinya.

Motivasi berunsur biologi amat senang diadakan samada ketika suasana aman atau perang. Motivasi berunsur spiritual agak sukar diketengahkan – ia memerlukan isi yang membangkitkan semangat di jiwa anggota.. Motivasi Tentera Russia ketika perang merupakan negara mereka telah dirobohi dan anak isteri mereka dalam bahaya. Sumber motivasi bagi tentera Jepun pula dalam Perang Dunia Kedua adalah tugas untuk negara, raja dan agama.⁶

Mempadukan semangat (morale) dalam tentera adalah melalui disiplin/tatertib. Rangkaikata “tatertib/disiplin konboi”, disiplin medan dll jelas menunjukkan tugas serta tanggungjawab individu untuk keselamatan kumpulannya. Konsep ini digunakan untuk meinggikan lagi morale, keselamatan, kesihatan, kepuasan dan mutu tempur kumpulan. Morale yang tinggi adalah seperti “social glue” yang menyatupadukan anggota kumpulan dan bertindak bersama menghadapi apa jua ancaman.

BIL. 10, SEPT. 86

Pemimpin mestilah pandai mengolah tema/motif untuk menjadi sumber motivasi dan kebangkitan anggota bawahan. Tidak dapat dinafikan bahawa kita sebagai pemimpin tidak akan dapat memenuhi segala kehendak tiap individu di bawah perintah kita yang sentiasa berubah. Apa yang penting adalah mewujudkan suasana dan alam keliling yang menjamin ketenteraman jiwa kepada majoriti. Tiap tindakan insan ada motifnya, motif ini pula di dorong oleh sebab suasana yang mempengaruhi dirinya – bersabit tubuh badan, alam keliling, hubungan dengan masyarakat dan diri sendiri. Carta di bawah boleh menjadi panduan kepada pemimpin memahami motif tindak tanduk individu dan motivasi yang diperlukan.⁷

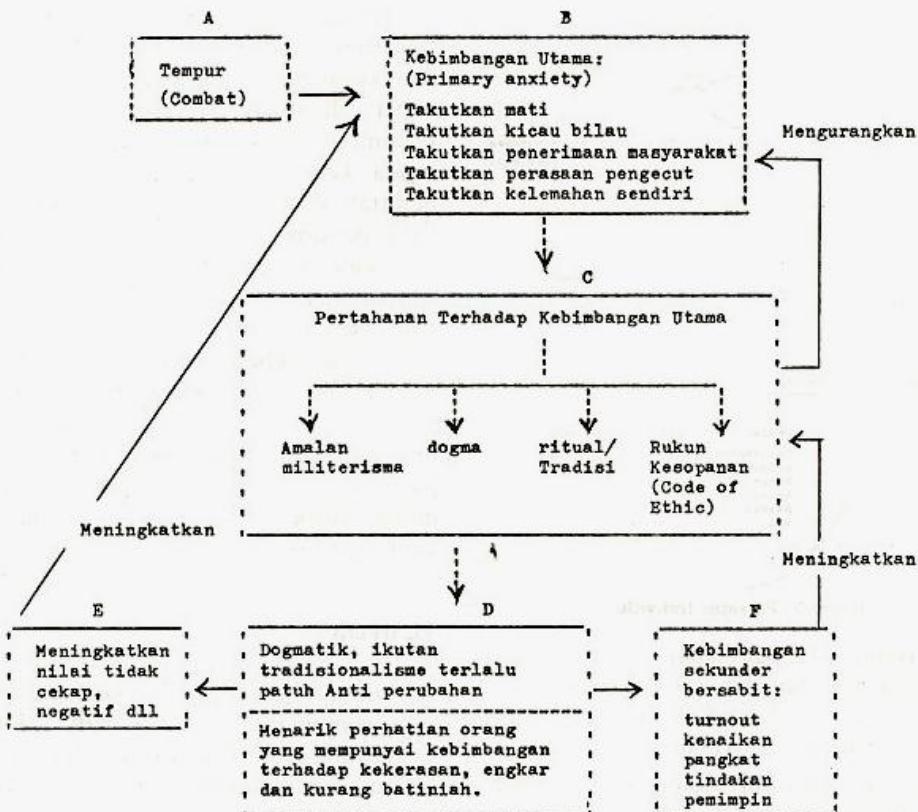
TEMPUR

Disiplin adalah teras ketenteraan, ia juga pembina semangat. Tidak ada tolak ansur yang mesti diamalkan oleh pemimpin dalam kepimpinannya bila menghadapi masalah disiplin. Adalah tugas utama pemimpin mempersiapkan anggota bawahan untuk missi tempur. Dalam pertempuran bilangan saja tidak cukup – yang maha penting ialah mutu. Mutu merangkumi segalanya – kepimpinan yang baik dan perajurit yang terlatih serta “motivated”.

Teras ketenteraan iaitu Amalan Militarisme, dogma, tradisi dan Rukun kesopanan perlu dipertingkatkan lagi tetapi dengan penuh bijaksana oleh pemimpin. Perbuatan “buggering”, mendera dan keterlaluan akan menyebabkan kehilangan minat atau semangat lantas mencetuskan nilai negatif di kalangan anggota. Kepimpinan yang baik akan mengadun teras ketenteraan dengan baik tak ubah seperti santapan rohani dan jasmani anggota bawahannya. Perajurit pejuang bersedia untuk tempur dengan penuh semangat dan keyakinan.

SOROTAN DARAT

BIL. 10, SEPT. 86



Rajah 3: Peranan Ketenteraan

Tempur (A) menyebabkan berbagai kebimbangan utama (B). Bagi mengurangkan kebimbangan ini dan meningkatkan effisiensi serta prestasi teras ketenteraan (C) diamalkan. Tetapi amalan teras ketenteraan ini jika tidak dikawal/guna dengan bijaksana akan menyebabkan nilai negatif (D). Ini akan menyebabkan peningkatan nilai tidak cekap, negatif dll (E), serta meningkatkan lagi kebimbangan utama (A). Ia juga akan menimbulkan kebimbangan sekunder (F). Kedua akibat ini (E) dan (F) akan menyebabkan peningkatan amalan (C).

Rajah di atas jelas menunjukkan bahawa amalan yang akan mengakibatkan sikap negatif anggota bawahan mestilah di-

hapuskan. Selain dari yang telah dibincangkan terdahulu amalan negatif berikut perlu dihapuskan:

- Pilih kasih – dalam apa juar perbuatan pemimpin mestilah adil pada semua.
- Pentingkan diri sendiri.
- Tidak mengakui dan mempelajari dari kesilapan.

KESIMPULAN

Memerintah dan memimpin amat intim sekali. Memimpin adalah seni (art) pemerintah mempengaruhi anggota bawahan untuk menerima serta melaksanakan tugas dengan sempurna. Konsep memerintah tertumpu

SOROTAN DARAT

pada geraklaku dan personaliti tiap pemerintah. Pemerintah adalah pemimpin. Kepimpinannya akan lebih kukuh dan berjaya dengan tauladan yang baik.

Pemerintah memimpin anggotanya untuk melaksanakan misi. Kesediaan menggadai nyawa dan kepentingan peribadi demi bangsa dan negara adalah satu keunikan dan maha sucinya kepimpinan dalam tentera. Kepimpinan ini mewajibkan pemimpin menjadi seorang yang pakar dalam menimbang risiko dan kesanggupan-a membuat keputusan.

Pemerintah di mana boleh harus memenuhi kehendak misi dan anggota dengan seimbang. Di masa perang, darurat serta operasi keutamaan adalah pencapaian misi. Pemerintah mesti mengetahui se-penuhnya kebolehan anggota bawahan dan peribadinya untuk mengolah imbangan kehendak misi dengan kebolehan anggota untuk menentukan perlaksanaan misi.

Kepimpinan tentera mewajibkan memiliki serta mengamalkan sifat kepimpinan mengikut statusnya di kalangan anggota sebagai – pemerintah, ketua, guru dan bapa.

Keamanan secara tidak langsung mngaruhi cerdik pandai tidak memilih kerjaya ketenteraan tetapi bidang yang lebih membawa pendapatan kewangan. Gejala ini mengakibatkan mereka yang kurang intelek masuk berkhidmat dalam tentera. Jika tidak diasuh secukupnya kepimpinan mereka adalah diragukan. Pengawasan dan tindakan positif perlu mengatasi masalah ini. Mutu mestilah diutamakan dari bilangan.

Tidak perlu teori atau prinsip baru kepimpinan diperkenalkan kerana yang sedia tetap utuh hingga akhir zaman. Yang penting ialah peningkatan rohani serta penerapan nilai Islam, cintakan bangsa, agama dan negara untuk mengatasi kelema-

BIL. 10, SEPT. 86

han. Peningkatan profesionalisme dilakukan dengan suasana kondusif pembelajaran bukan deraan (buggering). Peningkatan tradisi dilakukan untuk mengujudkan semangat cintakan batalion, kor RAMD dan Angkatan Tentera.

Motivasi menyebabkan anggota (individu/kesatuan/kumpulan) bertindak. Samada tindakan itu positif (kebaikan) atau negatif (keburukan) bergantung kepada kepuasan kehendaknya. Suasana keliling (suasana pekerjaan dll) mempengaruhi motivasi dan tindakbalas (reaksi) anggota. Kepimpinan mewajibkan pemimpin mengolah tema/motif untuk sumber motivasi anggota bawahannya.

Mutu dan kewibawaan ketua rendah masakini amat rendah bila dibandingkan dengan ketua rendah zaman darurat dan konfrantasi dulu. Kepimpinan memerlukan kita “re-educate” dan “merevolusi mental-kan” mereka ke tahap yang dikehendaki. Mereka yang tidak dapat memperbaiki diri mestilah disingkirkan/tamatkan perkhidmatannya.

Teras ketenteraan perlu dipertingkatkan lagi untuk mempersiapkan anggota untuk tempur. “Dosage”nya mestilah diawet dengan bijaksana oleh pemimpin.

KEPIMPINAN MASAKINI

Pemimpin/pemerintah organisasi ketenteraan adalah berlainan dari ketua parti politik, pengurus badan berkanun atau pengarah urusan firma swasta.

1. Pertama, ia dilantik/tauliah bukan muncul atau bangkit. Keperluan soladar langsung tidak memainkan peranan menentukan corak pemimpin yang akan mereka perolehi. Oleh itu adalah baiknya pemimpin mendapatkan gambaran dan keadaan sebenar organisasi yang diperintahnya, sebelum mem-

SOROTAN DARAT

buat tindakan yang radikal atau memaksa (enforce) polisi kepimpinannya. Olahlah pemerintahan dengan bijaksana. Kita tidak ada “incentives” berupa wang dll untuk motivasi anggota bawahan, yang ada hanyalah kursus kenaikan pangkat, jawatan dan “charisma” kita sendiri. Oleh itu adunlah kepimpinan agar dapat diterima oleh semua.

- b. Kedua, Pemimpin/pemerintah mempunyai bidang kuasa perundangan yang luas, melebihi dari pemimpin kelompok manusia yang lain. Timbang rasalah upah/anugerah dan hukuman (reward and punishment) dengan seadilnya. Matlamat bidang kuasa mestilah menyedarkan atau menginsafkan bukan seksaan. Dalam pemberian anugerah pula mestilah atas dasar yang adil dan tidak pilih kasih. Perubahan di sini boleh dilakukan bersabit keutamaan. Pada saya keutamaan adalah kepada mutu dan kebolehan dan bukan “seniority” (ke kanan) saja.
- c. Ketiga, kepimpinan tentera lebih mirip kepimpinan “autocratic”. Lebih ditekankan kepada kepimpinan melalui tauladan. Saluran pemerintahannya adalah dari pemimpin kepada ketua rendah. Saluran maklumat penting untuk tugas khusus adalah dari pemimpin kepada ketua rendah dan dari ketua rendah kepada pemimpin. Perubahan perlu dibuat kerana keadaan masa kini disegi pentadbiran dan kebajikan anggota. Dialog dan pertemuan mata ke mata ada satu yang mesti dilakukan untuk mengetahui masalah dan kehendak anggota. Lawatan muhibah dll kepada anggota dan keluarga selaras dengan masyarakat Melayu dan kampongan akan membawa nilai positif. Ular menyusur akar tidak akan hilang bisanya dan intan berlian jatuh ke lumpur tetap gemerlap cahayanya.

BIL. 10, SEPT. 86

Peranan pemimpin masakini terbahagi kepada dua:

- a. Pakar dalam tugas (task specialist).
- b. Pakar dalam sosial (social specialist).

Pakar dalam tugas. Tumpuan utama tidak lain dari persiapan untuk/kejayaan membunuh musuh. Peranan ini mengenepikan soal “popularity” tetapi lebih kepada kepakaran. Pemimpin mestilah lebih aktif, cergas, bijaksana dan pakar dari anggota dipimpin.

Pakar dalam sosial. Tumpuan adalah untuk mengujud/mengekalkan hubungan erat semua anggota di bawah pimpinan. Ini untuk menentukan ketinggian morale serta semangat untuk mendorong perlaksanaan tugas dengan sempurna. Kepakaran dalam peranan ini akan menghindarkan kejadian tidak diingini, mengurangkan gejala kerendahan morale serta semangat perjuangan, melarikan diri dari tugas, dahagi, engkar, penyakit dan jenayah.

Oleh itu, pemimpin yang ideal adalah yang berkebolehan mengolah, mengadun kedua peranan ini dengan baiknya. Pemimpin mestilah pakar dalam kerjaya/tugasnya di samping mempunyai charisma dalam pergaulan sosialnya. Mereka yang perlu dicontohi adalah Lord Wellington, Lord Nelson, Napoleon, Lawrence dan Field Marshal Lord Slim.

Kepimpinan kita juga tidak mesti terlalu belas ihsan (compassion) bila menghadapi masalah disiplin – terutama dari mereka yang selalu melakukan kesalahan (habitual offenders), kaki ponteng dan penagih dadah. Amalan “disloyalty” dan “back stabbing” oleh pemimpin rendah mestilah dihapuskan. Bersikap tegaslah dalam soal ini – pertubuhan lebih penting dari mereka ini. Jangan biarkan penyakit merbahaya begini merebak. Antidiotonya hanya satu – singkirkan/tamatkan perkhidmatan mereka dari Angkatan Tentera.

SOROTAN DARAT

Ketua rendah (ketua kompeni ke bawah) perlu di “re-educate” dan membawa “revolusi mental” mereka ke landasan kepimpinan yang tulen seperti kepimpinan di tahun 1933 hingga 1965. Mereka ini perlu lebih tegas, taat setia dan berwibawa. Mereka yang menjadi korban buruk perlu-lah ditamatkan perkhidmatannya.

Penerapan nilai Islam — taqwa kepada Tuhan, perajurit adalah pejuang untuk agama, bangsa dan negara mestilah diper-tingkatkan lagi. Kuatkanlah perpaduan rasa (patut mudah dilakukan kerana batalion kita semuanya bangsa Melayu) bukan berpuak atau kasta ikut negeri, taat setia kepada teraju yang memimpin, Insya Allah

BIL. 10, SEPT. 86

RAMD akan gemilang semula. Peperangan Karbala membuktikan bahawa dengan bilangan bala tentera Islam yang lebih kecil tetapi bermutu dan lebih bersemangat/yakin dapat mengalahkan bala tentera orang Mushrikin/kafir yang lebih ramai bilangannya.

Sumber peperangan serta perlaksanaan misi bagi pemerintah batalion RAMD adalah anggota. Kepimpinan kita mewajibkan memahami sifat kemanusiaan untuk menguasai anggota. Untuk menguasai mereka kepimpinan kita mestilah dipercayai, diyakini dan disegani. Jawapannya pada kita, kepimpinan melalui tauladan dan jadikanlah kita sebagai cermin/pelita penerangan hati sanubari anggota.

RUJUKAN

1. Arnold M Rose — Sociology. The Study of Human Relations. (New York 1968. Alfred A Knopf).
2. Cornelius Ryan — A Bridge Too Far (London 1974 Hamilton).
3. David Kretch — Richard S Crutchfield and Norman Livson — Elements of Psychology (New York 1969 Alfred A Knopf).
4. Frank Kitson — Low Intensity Operations (London 1971 Faber).
5. Morris Janowitz — The Professional Soldier (New York 1960 Free Press).
6. Neol Barber — Sinister Twilight (London 1968 Collins).
7. Norman F Dixon — On the Psychology of Military Incompetence. (London 1976 Futura Publications Limited).
8. Woodburn Kirby — The War Against Japan, (London. HMS Stationery Office).
9. Viscount Montgomery — A History of Warfare (London 1968 Collins).
10. Alexis De Tocqueville : Democracy in America (New York Colonial Press).



Lt Kol Mohd Safari B Abd Hamid telah ditauliahkan dalam Rejimen Askar Melayu Diraja pada tahun 1969. Telah mengikuti pelbagai kursus termasuk Kursus Staf Turus di MTAT pada Tahun 1981. Sumbangannya termasuk mengetuai Kontingen (mewakili 3 RAMD) ATM ke New South Wales Australia pada tahun 1984 untuk Latihan Penilaian Bersama.

SOROTAN DARAT

BIL 5, OGOS. 84

PROFILE FOR A MALAYSIAN ARMY COMMANDER

By
Mejar Kassim bin Abdul Kadir

"It is an accepted fact that the Commander is the backbone of any military unit." Much have been said or written by various sectors on the standard of our Army today. The various misdeeds and mishaps during the past two years have in one way or the other implicate the standards of commanders at various levels, officers and NCOs alike. In his article, the writer wishes that we, the Officers' Corps will search our souls and find out where we stand, where we go wrong and make amends for the sake of our image and sacred cause. Hence the article tries to project the type of virtues that a commander should possess or stand for.



INTRODUCTION

The commander is the backbone of any military unit. A commander can be described as the man at the helm who has the legal authority to lead and to direct men under him. Experiences have shown that the success and failure of an operation or campaign depends greatly on the commander. An army that enjoys a high pro-

portions of first class commanders, juniors or seniors, has undoubtedly achieved greater success compared with one that lacks good commanders. Research and history have shown that despite the development of highly technological, scientific weapons and equipments, man is still the most important resources in war. Man is required to operate and use these range of modern

SOROTAN DARAT

weapons and equipments. To correctly employ these men and those weapons and equipments to the best advantage we need good commanders.

In a developing army like ours, the roles played by the commanders at all level are the most important aspect in its development. All those expansion programmes, the new battalions, new systems and equipment are going to waste unless we are able to enjoy a high proportion of first class commanders. The lives of men, the employment of those new weapon systems and equipment to the best advantage and under certain circumstances the outcome of a battle or operations, are to a decisive degree dependent upon the appreciations and decisions of the commander. A grave mistake or a large scale military defeat can never be redressed. The development in the region now and in times to come can only stress for the availability of highly capable commanders and professional men geared up to face those challenges. Unless we are prepared in the basic prerequisite of having first class commanders at all level, the professional men and modern arms and equipment will make little or no impact in the event of an invasion.

The command personnel of an organization constitute the skeleton which holds the separate limbs of that organization together and support them as a single, closely knitted organization. The practical ability of the army, that is the capability, devotion, courage and professionalism are related directly to the ability of their commanders. In this respect we are concerned with the ability of each of their commanders, individually and also where the army as a whole is concerned. No matter at what level the commander is, whether assisted or not in his various duties, the man in command is personally and solely responsible for the unit or

BIL 5, OGOS. 84

operation under his command. He may delegate authority to his subordinates to enable them to do their work more efficiently, but the very nature of his position, it is the commander himself who bears the responsibility for everything that takes place within the bound of the authority given to him. The great Chinese theoretician, Sun Tzu in his book 'The Art of War' states:

"The Commander stands for the virtues of wisdom, sincerity, benevolence, courage and strictness".

It will not be far wrong for us to say that the commander is drawn from among the finest human being available.

AIM

This article tries to expound the type of virtues that a commander should possess or stand for, in pursuing our sacred cause of defending the Nation and National integrity.

DEVELOPMENT OF LEADERSHIP FOR COMMAND

In the development of leadership, there are two aspects of a person that stand out most; his character and his personality. Some claimed that the character development come first and then the personality development. However, in the selection of a candidate for a post of command there is one criterion, his personality. For the man who possesses a complete, harmonious and gifted personality, should lend himself to instructions, guidance and education. His character may be moulded into that of leader during the course of his training and service.

A commander must possess a certain attributes: an able mind and depth of understanding, a wide range of intellectual interest, organizational ability, a natural tendency towards leadership, the

SOROTAN DARAT

ability to grasp a situation, power to discriminate and deduce, weighs the pros and cons and comes to a swift decision, aggressiveness and flexibility. The work of a commander is varied and can be complex. He must not simply be contented to accept orders from superiors. He must think for himself. Let it be tactical or administration matters, social problems, management, education or psychology. The ideal commander is one who can arrange his unit affairs well to fulfill his duties sensibly, reasonably and successfully.

KNOWLEDGE

Knowledge and depth of outlook and interest are precious qualities in any man. The military commander endowed with them will carry out his duties and shoulder his responsibilities, all the more competently. In the present day warfare and in future, numerable factors come into play ie. scientific, technical, social, psychological, political, strategical and tactical, educational, administrative and organizations, cultural and even artistic. Though the scope of this requirement is wide it does not mean that higher formal educational qualifications should be made a condition for appointment to position of command. A person with a higher formal academic qualifications is no guarantee of command ability. Personality must be at all time takes precedence over academic qualifications. A man who is gifted, has a strong personality is naturally endowed with wisdom, common sense and qualities of leadership and will probably turn out to be a first class commander, whether or not he has a higher academic qualification.

With the expansion of the army and the large requirement for young officers, we are unable to get the best of choice when it comes to educational qualification. Ac-

BIL 5, OGOS. 84

ceptance into the officer-cadet training on the strength of academic qualification will automatically exclude from the rank of command most of the nation's youth. The majority of them coming from the rural schools, economically lower strata of the population and who through no fault of themselves could not pursue a better academic qualification. Such condition if accepted will restrict the area of choice probably to certain group of people or to the urban youth. This would cause damage to the army and create social problems to the nation. A formal selection of this kind would certainly lead to strict limited elites providing the soul of officers. On the otherhand we cannot simply overlook the requirement for general education in selecting the candidates. The solution to the problem would to be in choosing officers in the first instance according to their general qualities and then providing them with the facilities to expend their general or technical knowledge, should this be necessary in the course of their service. A reduction on the academic standard on entry must be substituted by provisions to expand their knowledge. This could be done by making the time and facilities available for this purpose.

PROFESSIONALISM AND SKILLS

Professionalism and skills are in no way narrow field. They include the widest spheres of learning and technical know how. In a developing nation like ours, pure military study is insufficient in the desire to achieve a well trained modern army. We can consider that military service is a social function whether or not it reaches the stage of war. In addition to military subjects, both junior and seniors need to be given a broad introduction to social science, management, literature and culture. He must also have a good knowledge of general history of our Na-

SOROTAN DARAT

tion and geography of the region including the study of other languages of our neighbour like Thai, Vietnamese and other. The importance of education and psychology for commanders has been stressed earlier. Educated and enlightened commanders will produce soldiers who are equally enlightened and will be thirsty for knowledge. With knowledge, one will achieve professionalism and skill. These soldiers will then understand why they are recruited and for what they must fight for.

SINCERITY HONESTY AND MORAL COURAGE

A good commander is a man who is sincere and truthful in his relationship with his men and fellow officers. This should be obvious for a leader, yet it must be stressed that officers forget this elementary precept. Mutual trust which is the basis of comradeship among the soldiers depends on complete honesty. A commander who is not honest with his men cannot expect to win their trust and full support. Instead of giving the support or telling the truth, the men would formulate stories which have disastrous consequences. Likewise, a commander who conceals his failures from his superiors behind false argument or excuses, may effect the course of events which will eventually be detrimental to himself and the army as a whole. The commander bears responsibility to both success and failure. It is here that courage comes in. There are two kind of courage; the courage to face the enemy and danger and the moral courage to face up to responsibility. A commander who readily admits his mistakes in giving a wrong order and who readily revoke a misplaced order will win the respect of his subordinates. Do not for the sake of prestige try to cover up errors which will dent the confidence of those com-

BIL 5, OGOS 84

mander by his seniors and juniors. A man of intrigue, the trouble shooter, whose true intention remains a mystery to his men is the worst of commanders. The higher the rank the graver the consequences. The formation of cliques among officers in order to further their own interests or damage those of others, the exploitation of subordinate or personnel, discrimination against them, vicious gossips and wild allegation among senior officers about one another and other similar manifestations are poisonous in the army. All these would have a far reaching effect on moral standard and the army would eventually crumble.

Commanders at various level have control over enormous quantities of the nation material wealth in terms of money, vehicles, equipment, arms, ammunition, clothing and other resources. In handling those resources, It is therefore necessary to create and maintain a high moral level in order to avoid theft and corruption. The same principles will also apply to the booty of war and disaster; it is often with small beginning that the roots sets in. No commander can demand discipline from his subordinate, if he himself does not serve as an example. The higher the rank the graver the crime and the more severe the punishment must be.

PERSONAL CONDUCT AND RESTRAINT

The commander at all level of command is expected to show extreme restrain in his personal conduct, hence avoiding any tendency of loose living etc or otherwise, he will find himself in the centre of gossip, jealousy and mistrust. Loose behaviour by junior officers and the more seniors towards young women who have been placed in their charge is not only a violations of the moral code but also an infringement of service discipline and duty. The exploitation of rank in

SOROTAN DARAT

order to take advantage of innocent young women or helpless subordinates is a disgraceful act which disqualifies its perpetrator from any position of command or instruction. An army unit is no private domain in which the individual may do as he pleases. The junior officer is expected to show self restraint at least within the confine of his camp and among the men of his unit. Yet more is expected of the senior officers, whose habits and activities are often watched and become common knowledge among all his subordinates. A commander who can no longer exert the necessary degree of self control, who is no longer able to overcome his weakness and desires, cannot remain in the realm of authority and responsibility. He must leave his post and the sooner the better, less in the end he be forced to do so by pressure of his superior or public opinion. It is also important that all commanders in our army must apply restraint in their personal conduct, avoid tendency and loose living, think about the culture, feelings and customs and moral values of our men. We cannot run away from the culture, religion and traditions of the Malaysian. A moderate approach, without having to run away from our values and traditions is the best form of tackling or handling one's own personal conduct and tendency. Living in a multi racial society of ours and having to lead men from the various races, a commander not only has to keep in lines by his own values and culture but he has also to respect and understand the values, belief and customs of the others. Only by such conduct can a commander live up to his name and position, enjoying the trust and confidence of those serving under him and the nation that looks up to him.

The commander can be classified as the father of the unit; that is he runs the unit as a family of soldiers and their families, small or large, in accordance

BIL 5, OGOS, 84

with his position and the number of men under him. The commander naturally makes great demands on his men. On occasion especially in war he will demand of them supreme human effort. It is only expected therefore that he will do more than just make demands. He will have to be concerned with the needs of every men and show the same regards for them as for himself. Remember this:

"Regard your soldiers as your children and they will follow you into the deepest valleys; look on them as your beloved children and they will stand by you even on to death".

The remarkable thing about this statement is not so much what it says, many would accept the idea but not so many practise it. The remarkable thing is that it was written some 2460 years ago by Sun Tzu who understand the duties of the commander towards his men and the value of morals among soldiers.

COURAGE

Courage, is mentioned earlier as one of the virtues of a commander, is a prior condition for courage in his men and the ability to carry out orders promptly and efficiently. In war, it is incumbent upon him to take risk by seizing the initiative, adopting bold tactics when these are necessary in order to achieve the objective. Victory is rarely achieved without grave risk. The most modest of commanders will on certain conditions too be compelled to make a show of courage. Yet, one fact must be borne in mind; courage comes of cool thought and knowledge, never hotheadedness or lack of knowledge. The kind of courage we need is one that is serious and purpose full, not rash and adventurous. Moral courage is having the ability and conviction to accept ones principles and belief and

SOROTAN DARAT

courage to air one's opinion when required to do so.

MODESTY AND PUBLICITY

A commander must serve as an example of modesty, these qualities are commendable in every men, more so in the army. A commander who endeavours to get exaggerated publicity and display may easily cause himself to loose his sense of proportion and might make wrong decision. These can disrupt his ability to appreciate a situation and make wrong decision. A responsible commander will not seek publicity at the expense of others, especially his subordinates. It is a very good thing for commanders to come forward to the battle ground to see his men and give them confidence. However it is equally damaging and undesirable that a senior commander should visit a sector if he is not accompanied by the men in charge there. There is indeed no more distasteful sight than that of a group of senior officers visiting troops, pursued by a gang of photographers and reporters. One may ask what is the aim of the visit of the gang of photographers and reporters; are they following every event involving the bases? It must not be a divided thought that such visits need records, hence requires a photographer or a PR man but it does not justify for the group. It is interesting to quote what Sun Tzu has to say:

"The general who advances without coveting fame and retreats without fearing disgrace, whose only thought is to protect his country and do good service for his sovereign, is the jewel of the kingdom".

RECOGNITION

To honour or to recognise junior officers and men in secondary position of

BIL 5, OGOS. 84

command when it is their dues is to the army benefit. This does not only apply to individuals. The unit or subunit may deserve a word of appreciation or praise no less that same individuals. It does not take much from a commander to say "well done" or "thank you" to his subordinate for a job well done or for a good try. Recognitions and appreciations of service and job well done contribute towards high morale, which is needed for the army to keep on moving forward irrespective of the hardship and danger to be faced. However overdoing or misplaced recognition or appreciation can also be counter productive less it falls on correct soldiers.

COOPERATION

Cooperation between individuals, units or formation and services are the key to military success. The command personnel of a unit or formation and services are the key to military success. The command personnel of a unit is bound to work together as a team, bearing its responsibility as a whole in the whole nation. As a platoon commander, one will have to regard all his section commanders as a team responsible for the whole platoon. The same goes to the company, batalion and higher formations. A commander must share with his assistants the planning and execution of an action while at the same time retaining for himself the authority, time needed to think, supervise and evaluate, the actions. In simple terms a commander must command his unit while keeping before him the general picture in its true perspective.

DELEGATION

A commander must have concern for his unit. However it does not imply that the commander must do everything himself. He must have the organizational

SOROTAN DARAT

ability which will ensure that everything is done the way it should be done. It is best that a commander delegates power and allocates work to others, leaving for himself time to ponder and think things out. Nevertheless there is a tendency among commander to delegates work to those he knows who are capable to get a job well done. Such foolish acts have frustrated many a subordinate, depriving him of courses, leave, promotion and other likes, whilst the less capable ones spend more free time to tend to their personal needs. Such acts not only become counter productive but also cause damage to the whole army.

TRAINING

One of the main responsibilities of a commander is training. The ultimate purpose of training is to prepare for war. In this context, our army is spending millions of ringgits on training and in the wake of the present development in the region general emphasis are placed on conventional warfare. The commander at all level must inevitably be responsible for the training process which his men undergo. A battle is more than just a combination of firepower and manoeuvre. It is a combination and consciousness. A part from just training his men in tactics and the art of war, a commander must guide his men's mental reactions to battle. Hence, the commander is responsible for the mental preparation of his men no less than for their physical and tactical training. Concern for his men's welfare and well being do not mean pampering. Soldiers in cotton wool will fall helpless victims to the horror of war, being mentally unprepared to meet the most terrible of all dangers. Sincere concern and welfare on the other hand win the soldiers' confidence and will prepare him to face the most trying experiences. The series of Gonzales Exercises are fruitless lest commanders at all level and

BIL 5, OGOS. 84

men are mentally prepared prior to training. In the context of our army in anticipating to face the challenge of tomorrow we must place a higher priority on the emphasis of mental and moral fibre training prior to fully concentrating merely on the art of war. Undoubtedly such training do involve a degree of mental and morale development. Unless the soldiers understand the cause and mentally accept that the training is a must, these series of Gonzales would just be another "ordinary training".

When it comes to training, commanders must not try to beat the guns. Prior to the conduct of training it is vital that a commander goes through the correct training process. Training is all but hard work. As a rule, before a commander plans for any forms of training he must ask himself the following questions.

- a. Where am I going and what must the soldiers do as a result of the training?
- b. Where am I now and what can my soldiers do now compared with what I want them to be able to do (current level of training against the desired level)?
- c. How can I best know from where I am to where I should be?

As a developing army and in view of the threat, it is vital that all commanders understand the purpose of training and its methods. The lack of knowledge and skills in junior commanders and the men cannot be better described than that of the post mortem reports of the Gonzales Exercises. If training is to meet that purpose certain prerequisite must prevail. The soldier must:

- a. Realise the need for training.

SOROTAN DARAT

- b. Understand what he is expected to learn after having realised the need and the level of knowledge he has.
- c. Has the opportunity to practise what he has learnt.
- d. Get to know that he is learning.
- e. Progress through training presented in a logical sequence.

Training must not just be left to the Training Establishments. At every level a commander is responsible to develop and train himself and having been developed and trained he plans and conducts the desired training for his men. Trained men will go on to battle knowing that it is unavoidable and that everything possible is being done or has been done to ensure its success. They will give their best in executing their mission even beyond the call of duty and honour.

RELATIONSHIP

Soldiers being human and having a highly developed sense are almost never mistaken about their commander. Once a commander has won the confidence of his men he no longer needs to resort to the 'whip' or authority. Punishment given must be able to be accepted by his subordinate as fair and justified. The relationship between men and commanders must be close yet within the service requirement. The commander who is aloof will not be judged of his weakness but he gradually will become a mysterious figure which is equally bad. If he is indeed a weak personality and lacking in certain essential qualities it is best that this should be discovered in good time so that he may be removed from his position of responsibility.

BIL 5, OGOS. 84

It must be remembered that whatever the commander may do, he is exposed to the discerning eyes of his unit; be it in his work or when relaxing in his room/mess, in his relation with the opposite sex, and in his relation with society. In all instances his behaviour must be exemplary.

COMPLEXITY OF COMMAND ND EXPERIENCE

Command is a complex amalgamation of theoretical and practical knowledge and the art of leadership. Of no lesser important, however, is the experience acquired over a long period of service. Without experience, the officer will be lacking in one of the most important fields of knowledge a commander should possess. The good commanders must therefore be able to sense every mood and every thought of his men.

CONCLUSION

To sum up, a good commander is a man who is endowed to a greater or lesser degree with certain qualities which will enable him to undertake the vast range of duties and responsibilities. He possesses:

- a. Wisdom - an able mind and depth in understanding.
- b. Organizational abilities.
- c. Natural tendency, towards leadership.
- d. Is decisive and quick to make decision.
- e. Courage.
- f. Qualities of a father and a youth leader.

SOROTAN DARAT

BIL 5, OGOS, 84

- g. An instructor/trainer.
- h. An educator.
- i. Good and strong personality.
- j. Have personal restraint and constraint on his personal conduct, weakness and temptation.
- k. A moderate man with a good knowledge of his country, its people cultures and values.
- l. Understand the needs of his men and the nation.

It is the writers contention that the country does not lack potentials for command functions. Nature has provided us with enough talented young men suited to assume the task of commanders at various levels. One only has to discover them, to train and educate them and our future generations will carry on the great traditions which we set for them today. It is here that we accept the leadership theme of our present national government that of "Leadership By Example". What we are today and what one does as commander will be taken as an example for the future.



Mejaz Kassim B Abdul Kadir, an ex-putra of MTD, was commissioned in February 1968. Mejaz Kassim had served at various levels of commands before being posted as a Staff Officer at the Infantry Directorate, Ministry of Defence. A graduate of Defence Services and Staff College of Bangladesh, Mej Kassim was also awarded a gallantry award of PGB in 1971.

KEPIMPINAN DI DALAM ANGKATAN TENTERA DARAT MALAYSIA



Mejar Hashim Zakaria

PENDAHULUAN

Kemajuan sesebuah negara terletak di atas kebijaksanaan pemerintahan. Pemerintahlah yang boleh membawa segala kejayaan itu ketaraf yang paling rendah dan dihina. Kemerdekaan yang dicapai oleh negara kita Malaysia adalah hasil dari kejayaan yang telah ditunjukkan oleh pemimpin kita yang boleh dibanggakan. Jika dipandang dari sejarah semasa Malaysia masih dijajah di bawah pemerintah Kerajaan British, rakyat seolah-olah ditindas dan tidak mempunyai suara langsung untuk mengesyorkan atau membuat sesuatu terutama dari segi menegak hak asasi kita orang-orang Melayu. Tetapi namun demikian di dalam keadaan yang tertindas kita masih mempunyai seorang anak Melayu yang patut dibangga dan dikenang ia itu Tunku Abdul Rahman Al-Haj yang telah berjuang untuk memulihkan hak kebebasan rakyat Malaysia. Di atas kepimpinannya yang baik maka Kerajaan British telah membebaskan kita untuk berdiri di atas kaki sendiri.

Pada masa ini kerajaan Malaysia telah diperintah oleh pimpinan yang mem-

punyai semangat kepimpinan yang dinamik dan bercita-cita tinggi yang berkorak membangun dan 'creative'. Pemimpin di bawah pemerintahan 2M (Mahathir dan Musa) tidak asing lagi di dunia khasnya di rantau Asia. Apa yang dibentangkan ini adalah dari segi pemimpin atasan dan pemimpin bawahan yang tidak ada perbezaannya. Berjaya seseorang ketua pemimpin atau ketua rakyat atau pengikut-pengikutnya adalah tertakluk kepada kepimpinan atau ketua di peringkat bawah. Pendek-kata semua peringkat mempunyai pemimpin masing-masing, cuma perbezaan dari segi kuasa dan tanggungjawab sahaja yang berlainan. Kepimpinan ini selain dari tanggungjawab yang dipikul mengikut taraf jawatan yang disandang bolehlah diibaratkan sebagai bapa, ibu dan guru kepada anak-anaknya.

TUJUAN

Tujuan artikel ini adalah untuk menganalisa corak kepimpinan yang terdapat di dalam Tentera Darat pada masa ini dan mengernukakan beberapa cadangan bagi memperbaiki corak kepimpinan yang ada supaya lebih berkesan dan efektif lagi.

SOROTAN DARAT**PERKARA-PERKARA YANG BERBANGKIT****LATAR BELAKANG**

Pada masa ini Tentera Darat Malaysia telah mempunyai sebanyak 15 Kor yang mengandungi anggota seramai lebih dari 70,000 orang dan dipimpin oleh seorang yang ber pangkat Jeneral. Kor yang dimaksudkan ialah Askar Melayu DiRaja, Rejimen Renjer, Kavalari, Artileri, Sem boyan, Jurutera, Jentera dan Letrik, Gerak Khas, Bekal dan Angkut, Perkhidmatan Am, Bahagian Perkhidmatan, Gaji, Pelajaran dan Askar Wataniah. Tiap-tiap kor ini mempunyai fungsi dan tanggungjawab yang berlainan serta diketuai oleh pemimpin yang mempunyai pangkat mengikut besarnya kor yang dipimpin.

Di dalam Tentera Darat segala pelaksanaan dan tanggungjawab oleh setiap pemimpin kor adalah berdasarkan kepada arahan-arahan yang telah dikeluarkan oleh Tentera Darat yang berpusat di Kementerian Pertahanan. Arahan ini dikenali sebagai 'General Routine Oders'. Arahan-arahan inilah yang telah menjadi pedoman dan panduan setiap pemimpin tentera samada dari peringkat atas atau pun di peringkat bawah. Diperhatikan juga pada masa ini sebilangan besar dari pemimpin tentera adalah terdiri dari golongan yang muda dan jika hendak dibandingkan dengan pemimpin tentera asing, pemimpin kita adalah kurang kemajuan tenteraan dari mereka. Sebab itulah segala arahan yang dikerjakan selalu mendapat rungutan dari pihak bawahan.

PENGERTIAN KEPIMPINAN

Pengertian kepimpinan telah dapat kita takrifkan sebagai satu cara bagaimana hendak mendapatkan orang lain

BIL 5, OGOS. 84

mengikuti dan menjadikan dengan kerelaan hatinya di atas sesuatu yang dikehendaki oleh seseorang itu. Mengikut pendapat Field Marshall Montgomery.

"¹A leader is one who gets people to follow him, and that leadership is combination of persuasion, compulsion and example."

Setengah sarjana berpendapat bahawa seseorang pemimpin ia adalah berpandukan usul-usul berikut:

- a. Sememangnya telah dilakukan untuk menjadi pemimpin.
- b. Dengan cara berusaha dan berlatih, menerusi pelajaran dan ketenangan fikiran.
- c. Rakyat menaikkan seseorang itu menjadi pemimpin.

Semua manusia di dunia ini adalah pemimpin-pemimpin secara tidak langsung. Ibu bapa adalah pemimpin kepada anak-anak mereka, guru adalah pemimpin kepada murid-muridnya dan begitu juga dengan Panglima Tentera Darat. Setiap ketua mempunyai kehendaknya sendiri, ada yang ingin menjadi pemimpin oleh kerana berkehendakkan kuasa, wang, kedudukan dan juga ada yang benar-benar berkhidmat untuk kepentingan rakyat atau orang-orang di bawahnya. Di sebaliknya juga kepimpinan terbahagi kepada 5 jenis mengikut Tiori 'H' iaitu 'autocratic' 'democratic' 'paternalistic', 'free-reign' dan 'consultative'. Kelima-lima gaya pimpinan ini adalah tertakluk kepada keadaan dan keperluan seperti darjah kepentingan, masa keperluan, akibatnya dan lain-lain perkara yang dianggap penting untuk seseorang pemimpin itu menghadapinya. Walau bagaimanapun sifat kepimpinan yang baik hendaklah mempunyai prinsip-prinsip seperti berikut:

SOROTAN DARAT

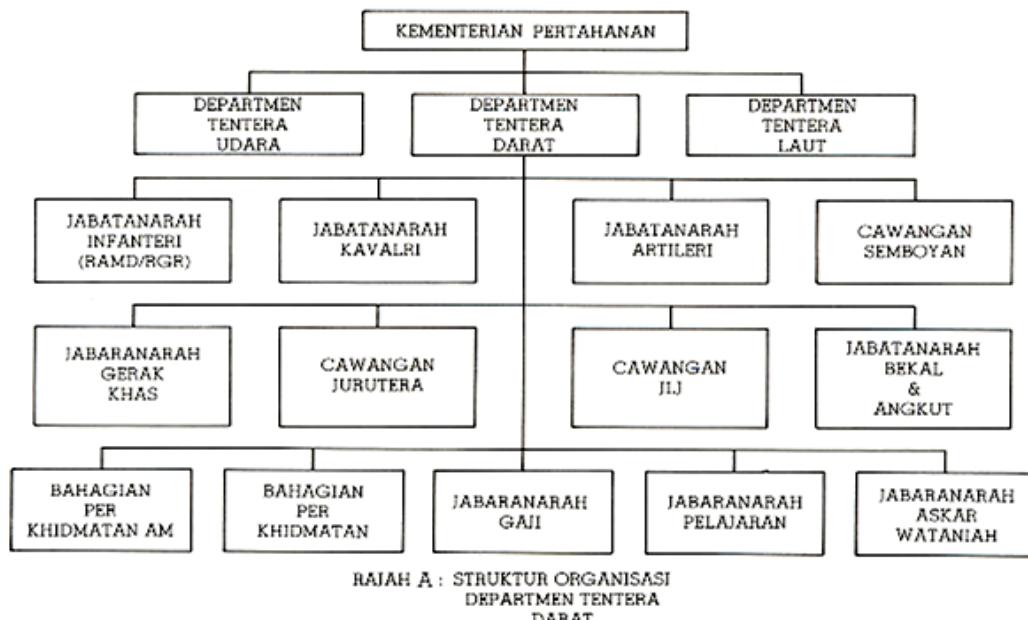
BIL 5, OGOS, 84

- a. Merancang kehadapan.
- b. Pendirian sendiri.
- c. Kemahiran politik.
- d. Perhubungan yang baik di antara satu.
- e. Senang didekati.
- f. Kelebihan membuat sesuatu keputusan di dalam keadaan yang tegang.
- g. Berani di segala segi pencabarans/bersuara atas kebenaran.
- h. Keadilan/Kejujuran.
- i. Berupaya dan bertenaga.

ORGANISASI

Struktur pertubuhan Tentera Darat di Kementerian Pertahanan ini telah pun ditubuhkan (Rajah A). Dengan tertubuhnya Tentera Darat sejak 50 Tahun dahulu dan juga dikaji dari satu tahun ke satu tahun mengikut keadaan dan keperluan, tetapi yang masih ujud ia lah pertubuhan organisasi yang secara tambahan kepada

yang telah ada tetapi tidak secara rasmi atau pertubuhan secara 'ad-hoc'. Sememangnya setiap ketua bahagian ada membuat kertaskerja untuk membuat penambahan kepada pertubuhan yang ada memandangkan kesibukan kerja serta kekurangan kakitangan tetapi mengikut perjelasan yang dibuat adalah tidak begitu jelas atau mempersona barang siapa yang membacanya. Setiap pertubuhan yang mana baru mempunyai implakasi yang banyak terutama sekali dari segi kewangan. Di sini jabatan NAZIRAN-lah yang akan menentukan sama ada ianya akan diluluskan atau tidak. Tetapi apa yang diperhatikan kelulusan yang diperolehi adalah amat kecil sekali. Akibatnya departmen yang betul-betul memerlukan penambahan setaf akan merasa kecewa bagi mengatasi keperluan itu. Dengan itulah terdapat setengah ketua jabatan telah menubuhkan secara 'ad-hoc' yang telah melibatkan anggota-anggota dari unit-unit di bawah pemerintahannya.



SOROTAN DARAT

Setiap organisasi yang diluluskan telah mempunyai fungsi-fungsi yang tertentu dan setiap pemimpin dihadkan bagi melaksanakan tugas harian ini berpandukan kepada arahan-arahan yang telah dikeluarkan. Segala perancangan dan pengendalian yang terkeluar dari apa yang dicatitkan mestilah mendapat kelulusan terlebih dahulu.

PENTADBIRAN SECARA UMUM**Pengaruh Politik**

- Banyak pemimpin atasan tentera dewasa ini sangat terpengaruh oleh kata-kata tokoh politik. Perkara ini telah menjelaskan arahan asal di dalam tentera yang mempunyai disiplinnya sendiri dan dilatih untuk menjadi seorang perajurit yang gagah dan kuat, contohnya ialah pengharaman 'ragging' ke atas pegawai-pegawai yang baru ditauliah. Akibatnya diperhatikan pegawai-pegawai tentera yang baru yang ditauliahkan jika dibanding dengan pegawai-pegawai lima tahun yang lepas amat jauh bezanya sama ada dari segi mental atau physical.

Keadaan Sekeliling

- Setengah daripada pemimpin tentera suka mencipta perkara-perkara yang baru, konon untuk memperbaiki yang sudah ada. Mithalnya pakaian seragam sentiasa berubah corak dalam tiap-tiap 3 atau 4 tahun sekali terutamanya apabila pertukaran pemimpin berlaku. Setengah pemimpin secara pandai sendiri ingin mengubah atau memperketatkan lagi sesuatu arahan tanpa kebenaran dan sememangnya perkara ini adalah membebankan orang bawahan.

Perancangan Kurang Teliti

- Oleh kerana sememangnya aliran

BIL 5, OGOS. 84

di dalam tentera mengamalkan sistem 'hierarchy' setiap hukuman yang diterima kebiasaannya diterima bulat-bulat tanpa sebarang bantahan terutamanya apabila menyentuh dari segi perancangan 'strategic'. Misalnya dari segi pembesaran Tentera Darat, segala rancangan yang telah dibuat sehingga 1985 terpaksa dibubarkan dan pembubarannya telah melibatkan banyak perbelanjaan serta mencetuskan perasaan tidak puas hati terhadap anggota yang terlibat.

SALURAN PERINTAHAN DALAM ANGKATAN TENTERA DARAT

Pada keseluruhan corak kepimpinan di dalam Angkatan Tentera amnya dan Tentera Darat khasnya berasa 'autocratic'. Perkara ini dapat kita lihat dari segi penyelaksanaan-nya segala arahan-arahan yang telah dikeluarkan oleh pihak atasan. Pihak atasan di sini ditujukan kepada pemimpin Tentera Darat yang bertanggungjawab dari segi mengeluarkan segala arahan, polisi dan lain-lain instruksi. Arahan itu telah disalurkan mengikut saluran-saluran tertentu, upamanya dari Kementerian Pertahanan kepada Markas KOR Tentera Darat dan Markas-Markas Divisyen, Markas-Markas Briged dan seterusnya ke unit-unit. Unit-unitlah yang secara langsung terlibat dengan melaksanakan segala arahan dan dasar yang dikeluarkan, sementara Markas-Markas Divisyen dan Briged hanyalah diibaratkan sebagai kumpulan tengah atau pemerhati sahaja. Baik buruk akibatnya akan ditanggung oleh unit-unit yang berkenaan.

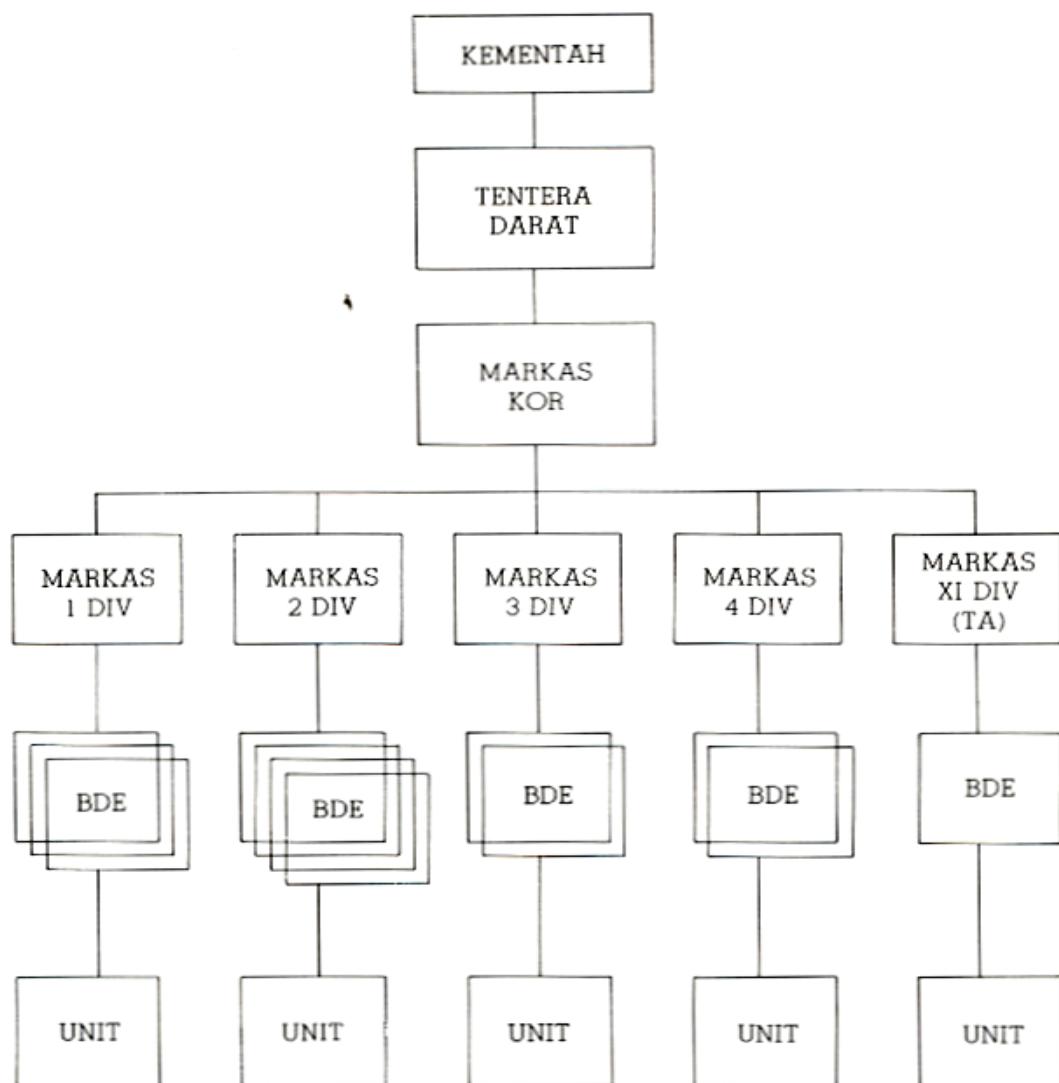
Seperti yang telah dijelaskan pertubuhan di dalam tentera darat adalah besar dan mengelirukan. Saluran perintah adalah mengikut Markas-Markas Divisyen dan Briged. Pada masa ini Tentera Darat beribu-pejabat di

SOROTAN DARAT

BIL 5, OGOS. 84

Kementerian Pertahanan, Markas KOR di Sungai Besi, 5 Markas Divisyen (termasuk satu Markas Divisyen TA) dan 11 Markas Beriged dan unit-unit. Begitulah saluran-saluran yang mesti dilakukan dan diamalkan oleh setiap tentera tidak kira di mana mereka berada sekalipun,

segala arahan yang dikeluarkan akan diedarkan melalui peringkat ini dan sebaliknya segala persuratan dari unit-unit akan disalurkan kuasanya melalui saluran tersebut dan tiada saluran pendek atau 'short-cut' (Rajah B).



RAJAH B



RAJAH C: PERINGKAT PENGURUSAN

Dari segi arahan sama ada arahan ber tulis atau secara lisan ianya juga mesti melalui peringkat 'hierarchy' ini dan tidak sekali-sekali boleh mencari langkah pendek (Rajah C). Sistem ini dipraktikkan di dalam pertubuhan dan organisasi sama ada 'formal' atau 'informal'. Segala garis-garis panduan yang telah diedarkan merupakan arahan atau dasar dan ianya tidak boleh sekali-kali menyeleweng kehendak tersebut. Barang siapa yang tidak mengikut arahan tersebut akan didakwa mengikut undang-undang tertera yang telah ditetapkan.

CADANGAN

Kepimpinan di dalam tentera tidak mempunyai banyak perbezaan, cuma cara seseorang pemimpin itu mengendalikan kuasanya mungkin berlainan halcaranya. Banyak sistem yang telah dibawah oleh setengah ketua tentera perlu diubah-suai mengikut situasi pada masa ini. Walau bagaimanapun pengubah-suaian sesuatu corak kepimpinan itu mesti diteliti dengan halus sama ada dari segi implikasi nya ataupun penerimaan orang yang dipimpinnya.

'Autocratic' dan 'Paternalistic'

Corak 'autocratic' atau kuku besi dan 'paternalistic' adalah memang sesuai di dalam Angkatan Tentera kerana ia itu salah satu caranya untuk mencapai satu-satu maklumat tanpa sebarang dalih serta bagi mengukuhkan lagi disiplin tentera. Di samping itu juga gaya ini secara langsung melatih tentera supaya patuh kepada perintah ketuanya. Contohnya peristiwa di Pasir Panjang di mana Lt Adnan dan orang-orangnya telah terkorban setelah menyerangi kubu musuh yang mempunyai lebih kekuatannya dari pasukan sendiri. Tindakan ini terpaksa diambil oleh kerana bagi mematuhi perintah yang diterima oleh pegawai atasnya, sungguhpun beliau terkorban tetapi tindakan mereka itu telah membuka jalan kepada tentera di bahagian belakang untuk merampas balik tempat tersebut.

'Demokrasi' dan 'Consultative'

Di dalam sistem pemerintahan ketenteraan, gaya pemerintahan ala 'demokrasi' dan 'consultative' perlu juga dipraktikkan terutamanya sekali perkara-perkara yang perlu dinikmati, terutamanya dari segi kebajikan dan moral. Cara inilah yang membolehkan peringkat bawah membuat pengesyoran dan cadangan di atas apa yang difikirkan perlu untuk kebajikan bersama.

Kepimpinan

- Dari Segi Politik:** Sebagai seorang tentera, penglibatan di dalam politik adalah tidak dibenar sama sekali. Tambahan lagi untuk dipengaruhi, tetapi adalah wajib untuk mengikuti perkembangan sebagai pengetahuan. Di sebaliknya juga seorang pemimpin mesti pandai berpolitik untuk menyenangkan mereka melibatkan segala tugas kepentingan

SOROTAN DARAT

tentera yang tidak menyentuh soal-soal yang boleh menjelaskan imej dan disiplin tentera.

b. **Dari Segi Sosial:** Aktiviti sosial di dalam tentera sememangnya digalakkan tetapi jika segala yang dirancang itu kesemuanya bercorak 'formal' maka ianya tidak akan memberi kesan kepada orang yang dipimpinnya. Jadi ianya hendaklah diubahsuai mengikut keadaan sekeliling demi untuk mencapai sesuai objektif dengan lebih berkesan lagi. Tiori kepimpinan yang diutarakan oleh Cecil A Gibb adalah seperti berikut:

- (1) Leadership always depends, on its environment.
- (2) The leader is closely related to the goals and aspirations of the group.
- (3) Leadership is a result of an interaction which takes place between the members of the given group.²

Sifat Seorang Pemimpin: Sebagai seorang pemimpin, pengetahuan dari segi pengawasan adalah penting. Termasuk juga di dalam bidang ketenteraan di mana seseorang pemimpin itu akan menghadapi cabaran dari berbagai bangsa dan ugama. Yang pentingnya beliau mesti memilih jalan yang betul, ke arah jalan ketenteraan yang dinamis dan mendisplin diri sendiri sebelum menguruskan soal orang lain. Apa yang disyorkan dan difikirkan perlu diketahui ialah:

- a. Mempelajari sifat dan kelakuan kemanusiaan.
- b. Memperlajari cara perlunya sesama manusia.

BIL 5, OGOS. 84

c. Memahami serta menghormati ugama orang lain.

d. Memahami keperluan orang bawahan dan masalah mereka.

e. Memupuk kehormonian diri sendiri dan tatasusila yang baik seperti, pendirian, kejururan, keadilan, kecekapan, kebenaran dan memahami di atas sesuatu masalah yang dikemukakan.

Perhubungan: Perhubungan mengikut 'hierarchy' sememangnya diikuti dengan ketatnya di dalam tentera oleh setiap lapisan pemimpin. Sistem ini dianggap 'formal' dan diperhatikan mendapat kurang sambutan dari pehak bawahan. Setengah aspek perlu digalakkan perubungan secara terbuka dan ini telah terbukti apabila diadakan majlis berdialog di antara pemerintah dan yang diperintah dan sambutan dari segi menyumbangkan pendapat dan maklumat adalah menggalakkan. Kajian telah dibuat oleh Rensis Likert yang menunjukkan bahawa 'good leadership behaviour and frequent communication are highly interrelated'.

Motivasi: Wang bukan satu-satunya sumber penggerak untuk mencapai sesuatu maklumat dan ini telah dibuktikan oleh sarjana Encik Ferdinand Herzberg yang membangkitkan usul-usul:

- a. Faktor kemanusiaan yang menyentuh dari segi keadaan kerja dan pengurusan.
- b. Faktor 'motivating' yang menyentuh dari segi penghargaan di atas segala kejayaan yang dicapai.

Kepimpinan Melalui Tauladan: Sebagai seorang pemimpin, walau ia nya

SOROTAN DARAT

mempunyai pangkat dan kedudukan yang tinggi namun tidak seharusnya mereka berkelakuan bongkak dengan kedudukan yang dicapai. Beliau seharusnya menunjukkan contoh yang baik dari segala segi sama ada dari segi tingkah laku, tata tertib, kelakuan, bertutur serta pergaulan dengan orang bawahan. Kerana dengan cara inilah seseorang pemimpin akan dihormati dan disegani. Disebaliknya setiap pemimpin yang baik sudah pasti akan diikuti oleh orang lain terutama anggota-anggota yang baru menceburkan diri di dalam lapangan ketenteraan.

PENUTUP

Pengawasan ke atas corak kepimpinan yang ada sekarang di dalam Tentera Darat Malaysia telah menunjukkan bahawa perlunya corak tersebut diubahsuai mengikut keadaan zaman. Pengubahsuai ini adalah perlu oleh kerana zaman sekarang semua manusia adalah bijak serta matang berfikir, lebih-lebih lagi dengan pelajaran yang ada serta keadaan alam serba moden membuatkan daya kepimpinan semakin bertambah rumit. Namun demikian, asalkan segala yang dirumuskan melalui urusan di atas, diperhatikan saya percaya mutu kepimpinan akan lebih berkesan dan dinamik. Hidup di dalam sebuah masyarakat yang

BIL 5, OGOS. 84

berbilang kaum dan ugama, segala pendapat dan cadangan mesti dianalisa dan diperhatikan.

Nota Rujukan**BUKU**

1. Pat to Leadership — Field Marshall Montgomery
2. Theory of Leadership — Cecil A. Gibb.
3. Rensis Likert, **New Principles of Management**, New York, Mc Graw Hill Book Company, 1961.
4. Koontz O Donnell Wihrich, **Management**, 7 th Edition ms 659 -685.

PETIKAN/MAJALAH

5. Australia Army Handbook "On Leadership" 1973.
6. Australia Army Handbook "Leadership Theory and Practice" 1973.
7. Nota Kepimpinan oleh Encik Mohamed Sulaiman bertarikh 27hb. Julai, 1977.



Major Hashim B Zakaria telah ditauliahkan di dalam Kor Renjer Malaysia pada tahun 1970. Selain dari menghadiri kursus ketenteraan, juga telah lulus Kursus Diploma Sains Pengurusan INTAN 1983. Pernah berkhidmat di Jabatan arah Infanteri sebagai PT 2 Kordinasi. Kini berkhidmat di dalam Batalion Ketujuh Rejimen Renjer Malaysia.

THE COMMANDING OFFICER AND HIS COMMAND

Brig Jen Mohd Aris bin Salim

INTRODUCTION

Commanding a unit is the stepping stone towards generalship. In commanding a unit, an officer gets the first real taste of power—the ability to influence events. Views have been expressed by a few Commanding Officers (COs) that commanding a unit under the present situation is very difficult. This view, unfortunately, is erroneous. In the early 1940s, COs faced the problems of fighting the Japanese invaders on the coast and on the mainland. After that till the early 1980s, COs combed the booby-trapped infested jungles and swamps of the country in search of the insurgents and from now on COs will have to maintain professionalism in a peacetime environment. Every CO, whether in the 1940s or the year 2000 had or will have his own peculiar problems of command.

In this short article¹, the writer would like to share his views, based on his own experiences of unit command, in the hope that it could contribute to a better understanding of command at the unit level.

THE CO AND THE UNIT

The unit is a complete sub-system within the overall Army system. It has its primary function and has sufficient resources to carry out that function. Central to the effective

functioning of the unit is the CO. The CO is to the unit what the heart is to the body. A good strong heart pumps blood to all parts of the body thus keeping the body cells well nourished. Likewise a CO sets the pace for the unit to follow both in peacetime and in war. An officer, given a command, ought to have the following basic requirements:

* **Qualification and Knowledge.** The expertise of a CO is "the management of violence"² as it affects his unit. The CO, therefore, must have the necessary military qualifications and knowledge to manage that violence. A CO of an infantry battalion must know all aspects of the close quarter battle whilst the CO of an artillery unit should be the expert on all matters pertaining to the establishment of fire supremacy in the brigade battlefield. These theoretical knowledge enables the CO to use his rational mind to solve operational problems. A CO who possesses a good theoretical knowledge of his expertise has a greater potential for solving problems.

* **Experience.** He must have the relevant experiences to command that particular unit. The practical lessons drawn from one's experiences in previous unit life, provide one's experiential mind with the necessary

input to "solve problems by intuitive wisdom-or folly as the case may be"³. An officer with wide regimental and staff experiences at the platoon and company levels would have gone through so many trials and tribulations that would make him understand better the implications of decisions and actions at the unit level. The combination of the rational and the experiential mind enables the CO to think constructively. "**Constructive thinking is the ability to solve practical problems in living at a minimal cost in stress**"⁴.

* **Leadership.** He is a credible leader in all respect-mentally, spiritually, emotionally and physically. A CO with poor leadership qualities cannot stand for long the stress and strain of command, particularly in a war situation. A CO is expected to lead his men to success and paradise and never to failure and hell. A muslim CO should be able to lead his men in prayers and other religious activities.

The sum total of knowledge, experience and leadership should make the CO the master strategist in the unit. The CO ought to be the man who utters the words of wisdom, who finds solutions to problems and when the unit is in a state of despair and desperation he is the one who sees the faint light through the tunnel and safely leads his men out.

UNDERSTANDING COMMAND

Command is defined as "**the authority vested in the individual of the armed forces for the direction, coordination and control of**

military forces"⁵. From this definition we can see three main functions that a CO is expected to perform, namely:

* **Commander.** As a commander, the CO gives out the legitimate orders and directives for the execution of a task. He alone is "**responsible for making the plan of the battle and for inspiring and directing the men who execute it**"⁶. He is expected to make the decision on major operational issues and regimental policies. He can choose to whom he wants to delegate his authority, but he never delegates his responsibility. The CO must be prepared to accept fully all the hazard of command just as he accepts gleefully its benefits.

* **Leader.**

* Through persuasion, example and a last resort compulsion, a CO influences his men to perform well to attain the unit's objectives. A CO cannot remain aloof and behave like a constitutional monarch acting on advise of the Adjutant or his Second-in-Command.

* His personal performance and behaviour, and also that of his family, ought to be the model for the unit to follow. His leadership qualities should be beyond question. The CO should be able to roleplay effectively the multifacet functions of a leader such as being a counsellor or an arbitrator to those under his

command. To the Muslims, the Al-Quran demands leadership by example. This is stated in two Surahs as follows:

* *"Do you enjoin right conduct on the people, and forget to practise it yourselves, and yet you study the Scriptures? Will ye not understand?"*

* *"O ye who believe! Why say ye which ye do not? Grievously odious is it in the sight of God that ye say which ye do not"*.

* **Manager.** Managing is getting things done through people towards achieving the unit's goal. Although the bulk of the managing works are done by the unit's staff officers, the CO cannot divorce himself from the work of a manager. As a CO he is the chief executive officer of the unit. He oversees and supervises the work of his subordinates and moves around giving advise, patting the deserving shoulders and correcting the faults and the flaws. He must pay particular attention to the following functions of management:

* **Planning.** Planning is deciding in advance what to do, how to do, when to do and who is to do what. The CO must supervise his staff officers when they make the necessary regimental plan.

* **Organizing.** Once the plan has been approved by the CO, some organization of the unit will have to be done to implement the plan. Once again the CO keeps an eye on the staff to ensure that the right organization is created for the job to be done.

* **Staffing.** Under current system a CO has very little control over the posting of officers and men to his unit. All units get a fair share of the good, the bad and the ugly. However, it is his responsibility to bring to the attention of his superiors to any manpower defects that he has detected. The CO must organised an effective programme to train his manpower resources towards achieving the unit's goal.

* **Directing.** The CO orchestrates his unit by giving out clear and timely orders and directions that are easily understood by his men. He must allow his subordinate commanders the freedom to act within the guidelines that he has given. However should his subordinate commanders fail to achieve the desired result, the CO must interfere and take charge of the situation.

* **Control.** Control is the monitoring of activities to detect any deviation from the plan.

Although this monitoring is done by the unit's staff officers, the CO must keep himself abreast with the progress of the unit's activities. He does this by having regular conferences, briefings, visits and inspections. During his visits to the companies or batteries, the CO must "deep-dive" to the bottom of the unit. He must inspect in detail some of the sub-unit's record books, ledgers and documents. Look into some of the soldiers cupboards and the sub-units stores. He must not conduct cursory inspections of the sub-units. Through this deep-diving, the CO can discover many hidden ills, which if not attended to quickly, can cause serious problems to the unit. Many of the observations made by the Internal Audit Department could easily have been detected by COs if they had gone down deep-diving into their units.

THE CONSTRAINTS OF COMMAND

No one in the Army has unlimited freedom of command. Every commander at whatever level has some restrictions imposed on him by the higher authority. It is important therefore for a CO to know and understand the limitations of his command and subsequently to act within them. Many of the internal problems faced by units are due to the failure of COs to act accordingly to the constraints of command. Some of the major constraints of command are as follows:

- * Power.
- * Objective and Tasking
- * Organizational Structure
- * Resources.
- * Rules and Regulations
- * Environment.

POWER

Power is the ability to influence events or behaviours, as a commander the CO's power-base is the legitimate authority conferred upon him by the King. This authority gives the CO the right to use the resources of the unit towards the achievement of the unit's legitimate goal. The powers of the CO over the unit is, however, not absolute. There are many documents that defined the limits of the CO's powers. The Armed Forces Act (AFA) limits the powers of the CO in terms of legal trial and punishment while the Armed Forces Council Instructions (AFCI) defines the CO's powers on some administrative and logistic matters. Command problems begins when COs:

- * **Misuse the powers given to them.** The powers given to the CO is to be used for the attainment of the unit's legitimate interest and nothing else. A CO has no right to misuse the powers given to him. Misuse of powers can cause serious morale problems in the unit.
- * **Fail to use those powers to influence an event or behaviour.** For fear of being unpopular or to sheer lack

of moral courage or to sheer ignorance, a CO does not use his powers to influence an event or behaviour. Instead he allows the event or behaviour to continue and eventually to cause greater damage to the unit.

Problems can be avoided if a CO observes the following basic rules:

- * On taking over command, read and understand all the documents relating to the powers of a CO. Be cautious of the sincere advise given by the Adjutant or the Quartermaster. Until you are familiar with your authority and powers, always refer to the manuals whenever you are required to exercise your powers particularly on matters affecting financial spending, trials and punishment.
- * Consult your higher headquarters (HQ) whenever you are in doubt of your powers. If your unit was newly raised, your unit may not have all the relevant instructions that it should have.
- * Have regular meetings with your subordinate commanders and staff. Owing to their experiences and expertise, they can offer you some relevant feedback and advice.

OBJECTIVE AND TASK

A CO does not have complete freedom to see his own unit's objectives. At the unit level a CO sets his unit's objectives within the overall goal and objectives of the Army and the immediate higher HQs. A unit will receive

various training, administrative and logistic directives laying out the various objectives to be achieved within the year. Some of these directives may appear to contradict one another, for example, a training directive may require a CO to conduct many exercises whilst a logistic directive requires a CO to try and cut down cost. What is expected of a CO is for him to assess the various taskings given to him against his resources available, determine the priority and then translate the various directives into manageable programme and activities that can be performed by his unit within the year. If a CO faces problems in meeting the requirement of the higher HQs, then he must make a representation to his superiors laying out clearly his problems.

There will be many a times when a CO will receive taskings at very short notice. A CO must at all times expect the unexpected and must have his own contingency plans to cater for such needs. The hallmark of a competent CO is his ability to effectively organise his unit respond to an immediate tasking.

Unit problems begin when a CO ignores or deviates from the objectives and tasking given by the higher HQs. Excuses such as "**no time, no men and no equipment**" are the usual cries. COs must have the will to achieve the task expected of them and to push his unit to attain the objectives, working overtime if necessary. A CO must be innovative and creative to devise training methods to overcome whatever inadequacies found in the unit. Remember the first principle of war-the selection and maintainance of the aim. A unit, like a rubberband, has its limits of elasticity which if exceeded, can burst. However, the direct involvement and presence of a CO at all the unit's activities can increase this limit of elasticity and spur the unit to go beyond the set objectives.

ORGANIZATIONAL STRUCTURE

A unit is organised in a particular structure in conformity to an accepted doctrine and it also has a specific place within the Army's chain of command. A CO must respect the structure and the chain of command because many subsystems of the Army, for example the communications and legal system, are tied down to this structure. A CO cannot reorganise his unit as he likes nor can he short-circuit the chain of command just to achieve his own personal requirements. A short term gain, can become a perpetual problem. If a CO finds that the present structure and chain of command are cumbersome then appropriate procedural action must be initiated and submitted to the higher HQs.

Under the present arrangement, a CO may find himself under command of one commander, under local administration of another and under technical control of another. This arrangement is not uncommon and every CO must understand the reasons of such an arrangement and also know his obligation to the various commanders. There are two views to this arrangement - one view is that the CO has three commanders who could provide him with the necessary support. A good CO capitalises on the latter.

RESOURCES

A unit is allocated with resources based on an establishment scale for the attainment of the unit's doctrinal role. A CO must know what is his unit's entitlement of the resources and must be aware of his unit's current holding of resources. The CO must issue out very clear orders and directives on the usage and maintenance of the limited resources and ensure that those orders and directives are strictly enforced.

The resources allocated to a unit are subjected to the constraint of supply and demand and the usual "contractual problems." Some of the men reporting to the unit may not be of the right calibre, the equipment demanded may not arrive on time and the money allocated may not be sufficient. These are the realities now and a CO's challenging job is to blend whatever limited resources he has into a good recipe for an operational cake.

The preparation of the resources to make the operational cake will take a lot of the CO's time. Men have to be trained to a certain standard and the equipment have to be properly maintained. As the master strategist in the unit the CO must have an intimate knowledge of the capabilities of all his resources. Once the CO knows the capability of his men and equipment then only can he be able to interface the men, the machine and the doctrine into a credible force to meet the enemy.

Most of the problems at unit level start when the limited resources are not properly managed. Training programmes are not adhered to, equipment are left unserviced, personal problems are not satisfactorily resolved, stores are being misused and financial allocations poorly controlled. COs must prevent such mismanagement of resources and immediate remedial action must be taken whenever mismanagement is detected. This can only be done if he has instituted a good control system within his unit.

Time is one resource one tends to forget. In making the unit's plan the time element must be properly budgetted. COs must ensure that his subordinates complete their work on schedule and that the various returns and reports

are sent up to the higher HQs on time. A CO must maintain a very close supervision on the work of his subordinate commanders.

A lot can be achieved if every member of the unit puts in an honest 8-hour quality work daily.

RULES AND REGULATIONS

A CO must work within a set policies, procedures and regulations. Policies give the CO guidelines to get things done and generally they allow the CO some discretion in the implementation of the policies. However, procedures and rules tend to be very rigid and must be strictly followed.

On taking over command, a CO must familiarise himself with all the policies, procedures and regulations which his unit must comply with. It would not be a bad idea if the CO get his staff officers to make for him a precis of all the major policies and regulation- a kind of a unit staff handbook. The CO must also make sure his subordinates know these policies and regulations. Problems start when the CO and the subordinates assume that they know the regulations and make decisions based on their own wrong assumptions. There are many former COs who have become victims to their own follies.

Current policies require COs to produce their own standing operating procedures (SOPs) for the units. These SOPs are operational requirement and they provide the subordinate commanders at the various levels of command a set procedure to be followed when faced with a certain situation. The SOPs assist the subordinate commanders in decision-making when faced with a situation that requires

immediate action. COs must ensure that these SOPs are written down, up-dated and known by all of his subordinates.

ENVIRONMENT

Situation changes with the passage of time. Within a span of one year there will be many changes to the internal and external environment of a unit. Internally there will be the posting in and out of personnel, the replacement of equipment, addition to family members, deaths, marriages and many others. Externally there are the new doctrines, and so on and so forth. These changes have very significant implications on a unit.

A CO who does not keep up with the changing environment will eventually be left behind. The knowledge that a CO acquired two years ago may not be sufficient to meet the operational challenges of the present time. There is always the continuous requirement to upgrade the capability of the unit in terms of individual knowledge and skill and also in group performance. Keeping up with the changing environment requires a lot of personal effort on the part of the CO. He must seek knowledge and must not expect knowledge to come to him. Whatever he has sought must then be passed down to his subordinates in the form of some training programmes or study day.

CONCLUSION

Unit command has always been an interesting and challenging occupation. In commanding a unit a CO gets the first real taste of power and its application. To be an effective CO, an officer must have the necessary qualification and knowledge, be a good leader and a manager.

Command has its pleasure, hazards and constraints. As a commander, a CO needs to understand the constraints of command and take the necessary steps to act within the constraints. Many of the internal problems faced by units are due to the inability of COs to act effectively within the constraints of command.

At the end of a command, a CO can leave behind any of the following legacies. **Firstly a unit which is in the same state of health as it was when he first took over.** In this case, the CO has managed to maintain the status quo of the unit over his period of command. **Secondly, a CO can leave behind a unit full of booby traps and problems to surprise the new in-coming CO.** This case is where the CO has neglected his responsibilities. **Lastly a CO can leave behind a well-trained unit with very high morale and a very clean administrative and logistic records.**

IF YOU ARE A CO, WHICH LEGACY WOULD YOU LEAVE BEHIND?

Notes:

1. This article was prepared from the writers lecture notes to students of PUSPEDA.
2. Huntington, The Soldier and the State, Pg 11.
3. Epstein, You are Smarter Than You Think, Simon & Schuster, NY, 1993, Pg 11.
4. Ibid, Pg 12.
5. T 100, Armed Forces Staff Manual, Annex F, Chap 11.
6. Land Operation, Command and Control, Code 70458, Pg 1.
7. Yusuf Ali, The Holy Quran, Surah 2, Al-Baqarah, Ayat 44.
8. Ibid, Surah 61, As-Saff, Ayat 2 and 3.



Brig Jen Mohd Aris bin Salim sekarang ini memegang jawatan Komander Artilleri Divisyen. Beliau telah banyak menghasilkan tulisan-tulisan yang bernas di dalam Jurnal ini. Brig Jen Mohd Aris juga telah berkhidmat di bawah PBB di misi United Nations Transitional Authority - Cambodia (UNTAC) pada tahun 1992.

"A CO is expected to lead his men to success and paradise and never to failure and hell"

COMMANDERS IN THE NEW MILLENIUM -

A Contemporary View

Mej A Endry Nixon

'The challenges in the next millennium will concentrate on technology warfare where the era of information technology with the emergence of a borderless society will make the role of the Malaysian Army more sophisticated'.

Jeneral Dato' Seri Md Hashim bin Hussien
Chief of Army

The challenge to being a commander is greater today than it was yesterday and it will be even more challenging tomorrow.

The Chief of Army, Jeneral Dato' Seri Md Hashim bin Hussien has visualised the challenges of tomorrow when he said that '*the challenges in the new millennium will be concentrated on technology warfare where the era of information technology with the emergence of a borderless society will make the role of the Army more sophisticated*'. As such, the commanders of the new millennium must equip

themselves with relevant knowledge and skills to face the challenges. Future wars may not require commanders at higher levels of command i.e. Brigade, Division or Army; to be at the battlefield to plan their battle. With the latest state of the art in technology, the commander may receive all necessary information, plan and deliver his battle design or orders through the means of technology.

Currently the Army is undergoing changes in its structural organisation and in technology.

¹ Berita Tentera Darat Malaysia, March 1999

INTRODUCTION

The expectations of a commander as he ventures into the new millennium will become more complex in nature. Although the nature of the job remains constant, the variables of being a good commander have added on to become complicated and refined. Like any other organisation, the Army needs professional commanders of high standards who possess skills in their roles and more importantly willing to learn to adapt to the ever changing environment.

In the midst of these changes, soldiers are bombarded with new knowledge and skills that have to be learned and adapted to the changing culture. These changes will definitely lead into the new millennium where more changes are expected. Rapid developments are at times stressful and a burden to people, as they require continuing changes in the mindset of soldiers. Commanders must be able to lead his men through these times of change. These are some of the challenges which commanders in the new millennium have to think about.

From a holistic point of view, the expectations of a commander in the new millennium could be of a wide range. Therefore, the discussion in the paper will view the working environment and the human resource challenges that are expected in the new decade, prior to analysing the needs of a future commander. The influencing factors are illustrated at figure 1.

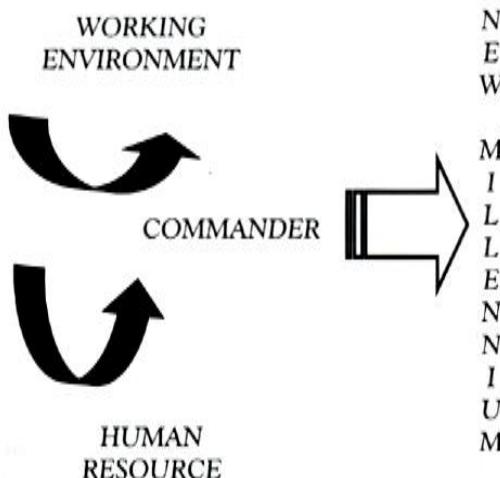


Fig. 1. Influencing Factors

This paper is to highlight the expectation of that of a commander in view of working environment and soldiers in the new millennium.

WORKING ENVIRONMENT IN THE NEXT MILLENNIUM

The working environment in the new millennium will definitely be a fluid-motion-like situation where changes would occur rapidly and swiftly. With the improving economy, rapid technological changes and diversifying of forces in the Army, commanders of the future will need to be flexible, able to adapt to uncertainty and inspire leadership in their men. The Army in its vision 2000 is restructuring itself to be a compact yet as a lean, mean, and a capable force - capable to deter any foreign threat and win any battle if forced into war. The Army is also diversifying into a highly mobile force with its rapid deployment force and mechanised infantry concept. The perceived threat has slowly evolved from fighting the communist in counter-insurgency warfare into conventional warfare and now moving into a combined-armed concept to multiply its combat force level. In addition, information technology has too set a prominent pace in the future. The sources of information are wide, where commanders will have access to them through the modern-day technology. Commanders will be furnished with tons of information where quick decisions are required.

In the new century the working environment will be more knowledge-oriented, thus making the Army a learning organisation. Learning in today's world is not something that requires classrooms and teachers. It has become a part of an individual life and a critical process in teamwork and in any organisation. Individuals would be expected to work with minimum supervision towards achieving the organisational goals. They would be expected to combine their efforts in terms of knowledge, skills and expertise to meet the challenge in tasks. The development of a multi-role function

soldier for the future would enhance the Army's image to be a complex and professional organisation. The futuristic environment will require soldiers to be '*Jack of multi-trades and master of all*'. As such, the Army must increasingly invest in the education and training of its force. Besides being highly skilled professional soldier, the working environment will also require individuals to accept responsibility, accountability and be able to interact with their superiors and subordinates professionally. Therefore, for an organisation to sustain its survivability, its rate of learning must be equal or greater than the rate of change in the environment.²

SOLDIERS IN THE NEW MILLENNIUM

Since the working environment in the new millennium is expected to be knowledge-oriented and soldiers are to be multi-role function, one could foresee how complex the challenges would be in managing human resource. The mode of commanding soldiers with '*Gurkha*' attitude, that is to execute an order without question has now evolved to soldiers who wants to know why and to see the objectives behind an order for an effective performance. Soldiers of tomorrow would want to understand their organisation's strategy and more importantly the role they have towards achieving that strategy. They may want to participate in setting the organisational objectives and assist in achieving them. Being a part and having a sense of belonging to a particular organisation may not be sufficient in the future. The future may require the organisation being a part of a soldier's life, be he an officer or other rank.

² A Look at the 21st Century, New Straits Times, 20 February 1999.

Briefly, managing human resource would transform from the organisation setting its objectives for the soldier to soldier participating in setting the objectives for their organisation in view of continuos improvement and in relation to the army's vision. The evolution of human resource management in the army is illustrated in figure 2.



Fig. 2. Evolution of Human Resource Management in the Army

Let us take a moment to view what are the expectations from a soldier in the new millennium. Some of the possible expectations are seen in figure 3.

A soldier at all levels would be expected to have these qualities and more to function professionally in his field. Therefore, commanders have to plan training and development for individuals to achieve such a level. To obtain such a desired soldier, the army has to start planning at macro level with a forward view. The current training that emphasises on skills for the other ranks in their development courses must be reviewed to provide knowledge to be analytical, critical, and open-minded. Apart from providing them with knowledge, soldiers of tomorrow should be



Fig. 3. Expectations
of Soldier in the Next Millennium

with encouraged to participate in the day to day management. Meaning, a leeway to allow them, especially the senior ranks to resolve routine unit or human resource management problems at their level without officers' interference.

On a serious note, the challenge of managing human resource in the new millennium must begin today. The real challenge is now on the manager's hand; managers means officers of today. *Why do I say that?* Let us take a moment to disengage us from the military environment and view the corporate world. In a competitive environment, organisations are continually competing against each other in the same industry to have a competitive advantage. They explore and spend millions of ringgit in research and development to produce products

of tomorrow. WHY? The organisation needs to survive, needs to make profit and the satisfaction to be the best. Likewise, research and development could be compared to training and development in the military context. For the army to have a competitive advantage in the same industry, it has to develop its weapon of tomorrow; and that sophisticated, highly complex which has its own intelligence is MAN. We may not have the latest state of the art in technology or weapons in the region, but having the best man who can think critically, analytically and professionally would make a difference in war. As Professor Lester Thurow, Dean of the Sloan School of Management at Massachusetts Institute of Technology has rightly pointed out; '*Skills and technology are the new sources of competitive advantage in the 21st Century*'.³

COMMANDERS IN THE NEW MILLENNIUM

With the army looking forward to becoming a learning organisation, soldiers should be seen as part of the organisation through shared responsibility, decision-making, and vision. Commanders are to be change agents; think macro, and implement at micro level. Commanders are expected to have diversified capabilities; of which may include:

- * **Technical-based Knowledge**
Commanders are not only expected to be

³ Michael Yeoh, *Leadership & Management Strategies*, Pelanduk Publications, 1993

professionally knowledgeable in their primary role but also in their secondary, and technically conversant with the equipment that they are accounted for. For example, a company commander in a standard infantry battalion should be professional in his tactical knowledge, the deployment of his assets and the technicality of his assets in order to optimise them in battle. It is no more leaving the technical part to the technician.

*** Transformational Leader.** Commanders are expected to see beyond the horizon and set strategies for their organisation. Commanders at all levels of command must articulate their thinking process to see where they want their organisation to be in the next five years in view of the army's vision. Transforming General Dato' Seri Md Hashim bin Hussian's order of the day into strategies and action plans is one way of being a transformational leader.

*** Conviction-driven.** Commanders are expected to be conviction-driven of a clear vision of where they want their organisation to be and lead them to that destination. Having a vision of tomorrow and expecting the organisation to move according to plan without effort are only regarded as 'Visionary Dreamers'.

*** Collaborative Management.** Commanders should practice collaborative management in peacetime soldiering. Strategies, objectives, and programs are to be set in a collaborative manner. All levels of command in an organisation are expected to participate in planning the organisational goals. Soldiers must participate in these areas and systems to allow it to happen must be thought of by

the commander. Roles such as facilitator, coach, or counsellor will be more prominent in the future management of soldiers.

*** Competitive.** Although the army is a non-profit making organisation, commanders must be competitive to constantly search for improvements in enhancing the professionalism and effectiveness of their organisation. They must set up systems and processes to obtain ideas from all sources within their organisation.

*** Technology-based Information.** In the era of information where information has become an important asset, commanders must be capable to utilise the state of the art in their management. Commanders must be knowledgeable in computerisation and able to extract information readily available for accurate decision-making. As we venture deeper into the new millennium, commanders at higher levels may only command through video-conferencing methods. These are seen in movies such as Star Trek, Star Wars, and Deep Space Nine that has become a reality among the superpowers. It is only a matter of time before the Malaysian Army is seen to have such facilities.

CONCLUSION

*'In moments of crisis, only imagination is more valuable than knowledge.'*⁴

Einstein

⁴ Federic Mayor and Jerome Binde, *The 21st Century Problems We Have to Negotiate*, New Straits Times, 20 September 1999.

Reflect on the quotation above for a moment and ask yourself; does Einstein make sense? By possessing all the knowledge and skill expected in the future, will it make you a better commander? In other words a commander must have imagination to blend all his knowledge, skill, and organisational assets to succeed in his mission. War is not planned as it may arise in a flick of a second; that's crisis. If one is not prepared to face a crisis, he and his organisation may dissolve and fade away in that crisis. Like Einstein views imagination, I tend to view common sense and logics as basic needs for survival and to be competitive. Without them, no amount of knowledge, skill or assets will get you through a mission or task successfully.

In summary, commanders at all levels of command are expected to have vision and be professionally competent to set their objectives

in relation to the organisational goals. Commanders may no longer view at traditional roles and functions although the basic functions of management are still important. The success in the new millennium will be much dependant on the management of human resources playing an important role in the organisation. The art of influencing men to accomplish a mission may not be seen as vital in the future. Influencing could be viewed as working together where commanders are seen as facilitators or counsellors; leaving the planning, organising, leading and controlling functions to the various level of command. Therefore, the challenge of managing human resource begins today. Tomorrow's world requires a generalist of many talents and not a specialist. It is up to you to equip yourself with the necessary tools to sustain your survivability and your men in the new millennium.

“Expect nothing from the 21st Century. It is the 21st Century which expects everything from you.”⁵

Federic Mayor
Director-General of UNESCO

BIBLIOGRAPHY

BOOKS

Robert B. Tucker. *Managing the Future*, Business Information Books, 1993.

Rown Gibson. *Rethinking the Future - A Leader of Leaders by Warren Bennis*, Nicholas Brealey Publishing, London, 1997

Michael Yeoh. *Leadership & Management Strategies*, Pelanduk Publications, 1993.

Peter F. Drucker. *Managing for the Future*, Butterworth-Heinemann Ltd. 1990.

⁵ Ibid.

PERIODICALS

Devika Menon, A Look at the 21st Century, New Strait Times, 20 February 1999.

Maimon Basiron, Kapt, Pengurusan Sumber Manusia – Cabaran Alaf Baru. Berita Tentera Darat Malaysia, March 1999.

Federico Mayor and Jerome Binde, The 21st Century Problems We have to Negotiate, New Straits Times, 20 September 1999.



Mej A Endry Nixon was commissioned into the Royal Ranger Regiment in 1980. He has served in various important appointments within the regiment, as a staff officer at the Ministry of Defence and as an instructor in PULADA and IPDA. A graduate from MAFSC and holds a Masters Degree in Management from Asian Institute of Management, Manila. A keen writer and contributed few articles to Sorotan Darat. Currently he is serving as Staff Officer Grade II, Admin / Log at Army Inspection Division, Army HQ, Ministry of Defence.

'Rebutlah lima perkara sebelum datangnya lima perkara; masa hidupmu sebelum mati, masa sihatmu sebelum sakit, masa lapangmu sebelum sibuk, masa mudamu sebelum tua dan masa kayamu sebelum miskin'.

Riwayat Al-Hakim & Al-Baiqani

PERANAN DAN IMPLIKASI KOMUNIKASI DALAM KEPEMIMPINAN FORMASI/PASUKAN

Oleh Lt Kol Mohd Radzi bin Abd Hamid

"Sesungguhnya telah ada pada (diri) Rasulullah itu suri teladan yang baik bagimu (iaitu) bagi orang-orang yang mengharapkan (rahmat) Allah dan (kedatangan) hari kiamat dan banyak menyebut Allah"

Surah Al-Khafij: Ayat 103-105

PENDAHULUAN

Manusia dijadikan Allah S.W.T dari sekutul tanah liat, kemudiannya ditipiupkan roh. Di dalam syurga, manusia hamba Allah iaitu Adam dan Hawa berhubung atau berinteraksi dengan semua makhluk ciptaan Allah yang berada di dalam syurga. Hawa dan Adam berinteraksi sesama mereka, kemudian mereka berinteraksi dengan malaikat dan iblis. Akibat dari interaksi dengan iblis, Adam dan Hawa melanggar perintah Allah yang mengakibatkan mereka berdua diturunkan ke dunia. Asal usul kejadian membuktikan bahawa semua makhluk Allah S.W.T berinteraksi antara satu sama lain. Dalam erti kata lain mereka telah menjalinkan perhubungan atau lebih dikenali dengan komunikasi antara mereka dengan tujuan yang tertentu.

Sungguhpun Nabi Allah Adam dan Hawa diturunkan ke dunia atas alasan melanggar perintah Allah S.W.T tetapi hakikatnya ialah untuk menjadi khalifah kepada makhluk Allah yang lain di muka bumi. Bagi menjalankan tanggungjawab dan amanah ini, maka Allah mengurniakan akal kepada manusia bersama kelebihan-kelebihan lain. Dengan menggunakan akal dan kelebihan tersebut manusia berkomunikasi untuk mengurus dunia, keluarga dan diri sendiri. Tanggungjawab sebagai khalifah tidak akan tercapai atau terlaksana jika manusia tidak boleh berkomunikasi atau tidak melakukan aktiviti komunikasi antara mereka. Ini bermakna manusia tidak boleh tidak untuk melakukan aktiviti

komunikasi sebagai pelengkap kepada kehidupan harian. Tanpa melakukan komunikasi, barangkali dunia manusia menjadi beku dan sunyi. Pastinya komunikasi adalah satu perkara yang mempunyai peranan amat penting untuk manusia menjadi khalifah di muka bumi. Kepentingan komunikasi lebih terserlah lagi dalam sesebuah formasi/pasukan sama ada kecil atau besar yang sentiasa menagih kepemimpinan ketua atau majikan. Keberkesanannya ketua dalam mentadbirkan formasi/pasukan terletak kepada kebijaksanaannya dalam berkomunikasi dengan anggota-anggota dan pelanggan-pelanggan.

Kepentingan komunikasi tidak dapat dinafikan dan mempunyai peranan yang sangat impak tetapi implikasi sama ada negatif atau positif tidak dapat ditelah. Masalahnya ialah implikasi komunikasi sentiasa melebihi dari jangkaan yang sama sekali tidak terduga dan berlaku dalam ruang lingkup yang tidak diramal. Kesilapan dalam komunikasi boleh mengancam atau menggugat perhubungan negara bangsa. Kesilapan ini merangkumi aspek makna, kaedah atau cara mesej diantar, tafsiran penerima, kefahaman antara penghantar dan menerima dan kesediaan penerima untuk mencerap mesej. Ini adalah kerana komunikasi seperti senjata yang mempunyai dua mata. Jika salah di tafsir atau diantar, ia akan memberi maksud yang berbeza. Perkara ini menjadi lebih serius jika ia berlaku dalam sesebuah formasi/pasukan dan dilakukan oleh pemimpin.

DEFINISI

Kertas kerja ini akan membincangkan semua peranan komunikasi dalam formasi/pasukan. Jenis komunikasi yang akan dilibatkan ialah komunikasi lisan dan bukan lisan. Manakala aspek implikasi, kertas kerja ini akan melihat implikasi positif dan negatif. Keseluruhan perbincangan akan berfokus kepada kepemimpinan sesebuah formasi/pasukan termasuk pemimpin rendah dan pemimpin atasan. Bagi menentukan kefahaman kepada tajuk kertas kerja, dua definisi akan dibincangkan iaitu definisi '**komunikasi**' dan '**kepemimpinan formasi/pasukan**'.

Pelbagai definisi komunikasi dibuat oleh pakar-pakar komunikasi seperti Hoben, Berelson, Steiner, Miller, Gode dan Ruesch. Antara definisi komunikasi yang sering digunakan oleh para sarjana dan pengkaji komunikasi ialah definisi oleh Hoben, Ruesch, Berelson dan Steiber. Definisi yang dibuat oleh Ruesch (1975) bersifat agak umum. Beliau menyatakan '**komunikasi adalah suatu proses yang menghubung bahagian-bahagian yang terasing di dunia ini**'. Manakala Hoben (1954) pula menyatakan '**komunikasi adalah pertukaran secara verbal sesuatu idea atau pandangan**'. Hoben mengandaikan proses pertukaran idea berjaya dilaksanakan. Berelson dan Steiner (1964) mendefinisikan komunikasi sebagai '**proses pemancaran maklumat**'. Definisi ini tidak melihat atau mempertimbangkan hasil setiap komunikasi sama ada berjaya ataupun tidak.

Apakah yang dimaksudkan dengan '**kepemimpinan formasi/pasukan**?'. Sesetengah sarjana komunikasi mendefinisikan kepemimpinan sebagai **kemahiran komunikasi yang menggerakkan kumpulan ke arah pencapaian matlamat dan kesejahteraan kumpulan** (Barker, Wahlers dan Watson, 1955). Narimah (2002) menyatakan formasi/pasukan adalah **satu badan yang mengandungi kumpulan-kumpulan dan juga individu yang bekerjasama bagi mencapai matlamat tertentu**. Ini bermakna, kepemimpinan formasi/pasukan boleh ditakrifkan sebagai kemahiran berkomunikasi di dalam satu badan yang mengandungi kumpulan-kumpulan atau individu untuk mencapai matlamat formasi/pasukan demi kebaikan bersama.

KAITAN KOMUNIKASI DENGAN KEPEMIMPINAN

Persoalan pertama yang harus difahami ialah bagaimanakah komunikasi berkait dengan kepemimpinan dan mengapakah ianya menjadi terlalu teras. Hubungan ini dapat di lihat dari beberapa aspek. **Pertama, komunikasi adalah segala-galanya dalam perhubungan sesama manusia**. Seseorang pemimpin dari sebuah formasi/pasukan mega hingga ke institusi keluarga akan menjadi pemimpin yang berkualiti sekiranya ia mampu menterjemah idea dalam komunikasi yang paling berkesan. Kegagalan pemimpin dalam melontar secara jelas dan kegalannya menyampaikan hasrat dan matlamat formasi/pasukan atau keluarga melalui komunikasi yang berkesan, menjadi batu penghalang kepada perhubungan akrab, kerjasama dan semangat pengorbanan anggota kepada formasi/pasukan antara pemimpin dan anggota dan formasi/pasukan.

Kedua, pemimpin diadili melalui komunikasi lisan dan tanpa lisan. Melalui perbualan percakapan, cara berjalan dan berpakaian dan segenap ruang lingkup, kehidupan seseorang pemimpin sentiasa terdedah kepada 'judgement' oleh anggotanya. Anggota sentiasa menilai perwatakan melalui gaya fizikal yang boleh di lihat oleh anggota. Justeru pemimpin hendaklah sentiasa berusaha membina imej secara aktif. Pemimpin bukan sahaja perlu melihat dirinya dalam tingkapnya sendiri, pada masa yang sama ia perlu melihat dalam tingkap yang tersembunyi yakni tingkap orang lain. Teori ini pernah diangkat oleh sarjana (Joseph Lark dan Harry Hont) melalui Teori Tingkap Johari¹ dan idea Imam Al-Ghazali². Imam Al-Ghazali menyatakan tidak semua perkara yang pemimpin tahu diketahui oleh anggota, begitu juga sebaliknya. Secara tidak langsungnya, pembinaan imej melalui komunikasi tahap lisan dan lisan boleh memperbaiki kekurangan lahiriah dan batiniah.

Ketiga, konsep komunikasi strategi. Bagi memastikan semua keputusan pemimpin dilaksanakan dengan berkesan. Keberkesaan

¹ Tingkap Johari adalah teori yang menerangkan situasi atau tahap tahu pemimpin dan anggota. Ia membahagikan keadaan kepada 4 bahagian iaitu kawasan terbuka, kawasan buta, kawasan tersembunyi dan kawasan tidak diketahui.

² Imam Al-Ghazali mengategorikan manusia kepada empat jenis iaitu ia tahu bahawa ia tahu, ia tahu bahawa ia tidak tahu, ia tidak tahu bahawa ia tahu dan ia tidak tahu bahawa ia tidak tahu.

komunikasi pada hari ini di lihat sebagai tidak bergerak secara sendiri kerana perkembangan teknologi komunikasi yang tidak terbendung. Justeru teknologi komunikasi turut membantu dalam menjalankan urusan kepemimpinan antaranya ialah faks, telefon, komputer, e-mail, kamera digital dan lain-lain lagi. Masalah jarak tidak lagi wujud pada hari ini kerana pemimpin boleh berhubung atau berkomunikasi dengan anggotanya tanpa mengira di mana ia berada.

MASALAH KOMUNIKASI DALAM KEPEMIMPINAN FORMASI/PASUKAN

Permasalahan ini perlu di lihat dari aspek masalah komunikasi dalam kepemimpinan dan masalah kepemimpinan dalam komunikasi. Adalah malang jika ada pemimpin yang tidak tahu akan kepentingan komunikasi yang berkesan dan seterusnya bertindak mengabaikannya atau bersikap lewa ketika berkomunikasi. Dalam sesebuah formasi/pasukan terdapat beratus atau beribu anggota yang datang dari pelbagai rencam budaya dan latar belakang. Agama, budaya, bangsa, daerah yang berbeza antara satu sama lain memerlukan bentuk komunikasi yang berbeza ketika berhubung. Pemimpin tidak boleh merangkup sekali gus bahawa semua anggotanya sama. Dari aspek jantina sahaja sudah menagih kaedah komunikasi yang berbeza. Bagi formasi/pasukan yang ekstrem seperti Gerak Khas, kaedah komunikasinya secara total berbeza dengan komunikasi di sebuah pasukan bantuan perkhidmatan. Bahasa yang keras dan arahan yang tegas dan disampaikan dalam situasi serius ditagihkan dalam mentadbir sesebuah formasi/pasukan keselamatan. Manakala bahasa yang mesra dan penyampaian penuh diplomasi diperlukan oleh setiap pemimpin dan anggota ketika berkomunikasi dengan keluarga, isteri, anak dan pihak awam.

Oleh kerana komunikasi seperti senjata dua mata, maka komunikasi perlu disampaikan dengan baik, sempurna, sesuai dengan khalayak, sesuai dengan masa dan keadaan. Jika tidak, ia akan memberi maksud yang berbeza kepada anggota. Sekiranya saluran komunikasi yang tidak sesuai digunakan, kemungkinan mesej yang disampaikan tidak sampai sepenuhnya atau tidak sampai langsung. Situasi ini akan menjadikan kelam kabut jika anggota terus melaksanakan tugas

tanpa mendapat arahan yang jelas. Inilah masalah sebenar komunikasi dalam kepemimpinan formasi/pasukan. Sejarah kepentingan penyampaian komunikasi lisan ditunjukkan oleh Panglima Perang China iaitu Sun Tzu ketika diuji Maharaja China. Sun Tzu mengatakan setelah arahan diberikan tetapi anggota masih tidak dapat melaksanakan dengan baik atau salah pelaksanaannya, maka berkemungkinan arahan yang diberikan tidak jelas dan terang. Setelah arahan diberi dengan jelas dan terang dan berulang tetapi anggota masih tidak dapat melaksanakannya dengan baik atau salah melaksanakannya, maka kesalahan diletakkan pada pemimpin rendah, maka pemimpin rendah perlu di hukum.

Sesetengah pemimpin dalam formasi/pasukan, buta teknologi komunikasi atau bersikap negatif dan menolak teknologi. Pemimpin khususnya generasi terdahulu yang masih tinggal menjadi pemimpin atasan sesebuah formasi/pasukan menolak teknologi komunikasi. Teknologi komunikasi bergerak pantas dan menjadi lebih kreatif dan inovatif. Sikap pemimpin yang menolak teknologi komunikasi menjadikan mereka buta pada peralatan tersebut sedangkan anggotanya celik pada peralatan tersebut. Sikap pemimpin seperti inilah yang memberi masalah komunikasi pada masa hadapan kerana masih bergantung pada sistem lama. Dari sudut yang lain, barangkali tidak keterlaluan jika dikatakan boleh dan mungkin akan menjadi realiti pada masa akan datang yang mana ketua seksyen hanya menghantar arahan kepada anggotanya melalui pesanan SMS. Sungguhpun ia melanggar budaya dan amalan tetapi kaedahnya amat mudah dan cepat.

MASALAH KEPEMIMPINAN DALAM FORMASI/PASUKAN

Selain dari masalah komunikasi dalam formasi/pasukan, pemimpin juga boleh menjadi masalah kepada formasi/pasukan. Formula formasi/pasukan yang berjaya iaitu pemimpin yang baik bergantung pada bakat kepemimpinan dan digabungkan dengan ilmu dan pengetahuan pengurusan yang sentiasa dikembangkan. Bakat kepemimpinan sahaja tidak mencukupi kerana tanpa memiliki ilmu, seseorang pemimpin akan menjadikan suatu formasi/pasukan tidak mampu bersaing pada masa

hadapan dan akan tenggelam kesemuanya iaitu pemimpin dan formasi/pasukan itu sendiri. Oleh itu, pemimpin dan formasi/pasukan hendaklah memiliki ilmu dan pengetahuan yang mencukupi bagi membolehkannya bekerja dengan baik.

Kedua, pemimpin tidak kreatif. Sesetengah pemimpin beku atau tidak ingin berubah. Langsungnya idea dan kaedahnya tidak berupaya menarik minat anggota dan tidak mampu bersaing. Pendekatan kepemimpinan kreatif dan terangsang adalah satu pendekatan yang sentiasa didambakan oleh anggota. Ini melibatkan konsep inovasi, dan tidak 'rigid' sehingga beku dalam pendekatan. Contoh pendekatan kreatif ialah memberi komitmen peribadi kepada anggota melalui mendengar pendapatnya, bijak mengukur nilai sumbangan, menjadikan diri sebagai contoh keterbukaan, imaginatif, berjiwa besar untuk formasi/pasukan bukannya kepentingan diri.

Ketiga, pemimpin mementingkan diri sendiri. Tidak dinafikan adanya pemimpin yang mementingkan diri sendiri. Situasi ini sering berlaku di kalangan pemimpin rendah. Memandangkan pemimpin rendah sentiasa berhubung dengan anggota bawahan, maka hal ini akan menimbulkan masalah yang serius kepada formasi/pasukan dan menjadikan kepemimpinan dalam formasi/pasukan. Mencari kemenangan peribadi dan taksub dengan mempopulkarkan sekelompok anggota sahaja sehingga boleh menolak semangat ukhuwah, kerjasama antara anggota, menolak '*esprit de corps*' boleh mengikis kepercayaan anggota dan membantulkan pengembangan formasi/pasukan. Kesan yang lebih buruk ialah anggota menolak penerimaan terhadap pemimpin, menanam sikap prejudis dan negatif terhadap setiap tindakan atau keputusan pemimpin, melecehkan nasihat dan idea pemimpin, langsungnya menggagalkan budaya motivasi dalam formasi/pasukan. Situasi ini dapat dilihat pada peristiwa yang berlaku dalam zaman pemerintahan salah seorang Khalifah Rasulullah iaitu Sayidina Ali Abi Talib. Sayidina Ali bin Abi Talib pernah ditanya mengapa para anggotanya berpecah belah dan tidak seperti para anggota zaman Rasulullah? Ali menjawab "Ini kerana para anggota pada zaman baginda tidak seperti diri yang menyoal". Hakikat yang tidak boleh ditolak ialah ramai yang meminta untuk dipimpin tetapi tidak sanggup berkorban dan tidak ada keyakinan terhadap yang dipinta.

Keempat, dewasa ini sering berlaku krisis kepemimpinan dalam formasi/pasukan. Krisis kepemimpinan ini boleh berlaku dalam dua situasi iaitu antara pemimpin dengan pemimpin dan antara pemimpin dengan anggota. Ianya tidak mempedulikan sama ada pemimpin tersebut masih berkhidmat atau telah bersara. Kemelut yang dihadapi oleh Dr Mahathir Mohammad dan Dato' Sri Abdullah Ahmad Badawi adalah satu contoh krisis kepemimpinan yang jelas antara pemimpin dengan pemimpin. Manakala krisis di Indonesia adalah contoh krisis kepemimpinan antara pemimpin dengan anggota atau pengikut. Krisis kepemimpinan hari ini terlalu aneh, unik dan kompleks. Isu remeh seperti pergaduhan anak-anak, perselisihan idea para isteri, dan merebut tempat letak kereta boleh menjadi besar dan tidak terkawal hingga boleh mewujudkan puak-puak tertentu dalam formasi/pasukan. Justeru perkara ini perlu di pantau. Krisis dan konflik kepemimpinan akan terus berlaku, jika unsur jiwa anggota berkecamuk atau berlaku konflik. Ini merupakan satu cabaran kepemimpinan masa hadapan. Seseorang pemimpin yang gagal mengawal anggotanya boleh mencetuskan krisis kepemimpinan. Krisis ini boleh menyebabkan pemimpin hilang kuasanya.

Kelima, pemimpin tidak mempunyai karisma atau cahaya wajah. Karisma adalah kualiti tinggi atau istimewa yang wujud dalam kepemimpinan dan berupaya menarik perhatian anggota yang banyak serta memberi inspirasi dan menggalak kecenderungan mengikut untuk mengikutinya. Kefahaman kepada karisma berubah mengikut corak komunikasi semasa. Peranan komunikasi telah menukar imej siapakah yang dimaksudkan dengan pemimpin berkarisma dengan komunikasi bukan lisan seperti cara berpakaian boleh meletakkan kelompok PTT Kanan dalam konteks pemimpin berkarisma moden dan hebat berbanding dengan maksud yang difahami sebelum ini. Melalui komunikasi yang dicurahkan, pemimpin berkarisma boleh dibentuk dan dipotretkan. Bagaimana memperolehnya?. Karisma atau cahaya wajah diperoleh melalui beberapa cara iaitu pemberian terus oleh Allah, keduanya daripada pergaulan dengan mereka yang memiliki karisma seumpamanya, dan menyedari bahawa dalam diri kita telah sedia ada karisma yang tersendiri dan hanya memerlukan pengempangan. Masyarakat hari ini melihat pemimpin berkarisma melalui 3 aspek iaitu karakteristik pemimpin, ciri-ciri anggota

dan keperluan suasana. Gabungan ketiga-tiga ramuan ini berupaya mewujudkan perhubungan dan kepemimpinan berkarisma secara bersama. Selain dari itu ia juga boleh di lihat dari aspek persepsi manusia kerana anggota sentiasa menjadi hakim kepada pemimpin mereka dan keyakinan diri yang tinggi atau '*will power*'.

Keenam, pemimpin tidak bertenaga dan kurang semangat. Untuk menjadi seseorang pemimpin, ia mestilah mempunyai kekuatan dan tenaga fizikal dan rohani. Dukungan spiritual mestilah kuat. Dalam aspek ini, tenaga bukanlah semata-mata tenaga fizikal tetapi merangkumi tenaga pembakar semangat untuk terus bertindak dan memimpin serta melontar tenaga yang hebat tersebut dengan semangat kasih sayang terhadap anggotanya. Ketika Indonesia dipimpin oleh seorang Presiden yang buta iaitu Gus Dur, kita melihat beliau sebagai amat tidak berdaya dan tidak bertenaga. Jika pemimpin sendiri hendak berjalan mengharapkan bantuan orang lain, bagaimanakah ia boleh dan mampu memimpin negara. Ibu ia dipimpin oleh satu kuasa lain yang tidak boleh di lihat hanya ibu emosi dan sensasi kepercayaan yang tidak beralas.

PERANAN KOMUNIKASI DALAM KEPEMIMPINAN FORMASI/PASUKAN

Nyatanya komunikasi mempunyai peranan penting dalam kejayaan sesebuah formasi/pasukan. Ini tertakluk kepada cara dan kaedah ia diaplikasi dan digunakan. Pemimpin formasi/pasukan yang bijak berkomunikasi dan sentiasa berusaha mempertingkatkan keberkesanannya komunikasi akan menjadi pemimpin yang dihargai dan berjaya dalam mencapai hasrat dan matlamat dirinya dan formasi/pasukan. Komunikasi menjadi perantaraan antara pemimpin dengan anggota dalam sesebuah formasi/pasukan. Dalam menyampaikan arahan dan amanat atau visi formasi/pasukan, pemimpin akan berkomunikasi dengan anggota. Arahan dan amanat disampaikan melalui pelbagai kaedah seperti ucapan di dalam perhimpunan, e-mail, surat-menyerat, papan hebatan atau laman web. Manakala hebatan maklumat berkaitan formasi/pasukan dan aktiviti yang dijalankan boleh disampaikan melalui poster, 'flyers', laman web dan iklan-iklan. Pemimpin menggunakan laman web untuk memaparkan maklumat dan posisikan watak bagi dirasmi. Pemimpin

ketika perbarisan adalah komunikasi secara langsung yang berlaku. Ada sesetengah formasi/pasukan yang merancang program tersendiri untuk membantu program pemimpin seperti malam pengajian. Satu mekanisme atau program bagi memastikan wujudnya kesinambungan wawasan dan idea pemimpin ialah mewujudkan program kepemimpinan untuk melahirkan pemimpin pelapis yang berwibawa dan berpengalaman.

IMPLIKASI KOMUNIKASI DALAM KEPEMIMPINAN FORMASI/PASUKAN

Jika implikasi positif yang terjadi, ia tidak menjadi sebarang kesulitan atau halangan kepada kepemimpinan formasi/pasukan. Masalahnya di sini ialah apabila implikasi negatif yang berlaku. Ini akan berlaku apabila komunikasi tidak berlaku sebaiknya atau gagal di praktik dengan baik dalam formasi/pasukan. Manakala pemimpin formasi/pasukan pula gagal untuk berkomunikasi dengan baik. Apabila hal ini terjadi, ia akan mencetus beberapa implikasi negatif. **Pertama, keputusan dan penyelesaian kepada sesuatu perkara sukar dicapai atau tidak tercapai.** Dalam setiap perbincangan sama ada antara pemimpin dengan pemimpin atau pemimpin dengan anggota atau anggota dengan pihak awam, jika mereka menghadapi masalah berkomunikasi, maka kata putus tidak akan tercapai atau susah hendak dicapai.

Kegagalan berkomunikasi akan turut mematikan kreativiti dan inovasi baru. Anggota dan pemimpin yang tidak faham akan kehendak dan misi formasi/pasukan akan menjadi segerak dan langsung tidak mahu berusaha untuk keluar dari kepompong kebiasaan. Mereka seolah-olah telah mati kreativiti dan gagal mendapatkan idea baru. Sama ada ia berlaku secara tidak disedari ataupun disengajakan oleh anggota kerana tidak suka kepada pemimpin yang gagal memahami komunikasi mereka.

Komunikasi yang tidak berkesan akan menggagalkan penghantaran maklumat. Pengulangan proses komunikasi yang sama akan membazir masa dan mengakibatkan mesej penting diterima lewat ketika ianya tidak lagi mempunyai nilai. Maklumat berkaitan kematian anggota, kehilangan peralatan penting dan perkara

buruk dan melemahkan moral anggota. Di samping itu, sesebuah formasi/pasukan akan menjadi tidak produktif.

Kegagalan komunikasi akan menyebabkan sesebuah kepemimpinan formasi/pasukan lemah terhadap perkara-perkara asas seperti keperluan kebajikan anggota, keluarga dan pasukan. Keperluan hakiki anggota tidak disampaikan kepada pemimpin maka, masalah tidak boleh diselesaikan. Contohnya, lima anak muda dari Kuala Lumpur pergi bekerja sambilan ketika cuti sekolah. Mereka mengambil upah membanting padi di negeri Kedah. Pada suatu hari, Si Ahmad, salah seorang dari anak muda tersebut berkomunikasi dengan majikannya iaitu Haji Dolah yang beristeri dua. Kata Ahmad "Pak Haji, semalam saya pergi rumah Pak Haji tapi Pak Haji tak ada kat rumah". Dari perbualan ini, Pak Haji akan mengesyaki sesuatu yang tidak kena pada isterinya kerana dikunjungi oleh anak muda tersebut pada waktu malam sedang ia tidak ada di rumah (giliran isteri tua). Jika kegagalan komunikasi ini lebih serius, kemungkinan anak muda tersebut di tumbuk atau di marah oleh Pak Haji mungkin berlaku. Bagi anak muda tadi, ia berkunjung ke rumah Pak Haji pada hari sebelumnya (semalam). Manakala bagi Pak Haji sebagai orang Kedah ianya bermaksud 'semalam' kerana hari sebelumnya bagi orang Kedah disebut 'kelmarin'. Hakikatnya anak muda berkenaan berkunjung ke rumah Pak Haji pada petang hari sebelumnya kerana ingin memaklumkan bahawa mereka ingin berhenti kerja.

Implikasi dari kegagalan berkomunikasi atau komunikasi yang tidak berkesan juga boleh mengakibatkan kepemimpinan formasi/pasukan gagal membuat pilihan atau gagal memperoleh perkara yang dipilih. Perkara ini melibatkan banyak aspek dalam komunikasi seperti laras bahasa dan kefahaman yang sama. Jika komunikasi berlaku dalam laras bahasa yang berbeza, kegagalan kefahaman kepada mesej akan menjelaskan pilihan yang telah dibuat. Sebagai contohnya, seorang pemuda dari Kedah telah berhenti rehat di sebuah warung kopitiam di Kelantan ketika hari hujan. Ketika sedang menghirup kopinya dan menanti hujan teduh, tiba-tiba ia terpandang seekor lipan bara sedang menjalar di bawah meja masak pekedai. Pemuda tadi memanggil pekedai berkenaan dan menjerit "katok! katok! katok!",

sambil jarinya menunjuk kepada lipan bara. Si pekedai akan mengatakan "mu ni bodo sangaat, tu bukan katok la, tu lipe la". Ketidak selaras bahasa memberi maksud yang berbeza jika ia salah digunakan. Dalam contoh di atas, anak muda tadi meminta si pekedai memukul lipan tersebut kerana bagi orang utara 'pukul' di sebut sebagai 'katok'.

BAGAIMANA MENJADI SEORANG PEMIMPIN YANG MEMILIKI KAEDAH KOMUNIKASI TERBAIK

Komunikasi yang baik dan berkesan akan menjamin kejayaan sesebuah formasi/pasukan. Manakala seorang pemimpin yang berupaya berkomunikasi dengan baik dan berkesan dan berjaya memahami mesej anggota akan menjadi seorang pemimpin yang disegani dan dihormati. Terdapat beberapa kaedah yang boleh diaplikasikan oleh seseorang pemimpin, jika ia ingin menjadi seorang pemimpin yang berjaya dalam komunikasi. **Pertama, sahkan kewujudan anggota.** Hubungan mata merupakan kesaktian dalam komunikasi antara perorangan. Bak kata bidalan 'dari mana datangnya cinta?; dari mana turun ke hati'. Pemimpin hendaklah melakukan hubungan mata ketika berhubung dengan anggotanya. Antara kaedah lain yang selari dengannya ialah memandang dan berhadapan dengan anggota yang di hubung ketika itu. Peruntukan beberapa saat pada proses komunikasi mata. Fitrah manusia ialah tidak menyukai pemimpin yang menyisihkannya atau tidak mahu disisihkan lebih-lebih lagi oleh pemimpinnya. Sekiranya komunikasi dijalankan secara acuh tak acuh maka anggota akan beranggapan pemimpin tersebut telah menyisihkannya. Tanpa mengira apa jenis anggota, berpangkat atau tidak, pernah buat salah atau tidak, hitam putih, sempurna atau tidak upaya, mereka memiliki hak yang sama terhadap pemimpin mereka.

Kedua, zahirkan dan war-war penyataan penghargaan. Terdapat anggota yang memiliki budi pekerti yang tinggi dan sentiasa berhasrat untuk berbudi kepada pemimpinnya. Jika mereka telah berbudi, seseorang pemimpin hendaklah menyebut kebaikannya kepada dirinya supaya dia merasa budi dan usahanya di hargai. Anggota akan lebih teruja jika budi tersebut dihargai di hadapan keluarga, sahabat dan pemimpin bawahannya. Idea-idea ke arah penghargaan yang lebih kreatif boleh

memberi kesan yang amat positif. Antaranya ialah menyediakan ruang dalam majalah formasi/pasukan atau papan kenyataan untuk memaparkan anggota terbaik bulanan, menyampaikan sijil penghargaan, dan menyebut nama, jabatan dan kebaikan yang telah dilakukan ketika ucapan harian. Dengan melakukan atau mengamalkan sikap sebegini, ini sama sekali tidak akan menjadi 'kudis' kepada pemimpin berkenaan. Bahkan beliau akan lebih dihormati dan disegani oleh anggotanya.

Ketiga, guna bahasa yang berkesan dan bermutu tetapi mudah difahami. Pemimpin hendaklah menggunakan bahasa yang mudah difahami oleh anggotanya yakni laras bahasa yang sama. Dalam aspek bahasa, jika pemimpin boleh berbahasa seperti anggotanya, ia akan lebih disanjung. Contoh seorang pemimpin Inggeris boleh berbahasa Melayu dengan baik, ia akan lebih dihargai. Antara contoh lain, seorang artis yang terkenal akan dicemuh jika ia langsung menolak bahasa ibunda yang mana ia harus mengetahuinya. Apa pun alasan yang disandarkan, kita sebagai rakyat Malaysia yang sejak merdeka telah mengetahui 'Bahasa Melayu adalah teras bangsa' atau 'bahasa jiwa bangsa', tidak boleh menerimanya. Sebagai seorang rakyat Malaysia, kita wajib boleh bercakap bahasa kebangsaan iaitu Bahasa Melayu. Jika boleh disandarkan kepada konsep hukum, tidak hukum sunat, harus dan makruh terhadap Bahasa Malaysia. Ianya jatuh kepada hukum wajib yakni jika meninggalkannya, ia akan berdosa besar. Begitu perlambangan yang boleh digambarkan tentang pentingnya keselarasan bahasa. Kepentingan isu bahasa yang mudah difahami dan lebih dapat dirasai, jika kita menjawab soalan ini. Apakah ertinya perkataan 'kredebiliti' dan 'komprehensif' kepada seorang perajurit muda yang baru melapur di-pasukan? Oleh itu gunalah bahasa yang mudah.

Keempat, berusaha meningkatkan keyakinan anggota kepada pemimpin. Pemimpin hendaklah sentiasa berusaha untuk menjadi pemimpin yang terbaik, terampil dan dihormati. Implikasi dari ini ia akan meningkatkan keyakinan angota pada setiap keputusan yang di buatnya. Kelemahan dan sikap tidak tegas pemimpin bawahan telah menimbulkan keresahan di kalangan pemimpin atasaran. Rata-rata menganggapnya sebagai kudis kepada segala

masalah semasa. Keresahan ini mungkin akan menjadi lebih serius dan memungkinkan angota bertindak untuk menolak pemimpin bawahan. Kemungkinan di kalangan pemimpin bawahan sendiri seperti Penolong Ketua Platon, Ketua Seksyen, dan Penolong Ketua Seksyen yang tidak meyakini kepada kebolehan pemimpinnya. Bagi mengatasi keresahan ini, setiap pemimpin hendaklah berusaha untuk meningkatkan keyakinan anggotanya. Beliau harus memperbaiki mutu komunikasi termasuk cara bercakap, kaedah melontar idea, cara menjawab soalan angota ketika mesyuarat kebajikan dan teknik berhadapan dengan angota yang dipimpinnya.

Kelima, pemimpin yang tidak mempunyai masa dengan anggotanya, di lihat sebagai pentingkan diri sendiri atau membelaangkan hak anggotanya. Untuk menjadi seorang pemimpin yang berjaya, kita hendaklah meluangkan masa bersama angota. Sesaat bersama angota seperti setahun tidur bersamanya. Angota akan teruja, jika pemimpin mereka mempunyai masa untuk melihat dan mendengar masalah mereka. Dalam aspek ini, komunikasi lisan atau berhadapan di lihat memainkan peranan penting. Contohnya angota tidak mahu berhubung dengan KSM atau Penolong Ketua Platon yang dianggap sebagai perantara. Mereka mahu berhubung terus dengan Ketua Platon, Ketua Kompeni dan Pegawai Memerintah/Pemerintah yang mereka sanjung. Kepentingan untuk meluangkan masa ini boleh dilihat dari amalan pemimpin jepun yang mana mereka sentiasa mengamalkan budaya pemimpin turun padang. Pemimpin Jepun berkunjung ke rumah angota, bermain, makan dan santai bersama angota. Para pemimpin Jepun dilihat sentiasa mempunyai masa untuk anggota dan bersama angota merentas sempadan budaya. Amalan mereka telah berjaya merapatkan hubungan. Satu perkara yang perlu diingat ialah ketika pemimpin turun padang, beliau hendaklah menjadi sebahagian dari anggotanya. Perkara ini boleh dicapai melalui cara berpakaian seperti mereka, berjalan bersama-sama, makan seperti mereka dan lain-lain lagi. Satu masa dahulu, kita dapati beberapa aktiviti sosial ketenteraan yang fokus kepada 'pemimpin bersama angota' tetapi pemimpin gagal bersama dengan mereka. Amat tidak sesuai, seorang pemimpin berpakaian serba mahal, bertali leher dan berkot ketika berdamping dengan anggota yang rata-ratanya berpakaian biasa, pemimpin hanya berbual dengan pemimpin

sahaja kerana mereka diletakkan di meja yang sama, dan jika lawatan diadakan pemimpin hanya tahu marah itu dan ini.

IDOLA ATAU 'ROLE MODEL'

Kemahiran hubungan kemanusiaan untuk memahami corak pemikiran para anggotanya adalah penting kepada menjana misi formasi/pasukan. Bagi yang dipimpin, perlu bersedia mempelajari corak pemikiran dan gerak kerja pemimpin. Konsep kepemimpinan Rasulullah berteraskan Al-Amin dan bijaksana membaca keadaan serta sejarah perkembangan sistem khalifah boleh dijadikan perbandingan dan panduan. Rasulullah telah mempamerkan satu contoh dan teladan yang amat baik untuk diikuti oleh seorang pemimpin. Sikap Rasulullah yang suka pada kesederhanaan, rapat dengan anggotanya, mendengar suara dan pendapat para sahabat, menghargai jasa dan tenaga anggota, mempamerkan contoh kepemimpinan yang baik telah menjadikan beliau sebagai pemimpin yang agung. Semua perkara di atas telah dipamerkan oleh Rasulullah melalui komunikasi yang berkesan. Terdapat beberapa khalifah selepas seperti Sayidina Umar Al Khatab yang telah berjaya kerana mengikuti kaedah dan 'style' kepemimpinan yang ditinggalkan oleh Rasulullah. Sesetengah sarjana mengatakan kejayaan Ghandi memenangi hati rakyatnya kerana beliau mengambil contoh kepemimpinan Sayidina Umar Al-Khatab.

Setiap kita yang bercita-cita untuk menjadi seorang pemimpin sama ada pemimpin sebuah formasi/pasukan ataupun sebuah keluarga, kita perlulah ada satu atau dua 'role model' yang kita sanjung. Kita berhasrat dan menanam mimpi untuk menjadi pemimpin sepertinya atau lebih baik dari itu. Barangkali kita tidak tahu atau tidak menyedari bahawa si A adalah 'role model' yang telah kita pilih. Jawapan ini boleh diketahui dengan menjawab soalan ini. Siapakah pemimpin yang anda sanjung

atau segani? Siapakah Penolong Ketua Platun yang anda rasa terbaik sejak berkhidmat di dalam Kompeni ini?

KESIMPULAN

Melalui perbincangan di atas yang telah menyentuh pelbagai aspek antaranya ialah peranan komunikasi dan pemimpin yang saling berkait dan kesannya pada sesebuah formasi/pasukan. Melalui kita dapat melihat betapa pentingnya komunikasi kepada kepemimpinan formasi/pasukan. Sesebuah formasi/pasukan boleh runtuh dan tidak terkawal kerana gagal mempraktikkan komunikasi yang berkesan di kalangan anggota dan pemimpin mereka.

Perbincangan di atas lebih kepada melihat implikasi negatif dan bagaimanakah cara mengatasinya. Jika terdapat implikasi positif ianya tidak menjadi hal, bahkan lebih baik keadaannya. Setiap pemimpin harus sedar bahawa komunikasi berperanan besar dalam kejayaan formasi/pasukan. Justeru, mereka perlu sentiasa berusaha untuk berkomunikasi dengan lebih baik dan efektif dengan menggunakan teknik-teknik komunikasi yang tertentu dan beberapa kaedah sebagai panduan. Pemimpin tidak harus bersifat pasif dan statik dan menolak idea atau teknologi baru dalam hal komunikasi kerana ini akan mendatangkan kesan yang baik dan akan membangunkan formasi/pasukan yang disertai.

Sesebuah formasi/pasukan dan pemimpin di dalamnya perlu untuk mengikuti perkembangan teknologi komunikasi. Sekiranya tidak, mereka akan ditinggalkan dan kalah bersaing dengan formasi/pasukan lain yang mengikutinya kerana teknologi komunikasi tidak akan menunggu kita. Peranan komunikasi menjadi lebih penting, jika melibatkan formasi/pasukan yang berdasarkan prestasi dan kejayaan. Pihak luar akan rasa terikat pada formasi/pasukan yang mempraktikkan komunikasi yang agak baik dan menghargai peranan mereka.

BIBLIOGRAFI

Baker, L.L., Wahlers, K.J., & Watson, K.W. 1995. Groups In process: An Introduction to small group communication. Boston: Allyn and Bacon.

Berelson, B. (1959) The State of Communications Research. *Public Opinion Quarterly*.

Emmanuel Gobillot . 2006. The Connected Leader: Creating Agile Organisations for People, Performance and Profit. UK: Kogan Page

Konflik Kepemimpinan Belia, Zamri Mohamad, UM 11 Nov 05.

Manfred F. R. Kets de Vries. 2006. The Leader on the Couch: A Clinical Approach to Changing People & Organisations. UK: John Wiley & Sons.

Narimah Ismail & Saodah Wok. 2002. Komunikasi Organisasi. Pahang: PTS Publications & Distributor Sdn. Bhd.

Organisation for Economic Co-Operation and Development . 2001. Public Sector Leadership for the 21st Century (Governance (Paris, France). Venice: Organization for Economic Cooperation & Devel.

Ruesch, J. (1957) Technology and Social Communication in Communications Theory and Research. L. Thayer (ed). Springfield, Ill: Thyomas.

Thomas Cummings, Warren Bennis (Editor), Gretchen M. Spreitzer (Editor), Thomas G. Cummings (Editor). 2001. The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders. California: Jossey-Bass.

Ucapan Dr Mahathir 'Krisis Kepemimpinan dan Teknik-Teknik Komunikasi Strategi' dalam forum Krisis dan Risiko: Pendekatan Hadhari, Penjelasan dan relevannya kepada cabaran-cabaran global kontemporari, 13 Apr 2006., IKIM.



Ditauliahkan oleh Seri Paduka Baginda Yang Dipertuan Agong sebagai Leftenan Muda di dalam Rejimen Askar Melayu Diraja pada tahun 1986. Telah berkhidmat di dalam Angkatan Tentera Malaysia selama 22 tahun dan memegang pelbagai jawatan. Mempunyai kelulusan dalam Diploma Lanjutan Pengajian Strategi dan Keselamatan (UKM), dan Sarjana Sains Pengurusan Strategi (Wellington). Beliau kini sedang mengikuti pengajian secara sambilan dalam bidang sarjana komunikasi di UPM. Antara artikel-artikel yang pernah disiarkan oleh Sorotan Darat ialah Membina Tradisi Berilmu di dalam Angkatan Tentera Malaysia , Rampasan Kuasa: Angkatan Tentera Malaysia sebagai Institusi Berkecuali dan Changing Perceptions of Security: From Military to Ecological.

LEADERSHIP QUALITIES AND COMPETENCIES REQUIRED OF COMMANDERS

Lt Kol Hasan bin Ali

INTRODUCTION

Leadership is one of the great intangibles of the military world. Leadership can be defined as the ability to influence a group towards the achievement of goals. It is the art and exercise of influence to direct men in such a way as to obtain their willing obedience, confidence, respect and loyal cooperation. The art of leadership also involves helping others to achieve group goals. It is one way of getting other people to carry out your wishes without realizing that they are not necessarily their wishes. It is a skill most people would love to possess, but one which defies close definition. Leaders are found in every other sphere of human endeavour whose progress and success are equally dependent on the quality and effectiveness of good leadership. Proper leadership accomplishes the mission with maximum expenditure of means and time and a maximum harmony of group or unit objectives with individual needs and goals.

Good leadership motivates men to respond favourably to command. Command is exercised by virtue of office, leadership causes to carry out the desire of the commander to achieve a goal willingly and enthusiastically. One can command without being a leader, but the commander is more effective if he is also a good leader. Commanders are people who do the right things. We often heard the expression that "A

good commander is born and not made". This is not entirely true and by exercising certain principles, the vast majority of military officers can become good commanders. Thus, leadership qualities need to be developed and instilled among commanders.

Another aspect to focus on in this article is the commander's competencies. Competency can be defined as ability, knowledge, attributes, values, synthesize skills and express performance requirement in behavioral terms for a commander to carry out his duties effectively. The commander must be efficient in performing and exercising his leadership to accomplish his and organizational goals. Military leaders at any level always have to keep learning new and additional leadership skills as they move up the ladder. The more a leader at each level understands his peculiar leadership requirements, the better he can do the job. A good and efficient commander thinks big and in detail. He is the leader who sees beyond the horizons and follow-up with actions. Good leaders recognize that and they must also be good followers. If a person wants to be a leader, he must develop other leaders around him. He must establish a team and create ideas to get his vision seen, implemented and subscribed by others.

CHALLENGES FACED BY THE PRESENT AND FUTURE MILITARY COMMANDERS

The qualities and traits required for the military leaders in this new millennium remain. However,

the challenges not only faced by commanders in the MAF, but also to most commanders of other armed forces. To meet these challenges there is a requirement for commanders to possess certain skills and competencies. Future military commanders must be able to anticipate changes associated with globalization and liberalization. In the present situation, the focus of military commanders, besides on military and operational matters, economies, social, cultural and religion matters also have a direct influence on what we do.

GLOBALIZATION

Globalization has become one of the challenges of present and future leaders. It affects the qualities and competencies required of commanders. The term globalization describes a process of internationalization and growing interdependencies where national boundaries become less and less important in a new world structure. The convergence of rapidly developing information, communications and media technologies have changed the sphere of leadership from the traditional approach to the multiple approach of addressing leadership effectiveness and efficiencies which requires certain leadership qualities and competencies.

Today, the wave of interdependence has matured into a more intricate affair under globalization. Globalization has changed the concept of security from all dimensions. All nations within the Asia Pacific region including Malaysia will continue to face a number of significant challenges to their security.

CONFIDENCE BUILDING MEASURES

Malaysia's framework of defence is founded on peace and prosperity and it is shaped to promote diplomacy and to deter conflicts. Therefore, we want future leaders to develop

strategic thinking mindset and think of ways to prevent war from occurring and to develop confidence building measures (CBM). One of the competencies required is how to build confidence and establish good, strong bond relationship with other military leaders of different countries with the interest of security and nation building. There are no permanent enemies but only permanent interests and the enemies of yesterday are friends of today.

As CBM has become a tool in settling disputes among nations, future conflicts radically will be different from the past. The possibility of war in the future may not be a reality due to the nuclear weapons. Nuclear weapons until today have not made powerful states to go to a total war with one another. While most armed forces are reducing their manpower, however sophistication is seen to be on the increase. The future war can be complex, vicious, intrastate and protracted similar to Afghanistan, Somalia and former Yugoslavia. This can happen to any country and therefore, commanders must have competencies to handle the situation. It demands a high degree of leadership qualities and competencies to enable commanders to lead his subordinates, managing his assets and overcoming the conflict.

INFORMATION, COMMUNICATIONS AND TECHNOLOGY

Another challenge confronting the commanders is the importance of knowledge. Knowledge is strength. The victory of present and future wars depends on the extent of how we can optimize and exploit knowledge to the very best and effectively. Information, communications and technology (ICT) are revolutionizing the military affairs across the globe. Indeed ICT is forcing us to dramatically alter our mindsets, to displace our current thinking and to adopt another. The competency in ICT may not replace good leadership, courage, integrity and many others of a commander but it definitely will enhance his effectiveness to do his job.

Future leaders must learn and build their capabilities with the infusion of information, communications and technology to the optimum because leadership in the future interacts through these means rather than through face-to-face contact. Therefore future military commanders must possess the knowledge on ICT.

STRATEGIC THINKING

The evolution of armed forces has required a paradigm shift in command. Command has shifted from absolute control to accountability and not about strategic planning but strategic thinking. The appearance of the armed forces in the future can be different from what it is today. Strategic thinking will determine the direction, nature and composition of the military affairs. Strategic thinking is the type of thinking process that goes on within the mind of the military commanders that shapes and clarifies the organization's future strategic profile to be implemented. Most present military commanders lack strategic thinking abilities. Thus, it is one of the challenges in leadership. The key impediment is their inability to distinguish between strategy and operations.

On the other hand, a commander which manifests profound disturbance of ego, rigidity, dogmatism and fear-of-failure is a misplace in an RMA community. This is because the structural organization of the future is no more designed like that of hierarchical functional pyramids but is based on networks of multifunctional teams. The future workforce does not incline their loyalty to one organization but prefer venturing into short careers with several organizations. They desire to run their own lives and prefer to seek own choice, life style and not tied down with long-term commitment.

The style of future military commanders in the new revolutionary era where the spirit of leadership is compounded by personality trait and vision, our styles need to change accordingly and

tune to this emerging culture. Our task is to create an enduring sense of purpose among our men. We have to make things simpler and at the same time emphasize brilliance at the basics. Transparency is the cardinal principle of our command that has to be exercised through communication.

LEADERSHIP QUALITIES REQUIRED OF PRESENT AND FUTURE COMMANDERS

Notwithstanding the challenges in the leadership, the leadership qualities and competencies required of present and future commanders remain. However the commanders must be able to adopt and apply it accordingly in overcoming those challenges. There are many leadership qualities and competencies that have said and written by many scholars. It can be applied at all levels in order to be an effective and efficient commander in the present and future. With the above backdrop let us discuss the leadership qualities and competencies required of present and future commanders.

Knowledge. Knowledge by it word is the key to any success of individual commander. Knowledge is acquired information including professional knowledge and an understanding of your subordinates. Genghis Khan once said, "It's what you do not know that will lose you the battle". With the globalization taking place in all directions and spectrum of human activities, knowledge has become an important platform to anticipate those changes. Knowledge is a leadership quality that most commanders must posses. The MAF has placed a lot of emphasis on knowledge as a competitive edge. Military organization has become an organization with knowledgebase entity. As the changes and challenges in ICT and RMA evolved, the present day and future war and management of resources will become more complicated and something unthinkable. Therefore the MAF requires knowledgeable and skillful commanders who are effective as war

fighters in conflicts and competent managers in peace. Knowledge is about knowing something, Sun Tzu once said "Know yourself and know your enemy and in a hundred battles you will never be defeated".

Courage. Another leadership quality that is reflected to most commanders is courage. Courage needs to be surfaced from fear. How many military commanders are able to surface courage to his subordinate? Jawaharlal Nehru, a well respected historical leader and also the Prime Minister of India once said "There is perhaps nothing as bad and dangerous in life as fear". Be it physical or moral, traditionally courage is associated and exhibited with victory and bravery. The reality is that all men are afraid of battle. Military commanders are not only braver than his men but also brave in hardship and overcome fear. No one knows what it is that allows someone to perform under the stress of combat and pressure, all that can be said that without physical courage, endurance and mental toughness, it is impossible to be a good military leader. And commander overcomes fear with strong sense of belief and duty. The Prophet Muhammad said, "Let go the things which you are in doubt for the things in which there is no doubt".

In the present day, courage does takes more than it was expected. In many situation and development of Armed Forces of the world innovation takes places as to be an organization that is productive, innovative and can perform better than other organization. Innovation requires courage. Thus future military commanders must have courage to embrace innovation and be able to bring about changes in the organization in this new revolutionary era. Commanders must have courage to experiment and explore alternative strategies, adaptable and flexible in their thinking as well as have courage to influence the organization to overcome the inertia against change. As an old German saying "Wealth lost – something lost, honour lost – much lost, courage lost – all lost".

Loyalty. No Armed Forces in the world can work efficiently without loyalty. Loyalty is not only quality required of military commanders but how best the commanders can instill and develop such quality among his soldiers and subordinates. Leadership is through example to develop loyalty, the commanders first must be loyal to his organization, service and country. With the ever changing of human resource management, wide ranging of job market and technology takes over most of human functions, most of military institutions in the world seem to lose competent soldiers. Relatively it has a connection with loyalty, and how long and best can one serve in the military institution and his country without wages become a prime motivating and retaining factors.

In the near future it will become more difficult to have such leadership quality as the world has become borderless hence with other challenges. Thus, loyalty has become more pertinent and important factor for commanders not only to posses but to develop it among his subordinates. To posses loyalty is to instill faith, when faith is lost, morale is gone and defeat is imminent. Soldiers will only give their allegiance and accept the discipline of the Army as long as loyalty exists in both the commanders and followers.

Initiative. Initiative is the power or right to begin something and the ability to initiate things. There are countless gifted military commanders who simply lack the necessary initiative to put their ideas, convictions and dreams into practice. Present and future commanders are not good enough by only claiming they have ambitions if in the end they still fail to take any action to realize these ambitions.

Today, most statesmen, political leaders and policy makers are very much transparent in their national defence policy. Most of us agree that the present battle have become smaller, complicated and confined within smaller areas. Wars are more against terrorism, illegal immigrants,

drug trafficking and smuggling and while wars between states have faded-away as the cold war ended. Therefore present and future commanders must be able and capable of taking initiative to foster confidence among all military in the world. It is easier to destroy a building rather than to build it. Military commanders must have this leadership quality with a mindset to initiate measures for confidence building and make the world a better place to live.

Discipline. Discipline is very important because people generally like to live in self-delusion. Discipline may be either imposed from without or developed from within. To discipline ourselves, we must first learn to be honest with ourselves. Imposed discipline must be just, impartial and effective but it must be administered with understanding and must be understood by the recipient.

Justice. Justice is fairness and subsequently leads to just treatment to our subordinate. It is also the quality of being impartial and consistent in exercising command. We may wonder how best can a military commander adopt this leadership quality when he is confronted with serious breach of discipline, distribution of tasks, performance evaluation and others. Your decisions are a test of your fairness. To administer justice a, commander must understand human behavior especially his men and also be able to weigh the situation.

Judgment. Judgment is very much related to justice and has its congruence. It is a quality of logically weighing facts and possible solutions on which to base sound decisions. Present and future commanders are very much required to make judgment without being able to physically witness the situation. Information is very timely, accurate and passed through various sophisticated instruments. So as decisions, it must be timely and accurate. Military commanders must be able to use his common sense wisely, anticipate the situations with the support of information fed to him.

Commanders must be insightful. Insight forms the basis of sound judgment. Effective commanders will focus on the major problems of the day. Without insight it is impossible to grapple with complex strategic issues and contribute to policy formulation especially in cyber world era where the management of battlefields, human resources and other assets become more complex as the MAF is becoming a more complex structure.

Integrity. It is the quality of absolute truthfulness and honesty. It is a moral principle and uprightness of character of a commander. Integrity is another leadership quality that the MAF has always emphasized. In the present days, the integrity of commanders and leaders in all organization' are questioned by the public. Commander's integrity will portray the image of the Armed Forces. Thus, it will reflect how the organization is being run and to what extent the public can have confident and rely on it especially in relations to defence. Commanders must inspire trust confidence in our superiors, subordinates and ourselves. Commanders must be prepared to search for truth and to honestly represent it, and when necessary protect those who are honest and truthful.

Today in the new world order after the cold war, most nations go on confidence building measures as their approach in defence. It is a challenge to us today to be honest and truthful to the world community in order to be really transparent and build confidence among our allies and former foes.

Tact. It is the ability to deal with others without creating offence. Criticism must be clear, yet constructive. As a human nature, people will become defensive when they are confronted and we will not be able to get the truth of it. Commanders must have the ability to say and do the proper things at the right time for the first time. As knowledge has become a commodity in the Armed Forces, most of the commanders' decisions, directions and actions are being questioned by

their subordinates due to the free flow of information as well as their updated knowledge. Apart of being courteous, cheerful, tolerant and other factors to develop tact, commanders must be knowledgeable and has wisdom in their actions.

Unselfishness. Selfless leadership is a commander who avoids providing for his own comfort and personal advancement at the expense of others. Place the comfort, pleasure and recreation of subordinates before your own. To be a true military commander, you must share the same danger, hardships and discomfort as your men. Selfless leadership involves the wholehearted commitment of commanders to those whom they directly lead and for whom they are responsible. This commitment extends to the superiors as well as subordinates and to the armed forces and nation as a whole.

Bearing. Bearing, creating a favorable impression in carriage, appearance and personal conduct at all times is a quality a commander must possess. You are an example of your unit and should show alertness and energy in your actions and movements. As most nations embark on CBM with most of the commanders involved in seminars, multilateral exercises, visits and other measures they are actually represent the country. Therefore there is a need for commanders to create favorable impression, confidence with full knowledge to represent the Armed Forces and nation in the international arena.

Enthusiasm. Enthusiasm is a display of sincere interest and zeal in the performance of duties. It implies that one works with a cheerful and optimistic attitude, determined to do a good job. Attitude is an example that will be emulated by those one leads. Enthusiasm is particularly important in instructing and training, where through example, your interest and enthusiasm are reflected by the men.

Endurance. Endurance is the physical and mental stamina measured by the ability to

withstand pain, fatigue, stress and hardship is a kin to courage. It is an important quality of leadership, which one must have if one is to merit the proper respect from the subordinates. A lack of endurance may be confused with lack of courage, and brand the commander a coward because of his poor physical condition. Endurance implies the ability to stick to a job and see it through.

Adaptability. More than ever before, today's military commanders must be adaptable to constantly changing operational situations and conditions. The technology of warfare has evolved throughout the ages, changing the battlefields significantly along the way. They all enhance capabilities and provide opportunities. The commanders must be able to adapt to the development in ICT as the winning factor for future battles. In battles it is rare for everything to go according to plan. Successful commanders must be prepared to adapt to changing circumstances and take risk. The risk must be a calculated risk.

Transcendental Leadership. Transcendental leadership is about going beyond the defined limits of human knowledge, experience or reason, to turn great adversity into advantage. This is another leadership quality should be possessed by present and future commanders. Ordinary humans think, feel and act based on a mindset they are accustomed to. In this cyber age, we are beset by challenges that often gone beyond the defined capabilities of a normal commander to overcome. Transcendental commanders are those that are able to break those limits by utilising new levels of thinking, feeling and actions to overcome new challenges as presented in a form as never before. They know that as commanders they have access to limitless capacity, creativity and inner source to change.

Most armed forces of the world need transcendental commanders who can undertake ten key transcendental roles to help their organizations bridge the chasm where they are today to where they want them to be tomorrow. The ten key transcendental roles that military

commanders can undertake to overcome leadership challenges are thinking the unthinkable, feeling the numbness, doing the impossible, touching the untouchable, seeing the invisible, listening to the silence, smelling the scentless, understanding unarticulated needs, surfacing courage from fear and creating a positive future from despair. If commanders want to change their future output, they should begin by changing their input and take charge of the future of their organizations.

LEADERSHIP COMPETENCIES REQUIRED OF PRESENT AND FUTURE COMMANDERS

Leadership competencies are the personal and professional attributes that are critical to successful performance of a commander. Competencies are general descriptions of the abilities necessary to perform successfully in areas specified. This second part of this article will highlight the leadership competencies required of present and future commanders. Competency can be divided into three broad categories, namely leading people, leading change and building coalitions and communications.

LEADING PEOPLE

Leading People. First competency is the ability to lead people or leadership abilities. Commanders must be able to display attributes that make subordinates glad to follow and provides a feeling of trust. To lead is to instills mutual trust and confidence, creates a culture that fosters high standard of ethics, behaves in a fair and ethical manner towards others. Commanders must be able to resolve conflicts. He must be able to identify and takes steps to prevent potential situations that could result in unpleasant confrontations.

Set An Example. When a commander talks about professionalism, he must set good

example and stay current in terms of professionalism development. At the same time he must be able to inspire, motivate and guide others towards goal accomplishments. This is what we call team building. Commanders must consistently develop and sustain cooperative working relationships. He must develop leadership in others through coaching, mentoring, rewarding and guiding.

Self-control. Self-control is of great help on the battlefields. Many brave and courageous men lose their heart and panic under the severe strains of battle and break down. In present cyber age, commanders are many times required to do things that ordinary people do not like to do. The difference between a commanders' and ordinary people is that a commander does whatever it takes to accomplish the goal and many times this requires self-control. Military commanders must have full control of himself under all situations in peace and war. Effective commanders have self-control.

LEADING CHANGE

Leading Change. Second competency after leading people is to lead change. To lead change requires knowledge. Continual learning for commanders is important. Since there is a rapid change in ICT and RMA, commanders must be able to grasps the essence of new information, master new knowledge, recognize own strengths and weaknesses. Creativity and innovation are important for commanders to lead change. He must develop new insights into situations and applies innovative solutions to make organizational improvements. Commanders must have the competency to create a work environment that encourages creative thinking and innovation.

External Awareness, Flexibility and Resilience. To lead change is to be aware with external changes, identifies and keeps up to date on key national and international policies, political, social and economic trends that effect the armed

forces; at the same time have flexibility in response to new information, changing conditions or unexpected obstacles. Commanders must be able to deal effectively with pressure, maintains focus and intensity and remain optimistic and persistent even under adversity.

Strategic Thinking. To be competent to lead change a commander must be a strategic thinker. He formulates effective strategies consistent with the competitive strategy of the armed forces in the global environment. Competent commanders examine policy issues and strategic planning with long-term perspective. He determine objectives and set priorities, anticipates potential threats or opportunities.

BUILDING COALITIONS AND COMMUNICATIONS

Interpersonal Skills and Communication. Military commanders must be able to consider and respond appropriately to the needs, feelings and capabilities of different people in different situations; tactful, compassionate and sensitive and treat others with respect. When communicate, they make clear and convincing oral presentations to individuals or groups, listen effectively and clarify information as needed, facilitate an open exchange of ideas and fosters an atmosphere of open communication. In writing, he is able to express facts and ideas in a clear, convincing and organized manner.

During all of the battles and operations, commanders must display exceptional communication skills under pressure and is a source of inspiration to others. There were many examples in battles where subordinates reported that they were inspired by the composure of their leaders under fire and what was said to them. This ability to inspire others through personal example and communication is especially important when the danger is high. Commanders must move

among their troops, communicate with them and issue decisive orders. Communication makes a commander lead his subordinates and leads them well. If he does not communicate you will be led and it may lead towards a wrong direction.

Building Coalitions. Most countries are transparent about their national defence policy. This is an indication that the present and future leaders, whether civilian or military prefer the CBM approach rather than provoking war. Commanders must develop networks and build alliances, engage in cross-functional activities and collaborate across boundaries. At the same time, they must be able to identify the internal and external politics that have an impact on the work of the organization.

CONCLUSION

In summary, this article highlights the most important qualities and competencies required for commanders especially from the MAF perspective. It looks at how an effective military commander of the present and the future should be. Commanders must possess leadership qualities such as knowledge, integrity, courage, initiative, tact, justice, enthusiasm, bearing, endurance, unselfishness, loyalty, judgment and as well as becoming a transcendental commander.

Apart from leadership qualities, commanders must have the competencies to lead people, lead change and build coalition or communications. These will further expand into continual learning, creativity and innovation, flexibility, strategic thinking, integrity and honesty, ability to resolve conflicts, communications, teamwork and team building, interpersonal skills and others.

However there are many other leadership qualities and competencies as variables to the effectiveness of commanders. Undeniably, there

are other leadership qualities such as forward looking, decisiveness, dependability and others that are equally important. The list can go on but the most important is what do we, as commanders want to be. We look at it and we decide ourselves.

The MAF will continue to be one of the pillars of Malaysia's continued success. For the MAF to fulfill its mission of military deterrence and

defence diplomacy in a rapidly changing environment, an effective and energetic leadership is needed to ensure the MAF remains nimble in anticipating and adapting to changes. To achieve this, the MAF will continue to develop its military leaders with qualities and competencies that will support the vision, missions and goals of the MAF and the national defence policy.



Lt Kol Hasan bin Ali was commissioned into the Special Service Corps in 1982. He has held various appointments in the unit as well as an instructor at the Training Establishment. He holds a BBA (Hons) (HRM) and Diploma in Public Admin. Currently he is serving as a Ketua SOPASUS at Army Headquarters.

A LONG JOURNEY START WITH ONE STEP

SOROTAN DARAT

BIL 4, MEI, 84



CABARAN

pegawai muda ATM

Leftenan Muda Borhan Ismail

SOROTAN DARAT

BIL 4, MEI, 84

KEMEROSOTAN AKHLAK

Secara sepantas lalu, "Tentera itu disiplin dan disiplin itu tentera". Tetapi dalam kontek perkembangan dan perubahan yang berlaku di zaman ini, ianya telah mempengaruhi Angkatan Tentera umumnya dan anggota Tentera Darat khasnya. Meskipun mereka telah diberi latihan atas ketenteraan dan bimbingan disiplin semasa di pusat-pusat latihan rekrut dan sebagainya, namun latihan-latihan ini didapati masih tidak mencukupi kerana disiplin dan kesetiaan yang dicapai di kalangan anggota kita keseluruhannya masih belum mantap dan membanggakan. Di dalam aspek ini, beberapa masalah boleh dibangkitkan, dikaji dan dibincangkan mengenai bagaimana peranan yang wajar dan sesuai boleh dimainkan oleh pegawai-pegawai khususnya pegawai muda demi mengatasi masalah ini.

Adalah satu perkara yang wajar difikirkan dari manakah mulanya benih atau akar umbi yang membawa kepada kejadian menghilangkan diri tanpa kebenaran serta memberontak dan mengancam pegawai-pegawai atasan. Segala-galanya ini sudah cukup untuk menjatuhkan maruah dan nama baik Tentera Darat kita, ini menggambarkan kemerosotan disiplin and rendah semangat untuk berjuang dan bertaat setia kepada arahan pemimpin. Secara tidak langsung ianya juga memperlihatkan betapa tidak berkesan dan berkelibarnya seseorang pemimpin itu di dalam mengordinasikan dan memimpin anggotanya menjadi satu pasukan yang mantap dan sentiasa siap sedia untuk bertempur.

Dengan kemerosotan disiplin yang menular ini, suatu dasar telah diatur dan diperkelilingkan dalam mana sesiapa saja anggota Tentera Darat samada pegawai atau Lain-lain Pangkat yang didapati terlibat dengan kesalahan-kesalahan yang serius melibatkan moral dan disiplin boleh dihukum dengan keras atau di berhentikan perkhidmatannya. Dasar ini telah pun dikuatkuasakan dan beberapa tindakan telah diambil terhadap anggota-anggota yang bermoral rendah, yang melibatkan diri mereka dalam kes-kes jenayah dan penagihan dada.

KAWAD

Sejak Tentera Darat ditubuhkan pada tahun 1933, latihan berkawad begitu ditekankan demi

menentukan agar matlamat-matlamat berikut dicapai di kalangan anggota:

- * Kepatuhan
- * Kepercayaan
- * Setia kawan dan kerjasama
- * Kesegakan
- * Kesabaran
- * Ketahanan mental
- * Kesihatan
- * Persamaan

Daripada matlamat-matlamat di atas kepatuhan merupakan matlamat pokok kerana kawad memerlukan para anggota secara spontan dan langsung melaksanakan sesuatu perintah yang diberikan itu tanpa bicara dan menyayal. Adalah diyakini bahawa kekurangan kawad atau tidak langsung mempraktikkan kawad adalah di antara punca menyebabkan disiplin. Sekiranya peraturan dan segala aspek kawad sering diperlakukan serta dikordinasikan dengan tegas, adalah diyakini setiap anggota yang menerima arahan akan melaksanakan segala arahan-arahan tersebut secara spontan tanpa berasal jawab.

UGAMA

Selain daripada latihan kawad, disiplin dan kesetiaan boleh dicapai melalui pengajaran keagamaan dan moral. Di dalam aspek ini pegawai muda hendaklah menentukan setiap anggota harus diberikan pendidikan semantap-mantapnya bagi menjamin bahawa mereka akan memiliki keperibadian dan sikap yang mulia dan baik sejajar dengan asuhan rohani yang mereka terima. Di samping itu moral atau semangat mereka juga dapat dipertingkatkan kerana pendidikan keagamaan juga memberikan gambaran-gambaran yang terang tentang pertempuran serta kedudukan dari kacamata Islam. Adalah jelas bahawa peperangan serta membunuh musuh ugama adalah suatu perkara yang mulia di sisi ugama. Malahan, Nabi Muhammad (SAW) terkenal sebagai seorang Panglima dan Pejuang Islam yang agong dan gagah perkasa serta telah pun melibatkan dirinya di dalam peperangan sejak di zaman Jahiliah Arab lagi.

Oleh itu bertepatan dengan realiti bahawa majoriti anggota-anggota di dalam Tentera Darat adalah orang-orang Melayu atau kaum yang ber-

SOROTAN DARAT

BIL 4, MEI. 84

ugama Islam maka sepatutnya perkara ke-Islaman ditekankan demi untuk mengujudkan satu Angkatan Tentera Pahlawan yang berjiwa mulia, berdisiplin dan bersatu padu. Bagi anggota yang bukan Islam, mereka tidak dipaksa untuk melibatkan diri di dalam amalan-amalan Islam, tetapi mereka diwajibkan hadir mengikuti kursus-kursus moral dan tata tertib kenteraan.

KERJAYA

Seorang pegawai muda harus juga mengkaji dan memikirkan soal merancang kerjaya anggota-anggota bawahannya, kursus yang sedia ada yang berbentuk kursus-kursus kenaikan pangkat dan sebagainya masih tidak mencukupi untuk meningkatkan moral anggota-anggota. Sebagai seorang ketua platoon, beliau harus berkebolehan merancang dan menyusun sesuatu jadual latihan yang mantap bagi bawahannya supaya setiap anggotanya akan menerima latihan yang cukup dengan cara yang saksama. Maksudnya di sini setiap kursus kerjaya yang dirancangkan haruslah mengutamakan taraf kekanan bawahannya. Ini ialah untuk memastikan agar tiada berbangkit sebarang rasa irihati, cemburu dan sebagainya kerana setiap anggota akan berpeluang mengikuti kursus atau kerjaya apabila tiba gilirannya pula. Dengan ini, disamping dapat meningkatkan kebolehan anggota-anggota melalui latihan dan kursus-kursus tadi, mereka juga dapat dilatih sebagai satu pasukan yang penuh bersemangat, berdisiplin dan memiliki daya tempur yang tinggi.

KEPIMPINAN

Adalah diyakini sepenuhnya bahawa peranan pemimpin adalah amat penting dan paling berkesan di dalam kontek peningkatan moral dan disiplin anggota. Ini adalah kerana pemimpin tentera dapat terus berkomunikasi dengan anggota-anggotanya dan seterusnya menjalankan berbagai langkah dan tindakan bagi menjamin moral anggotanya terus kukuh dan membanggakan. Seorang ketua platoon harus mentadbirkan pelatutnya dengan segala kebijaksanaan yang ada padanya sebagai seorang pegawai bertauliah. Pada pandangan pertama beliau harus menunjukkan contoh yang

baik dan berhemah tinggi serta tegas sama ada dari segi berpakaian, cara bergaul, keperibadian dan sebagainya. Seterusnya beliau harus menentukan kebijakan anggotanya, menanyakan masalah mereka, cuba menyelesaikan masalah-masalah tersebut di samping memberikan tunjuk ajar dan nasihat demi kebaikan mereka.

Bekas President Amerika mendiang John F. Kennedy pernah berkata, "Suatu platon adalah satu daripada pemerintahnya yang terbaik di dalam Angkatan Tentera kerana ianya adalah di mana seorang ketua atau pemerintah yang masih muda memerintah satu platon yang merangkumi urusan pentadbiran dan nyawa di bawahnya, dan sekiranya pentadbiran dapat dilaksanakan dengan baik dan lancar, maka ia lebih mengenali anggotanya daripada ibu-ibu anggotanya mengenali mereka sendiri". Dari kata-kata ini dapatlah disimpulkan bahawa setiap pemimpin harus sejak mula lagi membina daya pemikiran dan tanggungjawab yang setinggi-tingginya supaya kepimpinan mereka akan ditauladani oleh anggotanya. Bagi seorang pemimpin yang mantap ciri-ciri yang perlu ada pada dirinya adalah bergantung kepada ketinggian personaliti serta perwatakan yang begitu menarik dan boleh dijadikan contoh cemerlang oleh anggota bawahannya. Dan jika dianalisa pendapat oleh setengah-setengah intelek barat kepimpinan atau "leadership" bermaksud bahawa pemimpin ialah individu yang bertanggungjawab untuk mentadbirkan diri sendiri disamping perlu juga mentadbirkan orang lain. Untuk menjadi pemimpin bukanlah mudah tetapi seorang individu yang telah diberikan kepercayaan serta mandat oleh Kerajaan, maka berkewajipanlah baginya melaksanakan tugas-tugas yang diberikan kepadanya dengan sempurna. Seorang pemimpin muda sama sekali tidak boleh mudah dipengaruhi oleh emosi cemas, takut serta kecewa dan sebagainya. Lantaran itu mereka lah contoh yang unggul di dalam pandangan anggotanya. Oleh itu setiap pemimpin wajah menunjukkan moral courage" dan semangat perjuangan yang tinggi pada setiap masa walaupun pada realitinya mereka sedang menghadapi kesulitan dan berbagai tekanan jiwa.

SOROTAN DARAT

BIL 4, MEI, 84

HUKUMAN

Satu lagi cara yang difikirkan wajar dalam kontek ini ialah setiap pegawai terutamanya pegawai muda harus mengikuti panduan-panduan Akta Angkatan Tentera 1972 dan memperaktikkan hukuman dengan cara yang bijak. Ini adalah supaya satu-satu kesalahan yang dilakukan itu diberi hukuman yang wajar dan bersesuaian dengan keadaan kesalahan tersebut dan hukumannya tidak dijatuhkan secara sesuka hati dan tidak beralasan. Seboleh-bolehnya hukuman yang diberi ke atas pesalah yang berkenaan adalah berdasarkan kepada pertimbangan akal yang baik supaya tiada berlaku sebarang penganiayaan dan hukuman tersebut telah dipastikan sah. Hukuman yang diberi secara kekerasan dan tidak diterima oleh akal haruslah dicegah. Umpamanya menggunakan tangan, kaki atau senjata-senjata yang membahaya terhadap pesalah-pesalah adalah diharamkan di mana hukuman-hukuman cara ini akan menyakitkan hati pesalah di samping berkemungkinan merbahayakan keselamatan serta mentaliti pesalah. Cara yang berbentuk kekerasan ini tidak akan memperbaiki keperibadian pesalah malahan akan berkemungkinan merosakkan lagi jiwa pesalah itu.

LATIHAN

Pada dasarnya latihan perang adalah tugas tentera semasa aman. Demikian juga dengan latihan-latihan fizikal, kelas-kelas muslihat, baca peta dan sebagainya. Tetapi, setelah dikaji dengan teliti, segala latihan dan kelas-kelas yang diadakan ini selain daripada dapat meningkatkan taraf profesionalisme tiap-tiap anggota, ianya juga meningkatkan modal para anggota apabila menjalani operasi sebenar. Oleh itu adalah difikirkan wajib bagi setiap pegawai, khususnya pegawai di peringkat ketua platoon untuk menentukan bahawa setiap anggotanya menerima latihan-latihan yang secukupnya, di samping latihan-latihan lanjutan bagi memastikan bahawa bawahannya memiliki kebolehan dan daya-tempur yang mantap dan menyakinkan. Justeru itu satu jadual yang teratur dan efektif perlu diadakan bagi menentukan bahawa latihan-latihan dapat dilaksanakan dengan pesat dan lancar tanpa sebarang gangguan dan ke-

celakaan yang boleh menjatuhkan semangat anggota. Dalam kontek ini, Pegawai Memerintah atau ketua-ketua lain dipertanggungjawab terhadap unitnya harus sentiasa menyedari akan hakikat bahawa latihan tidak boleh dipisahkan dari anggotanya, kerana ruang pemisahan itu akan menyebabkan anggota menjadi lemah dan malas. Walau bagaimanapun latihan-latihan yang keterlaluan bukan satu langkah yang bijak untuk meninggikan semangat anggota. Lantara itu latihan keterlaluan hanya akan menyebabkan anggota menjadi bosan, tidak bersemangat dan jemu untuk menjalani latihan.

PENGETAHUAN PROFESIONALISMA

Segala perkembangan atau pembesaran yang berlaku di dalam unit-unit Tentera Darat telah membawa kepada perlunya penambahan terhadap peralatan dan kelengkapan tenteraan. Selaras dengan pemodenan persenjataan pada masa ini Tentera Darat Malaysia harus juga memiliki senjata-senjata moden demi menandingi serangan dari luar. Dalam soal ini peran yang dapat dimainkan oleh seorang ketua platoon atau pemimpin-pemimpin muda ialah mengorientasi dan mengajar kepada bawahannya mengenai senjata-senjata baru, teknik-teknik penggunaan senjata-senjata bantuan dan sebagainya. Dengan ertikata lain mereka (pegawai-pegawai muda) harus menurunkan segala pengetahuan profesionalisma yang mereka miliki kepada anggota-anggotanya. Dengan ini, anggota bawahannya akan dapat memahami disamping menguasai teknik menggunakan satu-satu jenis senjata itu dengan cara yang tepat dan paling berkesan. Di samping itu juga, ketua platoon perlu gigih mengajar segala ilmu taktik yang telah beliau pelajari kepada anggota bawahannya. Ini termasuklah fungsi senjata-senjata bantuan dan alat-alat bantuan tempur di dalam perperangan konvensional dan KESBAN (Keselamatan dan Pembangunan). Latihan-latihan melihat dan penggunaan senjata-senjata bantuan dan sebagainya ini harus ditekankan dengan sungguh-sungguh kerana kemantapan kejayaan di dalam pertempuran. Selain dari itu ianya juga diyakini dapat meningkatkan semangat bawahan dan seterusnya meninggikan kerjasama mereka sebagai satu pasukan yang kukuh. Oleh

SOROTAN DARAT

BIL 4, MEI. 84

itu, sesiapa pun tidak boleh memutuskan bahawa kekurangan kelengkapan dan lain-lain bantuan perkhidmatan akan merobohkan imej dan moral yang tinggi di dalam organisasi Tentera Darat, kerana pegawai-pegawai muda mempunyai peranan yang tersendiri di dalam mengatasi masalah ini.

Kini Tentera Darat telah berkembang pesat dari aspek kuantiti anggotanya tetapi menurun atau merosot dari segi kualiti profesionalisma masing-masing. Adalah menjadi dasar Kementerian Pertahanan pada masa ini untuk menentukan bahawa Tentera Darat kita berkualiti selaras dengan kuantiti yang ada dan bukannya berharap kepada kuantiti sahaja. Dengan ini pegawai-pegawai muda hendaklah terus berusaha untuk meningkatkan pengetahuan mereka dalam segala aspek ketenteraan demi menjamin kualiti bagi kuantiti Tentera Darat kita.

ULASAN

Ulasan daripada apa yang telah diperbincangkan, dapatlah dinyatakan disini bahawa pembinaan semangat dan disiplin di kalangan anggota Tentera boleh dilakukan oleh pegawai-pegawai muda melalui aspek-aspek yang telah dikemukakan. Adalah diyakini sepenuhnya bahawa jika mereka dapat

mengaplikasikan segala kebolehan mereka secara tegas dan gigih, suatu imej yang mulia dan membanggakan dapat diwujudkan di dalam organisasi Tentera Darat khususnya. Bukan sekadar itu saja, malah mutu tempur sesebuah unit akan dapat dipertinggikan lagi. Lantaran itu akan meningkat juga profesionalisma di kalangan anggota Tentera. Selain daripada semangat yang tinggi dan kesetiaan yang tidak berbelah bagi, anggota bawahan juga dapat diasuh dengan semangat perjuangan yang tulian dan rela untuk berkorban nyawa demi kedaulatan bangsa, ugama dan tanah air. Selaras dengan itu mereka juga dapat dibentuk sebagai satu angkatan yang begitu efisyen dan mantap serta digeruni oleh musuh. Seiring dengan berbagai krisis keamanan yang ujud pada masa ini adalah difikirkan tidak ada waktu lagi bagi negara ini untuk memiliki sebuah angkatan bersenjata yang besar. Hal yang seharusnya berlaku ialah bahawa segera memiliki sebuah organisasi ketenteraan yang kecil tetapi berkeupayaan tinggi dan disegani oleh dunia. Jika keadaan ini dapat dijudikan, tentulah negara tidak mudah diancam atau dicerobohi oleh kuasa-kuasa politik yang dahagakan pengaruh dan sumber-sumber kekayaan di negara ini.



Lt Muda Bohran bin Ismail, telah ditauliahkan dalam Rejimen Gerak Khas Malaysia pada tahun 1981, setelah beliau tamat Latihan di Sekolah Pegawai Kedet Kem Segenting, Port Dickson. Lt Muda Bohran sangat minat di bidang penerbitan kreatif dan ingin melanjutkan pelajaran dalam bidang tersebut. Kini beliau berkhidmat sebagai Ketua Terup Sekuaderan Intip.

SOROTAN DARAT

BIL 7, APRIL, 85

KEKUKUHAN PERPADUAN
dan
SEMANGAT SETIAKAWAN
dalam
TENTERA DARAT



Oleh Mej Jen Nik M F Kamil

SOROTAN DARAT

BIL 7, APRIL, 85

PENDAHULUAN

Panglima Tentera Darat, di dalam Perutusan Sempena Hari Ulangtahun Tentera Darat Ke 51, di antara lain-lain, telah menekankan: "Perkhidmatan kita memerlukan pelaksanaan tugas secara kumpulan. Tidak sesiapa pun yang boleh menghasilkan satu-satu 'Mission' secara perseorangan. Kejayaan adalah bergantung kepada kerjasama, sefahaman, semangat setia-kawan di antara anggota-anggota, pasukan, perkhidmatan di antara ketua-ketua di semua peringkat pada sebilang masa. Bermula dari seksyen, seorang ketua seksyen harus melatih seksyennya mempunyai rasa bertanggungjawab terhadap pencapaian dan nasib seksyennya. Begitulah keperluannya bagi Kompeni, Batalion, Berigid, Divisyen dan seterusnya sehingga ke paras atasan Tentera Darat".

Adakah hujjah dan tekanan Panglima Tentera Darat ini memberi makna atau ertikata yang amat jelas dan terang bahawa Tentera Darat kini tidak mempunyai kekuahan dan keutuhan perpaduan dan semangat setia-kawan di kalangan anggota-anggotanya? Jawapannya ada, TETAPI, seperti mana yang kita sedia maklum, apa yang ada sekarang ini tidak begitu padat atau ketat hingga kekuahan itu didapati boleh retak, dapat dipecah, dan hampir berkecaci. Bukti-bukti atau contoh-contohnya banyak, tetapi apa yang terjadi atau peristiwa-peristiwa yang lampau tidak seharusnya dan tidak perlu disebut atau diungkit-ungkit kembali kerana semua itu sudahpun menjadi sejarah merah yang telahpun mencemar nama baik Tentera Darat. Tetapi kita perlu berjaga-jaga dan waspada kerana sejarah akan berulangi atau "*history repeats itself*", dan mungkin lebih buruk dan dahsyat akibatnya nanti.

Latarbelakang – Dahulu dan Sekarang. Sebelum saya membentangkan langkah-langkah atau strategi dengan mendalam, elok sekiranya kita merenung kembali beberapa faktor yang dengan secara langsung atau tidak langsung telah memudharatkan perpaduan serta semangat setia-kawan di kalangan Tentera Darat, iaitu:

- a. Ajensi-ajensi Terlibat. Ini terdiri peringkat-peringkat:
 - (1) Individu-individu, iaitu Pegawai-pegawai, PTT Kanan, PTT Rendah dan LLP.
 - (2) Seksyen, Kompeni dan Batalion (Rejimen).

26

(3) Briged dan Divisyen.

(4) Kor Tentera Darat,

(5) Kor-kor dan Rejimen-rejimen Tentera Darat,

(6) Departam Tentera Darat.

b. **Pertalian (Perhubungan Ajensi-ajensi).** Di dalam ertikata yang senang, apa-apa yang berlaku di peringkat bawah akan dirasai di-peringkat atas hingga ke peringkat DTD. Begitu jua apa-apa yang berlaku di peringkat atas melibati individu, pengeluaran dasar, penyampaian arahan dan lain-lain kejadian akan dirasai oleh peringkat bawahan. Oleh yang demikian, keduabelah pihak terbabit dan bukan hanya segelintir individu atau pasukan sahaja yang dikaitkan. Pertalian atau perhubungan ini tidak seharusnya disekat atau diceraikan, malahan perlu dijalin serapat-rapatnya yang boleh. Segala kejadian-kejadian serta peristiwa-peristiwa ganjal yang telah berlaku pada masa-masa yang lampau telah melibatkan individu, pasukan, formasi dan DTD dari masa ke semasa. (Rajah A menunjukkan Perhubungan/Pertalian yang dikehendaki di seluruh Tentera Darat sebagai Bulatan Semangat Setia-kawan dan Perpaduan Tentera Darat).

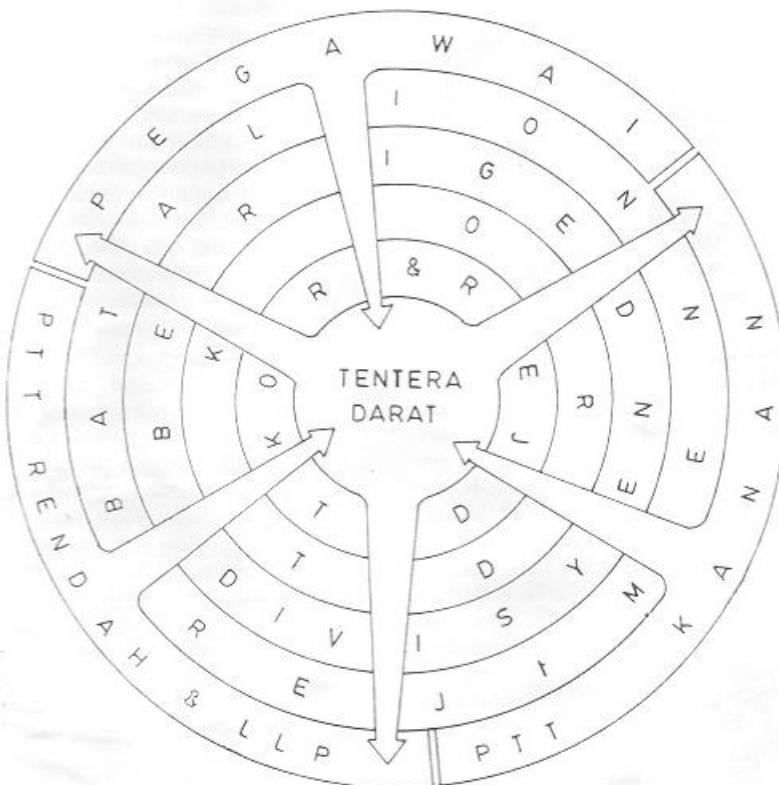
c. **Hakikat Perpaduan dan Setia-kawan.** Persoalan tentang mana yang datang dahulu, *perpaduan* atau *setia-kawan* boleh didebatkan 'sehingga kucing bertanduk'. Tetapi pada hemat saya, segala pencapaian matlamat perpaduan itu adalah hasil dari memupuk semangat setia-kawan di antara individu, semua lapisan peringkat. Sekiranya hakikat ini tidak tercapai, maka tidak mungkin perpaduan akan dapat tercapai. Malahan individulah merupakan ajensi-ajensi yang akan menentukan pencapaian perpaduan. Jadi kita perlu meneliti peringkat individu dahulu, baharulah pula beralih ke pasukan, formasi dan seterusnya ke peringkat DTD, iaitu matlamat kita yang terakhir – *Perpaduan Tentera Darat*.

d. **Peringkat Individu.** Gejala-gejala di peringkat individu yang boleh dan menasabah dikaitkan dengan kemudarat atau kemunduran semangat setia-kawan beberapa tahun kebelakangan ini diantara lain-lain adalah:

SOROTAN DARAT

BIL 7, APRIL, 85

**BULATAN SEMANGAT SETIAKAWAN DAN PERPADUAN
TENTERA DARAT**



- **Kualiti Pegawai-pegawai Muda dan LLP.** Ini dikaitkan dengan pembesaran TD di mana kuantiti menjadi keutamaan. Semangat 'Honour and Glory' dan 'King and Country' atau semangat 'The Three Musketeers 'All for one and one for all'' adalah kurang jelas sekali. Kelemahan tata tertib didapati berleluasan.
 - **Kenaikan Pangkat.** Mungkin individu-individu yang kurang serba kelayakan terpaksa dinaikkan pangkat dan tidak berkeupayaan serta berpengalaman untuk menyandang pangkat mereka dengan berkesan.
 - **Kekurangan Peralatan dan Kemudahan Asas.** Ini juga satu gejala yang memudarkan prestasi individu dan menjadikan moral serta tata tertib mereka.
 - **Kekurangan Kemudahan Asas Latihan.** Ini juga telah menjadikan moral serta prestasi individu serta kegagalan dalam latihan dan operasi.
 - **Akibat-akibat.** Tidak perlu saya mengulangi lagi disini kerana kita tersedia maklum kejadian-kejadian yang telah dan sedang berlaku.
- e. **Peringkat Pasukan.** Ekoran dari masalah-masalah yang dihadapi oleh individu yang saya sebut tadi, maka terjejaslah perpaduan

SOROTAN DARAT

BIL 7, APRIL, 85

di peringkat Pasukan/Rejimen pula, umpamanya:

- **Sikap Negatif Terhadap Pertubuhan.** Rasa kasih sayang, 'Esprit de Corps', keagungan serta kecemerlangan dan kemegahan terhadap asal-usul, tradisi, sejarah, keistimewaan, Panji-panji Rejimen, pencapaian Rej tidak dipedulikan langsung. Kepentingan peribadi dan famili menjadi keutamaan. Semangat dan identiti Rej/Kor sudah reput dan hampir luput, umpamanya 'SINGA BERJUANG' RAMD hanya tinggal dalam kenangan dan impian. Begitu jua kaedahnya Rej/Kor yang lain, Cap Badge itu kecil dan murah tetapi maknanya tidak termilai.
- **Organisasi Tidak Seimbang.** Segala organisasi, sama ada di peringkat Seksyen, Pelatun, Kompeni dan Batalion, oleh kerana kekurangan anggota-anggota tidak dapat dipenuhi. Jadi segala tindakan latihan, operasi, sukan dan olahraga, dan lain-lain aktifiti berpasukan tidak dapat dikendalikan dengan jayanya. Perpaduan tidak boleh dicapai 100%. Kelemahan pemimpin-pemimpin dan daya pimpinan mereka lebih ketara.
- f. **Peringkat Bde/Div.** Apa juga masalah yang dirasai diperingkat individu dan Rej, juga berjangkit ke Bde dan Div. Panglima-Panglima merasai resah dan gelisah serta amat kecewa bukan disebabkan tidak berkeupayaan memerintah, akan tetapi kecewa kerana masalah-masalah yang dihadapi adalah luar dari keupayaan mereka menyelesaikannya. *'The source of those problems are not from them, and neither of their own making'*. Apa juga 'improvisation' dapat dibuat secara terhad sahaja. Tetapi Panglima-panglima tidak dapat 'improvise' senjata dan peluru untuk bertempur, 'improvise' ruang pejabat dan berek-berek serta rumah keluarga yang selesa didiami, 'improvise' kenderaan-kenderaan untuk bergerak, 'improvise' pakaian-pakaian dan peralatan untuk dipakai. Penglibatan Bde/Div di dalam tugas-tugas pesat latihan, operasi, pentad-

iran adalah satu aspek pengendalian tugas-tugas harian. Tetapi, keutamaan masa perlu juga ditumpukan kepada segala kegiatan yang dapat menyatupadukan anggota, dan pasukan di bawah arahan. Kesuntukan masa adalah alasan yang lemah. Apa yang dikehendaki ialah usaha yang lebih gigih. Staf-staf yang terlatih, dedikasi, jujur dan tidak mementingkan soal peribadi dan keluarga harus di perjawatkan. Ada juga staf-staf yang kurang sensitif kepada masalah yunit-yunit bawahan. Staf mestilah bersikap sebagai hamba abdi dan bukannya sebagai Tuan Besar kepada pasukan bawahan.

- g. **Peringkat Tentera Darat, Departmen Tentara** juga terlibat secara langsung dan tidak langsung mengukuhkan perpaduan serta memupuk semangat setiakawan, untuk seluruh Tentera Darat. Apa yang berlaku atau dilakukan di peringkat atasan akan dirasai oleh peringkat bawahan. Segala dasar yang tidak dihilusi maksud atau matlamat akan membawa reaksi negatif dan kurang sambutan oleh peringkat bawahan. Segala arahan yang bercanggah akan memberi suasana kelam-kabut kepada peringkat bawahan. Segala kelakuan atau tingkah-laku bertentangan dengan tatatertib tentera tidak disambut baik oleh peringkat bawahan. *Kata yang tidak dikota dan cakap tak serupa bikin, tutup mata sebelah, 'double-standard', sikap pilih kasih, 'lembu punya susu, sapi dapat nama', sikap bongkak dan sombor* dan lain-lain lagi, kesemuanya ini akan menjaskan perpaduan seluruh Tentera Darat.

Kesimpulan. Saya menekankan di sini bahawa kita tidak perlu merasai kecewa atau berduka-cita amat sangat tentang kedudukan perpaduan dan semangat setiakawan dalam Tentera Darat sekarang ini. *'Its not too late, and all is not lost'*. Kita masih berkebolehan dan berkemampuan di segi masa dan usaha untuk bersama-sama berikhтир dan bertungkus lumus memperbaiki suasana serta keadaan perpaduan dan semangat setiakawan dalam Tentera Darat. Walaupun Field Marsyal VISCOUNT WILLIAM SLIM pernah berkata:

(In the Army, after a good many hundred years of experiment, we have reached a con-

SOROTAN DARAT

clusion that the way to achieve team work is to get the right chap at the top and the right people below him as the junior leaders'.

"Dalam tentera, setelah menyelenggarakan ujian-ujian buat beberapa ratus tahun, kami telah mencapai kataputus iaitu bagi mencapai kerjasama berkumpul, kita mestilah menempatkan pemimpin yang mahir dipuncak kepimpinan dan orang-orang yang benar-benar aktif di bawahnya selaku pemimpin remaja."

Apa yang kita tidak ada kini, ialah 100 tahun untuk melaksanakannya, kami akan melaksanakannya lebih baik dari Angkatan Tentera British dengan memendekkan waktu. Apa yang kita ada kini ialah orang yang berkelayakan dipuncak kepimpinan; jika begini, ayuh mari kita melaksanakannya.

LANGKAH ATAU STRATEGI

Saya tidak boleh menafikan bahawa kita dapat mengondol 1001 cara langkah-langkah untuk mengwujud kekujuhan semangat setiakawan dan perpaduan Tentera Darat. Tetapi apa gunanya itu semua kalau kita gagal mencapai hasrat dan matlamat pencapaian kita. Kita perlu berhati-hati dan tidak bertindak secara optimis atau bersikap tamak. Kita seharusnya memilih langkah-langkah yang boleh menjamin perpaduan dalam jangkamasa yang pendek. Yang lain-lain itu bolehlah dimasukkan dari masa kesemasa apabila keadaan mengizinkan sebagai tindakan jangkamasa panjang.

Pada hemat saya, ajensi-ajensi atau sasaran tumpuan tindakan kita adalah diarah kepada:

a. Rejimen. Ini termasuk:

- (1) Semua individu-individu.
- (2) Seksyen, Pl, Komp.
- (3) Batalion/Rejimen.
- (4) Kor/Rej Tentera Darat.

b. Formasi

- (1) Bde/Div.
- (2) Kor TD.

c. Markas Atasan.

- (1) Departmen Tentera Darat.

Langkah-Langkah Yang Perlu Diambil.

Di Peringkat Rejimen.

Memupuk Semangat Kemegahan Pasukan.

BIL 7, APRIL, 85

- Semua peringkat hendaklah di indoctrinasikan dengan unsur-unsur sejarah Pasukan, yang mengandungi di antara lain-lain segala kecemerlangan, pencapaian pertempuran, pengenalan pejuang-pejuang atau pahlawan-pahlawan yang gagah berani, pencapaian dibidang sukan dan olahraga dan lain-lain pencapaian semenjak ter-tubuhnya Pasukan. Bahan-bahan untuk mengenali Rej/Kor, pengenalan Kol Yang DiPertua serta pegawai-pegawai atasan, SMR, anggota LLP yang telah menyumbang bakti kepada Pasukan/Rejimen hendaklah juga dipamerkan untuk pengetahuan dan pujaan ramai. Sebuah Bilik Pamiran/Bilek Kemegahan Batalion/Rejimen hendaklah diadakan untuk mencapai matlamat ini. Di dalam Tentera Darat INDIA umpamanya, perkara ini di-adakan.
- Bekas-bekas anggota Rejimen ditukarkan kembali ke pasukan bersesuaian dengan pangkat dan jawatan yang lebih tinggi supaya mereka ini akan menjadi pendorong utama serta daya penggerak ke arah pencapaian perpaduan dan semangat setiakawan. Bekas-bekas anggota samada pengawai atau PTT Kanan yang telah bersara dijemput dari masa kesemasa untuk memberi syarahan atau dialog berkaitan dengan segala pengalaman pengalaman mereka sewaktu berkhidmat dengan pasukan.
- Segala pencapaian cemerlang individu dalam bidang-bidang latihan, operasi, kerjaya, sukan dan olahraga hendaklah disebar berleluasan supaya jasa-jasa mereka diiktiraf dan disanjung tinggi oleh seluruh pasukan atau Rejimen. Hadiah-hadiah yang bersesuaian termasuk pencalunan untuk Bintang/Darjah, Surat-Surat Kepujian perlu diadakan.
- Sistem 'buddy-buddy' di peringkat seksyen, pl, komp hendaklah diadakan. Ini akan menjamin perjalinan semangat setiakawan di antara satu

SOROTAN DARAT

dengan lain terutama semasa dalam berek, medan pertempuran, latihan dan medan kesukaran. Pendekatan diantara Peg/LLP dan LLP/Peg hendaklah diperhebatkan di dalam keadaan atau suasana yang sesuai.

Kecekapan Di bidang Kerjaya Untuk Mencapai Matlamat Berpasukan.

- Semasa latihan, umpamanya Masa Perdana, setelah tercapai matlamat sistem 'buddy-buddy' ini, percantuman diperingkat seksyen, pl dan komp pula dapat diwujudkan hingga ke peringkat Batalion supaya semangat tim (atau team spirit) diperolehi. Dengan ini juga anggota-anggota bersedia berjuang sebagai sek, pl, komp atau batalion.
- Taraf kecekapan dibidang kerja sebagai berpasukan hendaklah dilatih dipengkalan dan dipraktikkan di medan perang nanti.

Kecekapan Memimpin/Daya Pimpinan/Pengurusan.

- Pemimpin-pemimpin yang cekap, dinamis dan serba kebolehan disetiap peringkat hendaklah benar-benar berkelayakan. Pemilihan calun-calun yang sesuai hendaklah diutamakan tanpa mengira taraf kekanan. Kepimpinan yang efektif dapat mewujudkan kepercayaan dan taat setia yang tidak berbelah bagi dalam suasana harmoni dan hormat-menghormati.
- Setiap pemimpin dikehendaki mengenali dan memahami semua anggota-anggota mereka secara menyeluruh. Pendekatan, persefahaman, hakikat '*firm but fair*', hormat menghormati di antara pemimpin dengan yang dipimpin tanpa menjas keadaan dan taraf masing-masing adalah perkara yang mustahak. Semua pihak baik dari segi atasan maupun bawahan seharusnya kenal mesra diantara satu sama lain. Adalah menjadi kewajipan utama bagi semua pemimpin dari semua lapisan peringkat

BIL 7, APRIL, 85

mengenali anggota bawahannya. Tidak kurang pentingnya anggota bawahan juga perlu mengenali gulungan pemimpin mereka. Hanya dengan keadaan yang demikian terjalin persefahaman dari segi komunikasi dan pemikiran untuk perlaksanaan tugas dan tanggung jawab yang berkesan.

- Setiap pegawai mestilah setia dan jujur kepada anggota-anggota mereka. Mereka juga dikehendaki berdamping rapat dan erat dengan anggota LLP dalam semua bidang tanpa menjadi '*familiar*'. Pegawai-pegawai yang bersikap sombong atau bongkak perlu disingkirkan.
- Pemimpin-pemimpin harus mengutamakan kepentingan anggota LLP lebih dari kepentingan mereka sendiri.
- Pemimpin-pemimpin dikehendaki mempunyai kecekapan dan kebijaksanaan mengurus, mengawas, memeriksakan menegur tanpa menjas perasaan anggota-anggota mereka. Dalam aspek pengurusan anggota, perlu diambil kira bahawa sebilangan besar anggota Tentera Darat kita hari ini, terdiri dari jenerasi muda yang mempunyai potensi dan kemampuan. Sumbangan perkhidmatan mereka terakluk kepada kebijaksanaan para pegawai melaksanakan tugas masing-masing untuk melatih, menguji dan menilaikan kebolehan mereka di samping berusaha membimbing mereka dengan sedaya upaya. Kejuruan, minat dan usaha serta keazaman para pegawai merupakan garis panduan bagi sumbangan perkhidmatan mereka.

Memupuk Semangat Setiaawan dan Perpaduan Melalui Sukan dan Olahraga.

- Sukan dan Olahraga secara berpasukan dengan penlibatan pegawai dan LLP hendaklah dipertandingkan secara meluas di peringkat Rejimen.
- Sukan bercorak ketenteraan seperti berkawad, merentas desa, merempuh halangan, jalan lasak, UKM termasuk lorong hutan hendaklah dipertandingkan.

SOROTAN DARAT

- Di peringkat Rejimen, tim-tim hendaklah dipileh khas untuk bertanding di peringkat Bde, Div, Kor dan Tentera Darat sebagai simbol perpaduan Rejimen berkenaan.
- Segala aktiviti sukan dan olahraga hendaklah dirancang selaras dengan jadual pertandingan anjuran Bde, Div, Kor dan Tentera Darat dan bukannya secara tergesa-gesa seperti selalu berlaku. Ini akan melemahkan semangat setiakawan anggota-anggota yang terlibat.

Memupuk Semangat Setiakawan Melalui Majlis-Majlis Pasukan.

- Berbagai Majlis pasukan hendaklah dianjurkan seperti berikut:
 - i. Pegawai – Wisma Perwira.
 - ii. PTT Kanan – Wisma Bentara.
 - iii. PTT Rendah dan LLP.
 - iv. Majlis Rejimen – untuk semua peringkat termasuk keluarga.
- (b) **Wisma Perwira.**
 - i. Cara hidup sehari-hari di Wisma Perwira hendaklah mengandungi unsur-unsur perpaduan dan setiakawan yang akan menghasilkan pertalian persaudaraan yang rapat dan erat dikalangan pegawai-pegawai. Ini juga boleh menghapuskan sikap setengah pegawai terhadap Wisma sebagai Rumah Kedua mereka dan bukannya Rumah Rehat/Persinggahan.
 - ii. Majlis-majlis rasmi seperti Mess/Guest/Ladies Night, Majlis Perpisahan, Majlis menyambut hari-hari tertentu hendaklah diadakan mengikut kesesuaian. Kerjasama AJK Wisma dengan semua ahli dengan pengawasan serta minat oleh semua pemerintah terhadap perjalanan Wisma akan menjalin semangat setiakawan dan perpaduan dikalangan pegawai.
 - iii. Acara-acara sukan dan olahraga di antara ahli-ahli juga perlu dianjurkan oleh Wisma.
 - iv. Pegawai-pegawai kanan seharus-

BIL 7, APRIL, 85

nya menjemput pegawai-pegawai lain ke kediaman mereka sekali-sekala. Ini jarang dibuat sekarang.

- **Wisma Bentara.**
 - i. Cara hidup sehari-hari di Wisma Bentara bukan sahaja dapat memupuk pertalian persaudaraan dikalangan ahli, tetapi juga menyatukan semua ahli-ahli serta memberi kesedaran kepada mereka bahawa mereka kalah tulang belakang Rejimen.
 - ii. Majlis-majlis yang sama dengan Wisma Perwira untuk mencapai matlamat yang sama juga perlu diadakan di Wisma Bentara.
- **Lain-Lain Pangkat.**
 - i. Nilai-nilai kehidupan sehari-hari di berek-berek perlu diubahsuai melalui usaha mencantikkan kawasan secara bergotong royong, menyediakan Peti TV, Video, Radio dan lain-lain kemudahan hendaklah disediakan untuk membantu suasana tinggal di berek dengan lebih selesa serta hilang kepuasan, kerana kepuasan akan membawa kepada masalah peribadi dan lain-lain.
 - ii. Majlis-majlis keramaian serta jamuan juga perlu dianjurkan dari masa kesmasa.
- **Majlis Rejimen – Percantuman.**
 - i. Perbarisan-perbarisan seperti perbarisan Komp, SMR, Ejutan, Peg Rintah, mengarak Panji-Panji Rejimen, Paluan Berundur hendaklah diadakan supaya mutu dan taraf disiplin sentiasa ditingkatkan selaras dengan semangat setiakawan dan perpaduan Rejimen.
 - ii. Majlis-majlis keramaian jamuan hendaklah diadakan diwaktu tertentu dengan melihatkan semua anggota didalam perancangan, perlaksanaan dan penyertaan cara menyeluruh.

Memupuk Semangat Setiakawan Melalui Akitiviti Keagamaan.

SOROTAN DARAT

- Aktiviti-aktiviti keagamaan yang sesuai dan yang terpimpin sahaja hendaklah diadakan bagi membantu fungsi pemerintahan. Ajaran atau fahaman sesat agama perlu dihapuskan kerana ini akan menjejas perpaduan Rejimen.
- Majlis-majlis Tahlil, Sembahyang Jumaat, Maulud Nabi perlu dianjurkan mengikut masa. Unsur-unsur semangat setiakawan dan perpaduan ummah hendaklah dipetik dari Al Quran dan Hadis untuk disalurkan kepada anggota melalui syarahan/Kelas Agama, Khutbah Jumaat supaya nilai-nilai ini dapat ditanam didalam jiwa setiap anggota.
- Bagi pasukan berbilang bangsa pula, anggota-anggota bukan Islam, diberi kemudahan dan kesempatan untuk menganuti agama masing-masing.

Peranan BAKAT Dalam Usaha Memupuk Semangat Setiakawan Dan Perpaduan.

- BAKAT hendaklah dijadikan satu jentera penggerak untuk menolong anggota-anggota yang berkeluarga mencapai keselesaan dan ketenteraman rumah tangga di dalam masyarakat keperibadian ketenteraan.
- BAKAT hendaklah, di antara lain-lain kegiatan, berusaha memupuk semangat setiakawan dan perpaduan dikalangan keluarga dengan mengutamakan sifat kejiranan diantara keluarga di bawah teraju pimpinan isteri Peg Rintah dan dibantu oleh isteri-isteri SEMUA, pegawai kerja atau tidak.
- Selain dari aktiviti-aktiviti yang sentiasa diadakan, BAKAT perlu juga berusaha mengendalikan aktiviti-aktiviti yang benar-benar akan memberi munafaat kepada ahli-ahli terutama isteri LLP.
- Isteri-isteri Peg Rintah semua pasukan mesti berada bersama suami-suami mereka di pengkalan. Delegasi tanggung jawab tidak memuaskan.

Di peringkat Bde/Div/Kor TD.

- Di kalangan Markas-Markas. Walaupun

BIL 7, APRIL, 85

Markas-Markas Bde, Div dan Kor TD dianggotai oleh anggota-anggota berbilang Kor/Rej, namun segala aktiviti-aktiviti yang dapat memupuk semangat setiakawan dan perpaduan seperti di peringkat Rej boleh dianjurkan.

- **Semangat Setiakawan Dan Perpaduan Di antara Markas Formasi Dengan Pasukan-Pasukan Dibawah Perintah.** Dari masa ke-semasa Markas-markas Formasi, apabila mengadakan aktiviti di Wisma-wisma atau LLP, digalakkan menjemput anggota yang tertentu dari pasukan-pasukan di bawah perintah sebagai tetamu. Ini sudah tentu akan mengeratkan lagi pertalian rapat diantara individu, pasukan dan semangat setiakawan dan perpaduan dapat dicapai.
- **Pengawasan Markas Atas.** Markas-markas Formasi perlu juga mengawasi setiap masa segala aktiviti-aktiviti yang diadakan di pasukan bawah perintah supaya mereka tidak menyeleweng dari apa juga dasar-dasar atau arahan-arahan yang dikeluarkan oleh mereka atau DTD.
- **Sukan Dan Olahraga.** Markas-markas Formasi perlu juga menganjurkan pertandingan-pertandingan acara sukan dan olahraga antara pasukan, antara Briged dan antara Divisyen.
- **Latihan Hari Pegawai Dan Seminar-Seminar.** Hari-hari Pegawai dan Seminar-seminar berunsur latihan, operasi, pentadbiran yang dihadiri oleh pegawai-pegawai semua pasukan bawah perintah perlu dianjurkan. Ini bukan sahaja memahirkan profesionalisme pegawai-pegawai tetapi juga memupuk semangat setiakawan dan perpaduan. Aktiviti yang sama perlu dianjurkan untuk PTT Kanan dan Rendah.

Diperingkat Kor/Rej Tentera Darat.

- **Aktiviti Kor/Rej.** Segala aktiviti tahun yang pernah dianjurkan oleh masing-masing Kor/Rej perlu diteruskan dengan lebih hebat lagi. Perkumpulan serta pergaularan anggota dari masing-masing Kor/Rej akan membawa erti kata di makna yang besar terhadap pencapaian perpaduan di dalam Kor/Rej. Pertandingan acara sukan dan olahraga diantara Kor/Rej perlu diperhebatkan.

SOROTAN DARAT

- Pakaian Seragam. Persamaan pakaian seragam sedikit sebanyak telah menjelaskan ketaatsetiaan anggota-anggota masing-masing. Tiap-tiap Kor/Rej perlu menggesa supaya Cap Badge dan lain-lain keistimewaan masing-masing digunakan kembali untuk menjamin perpaduan Kor/Rej. Cap Badge TD bolehlah dipakai sebagai Collar Dog dan ini bukan bermakna perpaduan TD tidak dapat dicapai.

Diperingkat Tentera Darat.**Dasar Pengambilan Baru Tentera Darat.**

- Dasar-dasar pengambilan anggota baru, iaitu Pegawai dan LLP perlu dikaji segera untuk menentukan dan mementingkan kualiti sahaja. Penelitian dengan cara lebih mendalam dan efektif perlu diambil ke atas tiap-tiap bakal calon-calon kedet dan LLP disegi latarbelakang mereka dan aspek-aspek keperibadian mereka serta kesesuaian mereka berkhidmat dalam Tentera Darat dan bukan hanya mereka yang semata-mata mencari makan atau percubaan terakhir. Segala usaha meliputi proses pengambilan anggota dan perjawatan hendaklah dilaksanakan dengan lebih teliti agar mereka yang tidak mempunyai minat, kesanggupan, ketabahan dan keazaman untuk berkhidmat, berjuang dan berkorban untuk Negara dapat diketepikan.
- Tindakan yang lebih tegas terhadap anggota-anggota perlu diambil sekira mereka didapati menjadi penghalang kepada perpaduan kita. Dasar-dasar pemberhentian perlu dikaji.
- Cadangan perukaran dasar dan matlamat latihan tentera dan pengajian akademik ke arah Ledet li MTD perlu diolahsuai dengan menaikan taraf MTD kepada Akademi Tentera.

Memenuhi Perjawatan Pasukan.

- Tindakan perlu diambil untuk memenuhi semua perjawatan terutama di pasukan-pasukan Infanteri. Kekurangan anggota-anggota masih dialami di semua peringkat kumpulan. Pengenda-

BIL 7, APRIL, 85

lian tugas secara tim dalam seksyen, pl, komp mahupun batalion terjejas di beberapa segi. Jika perlu seluruh Tentera Darat diperkeciklan. Apa yang perlu disini ialah pasukan-pasukan mengandungi organisasi/perjawatan yang penuh, terlatih serta mampu menjalani tugas.

- Perlantikan anggota-anggota memenuhi perjawatan dari Peg Rintah hingga PI Sjn hendaklah dititikberatkan dan yang berkelayakan sepenuhnya hendaklah dilantik tanpa mengira faktor-faktor lain, umpamanya taraf kekanan.

Mengadakan Alat-Alat Serta Kemudahan Asas Secukupnya.

- Untuk menjamin semangat setiakawan dan perpaduan, segala pemberian alat-alat serta kemudahan asas hendaklah diusahakan dengan lebih hebat lagi. Ini termasuklah rumah keluarga, kemudahan latihan dan pengangkutan diantara lain-lain kemudahan.
- Kalau kita berkehendakkan hasil mak-sima dari semua anggota-anggota, kita tidak seharusnya mencapai matlamat ini semata-mata dengan cara 'improvisation' dan 'ad-hoc'.

Mengadakan Pertandingan Di Peringkat Tentera Darat.

- Tentera Darat hendaklah meneruskan dengan penganjuran pertandingan-pertandingan acara sukan dan olahraga serta pertandingan unsur-unsur ketenteraan. Acara-acara sukan telahpun ditetapkan. Ini adalah satu cara yang boleh menyatupadukan anggota dan pasukan diseluruh Tentera Darat.
- Departmen Tentera Darat bukan hanya mengeluarkan dasar dan arahan sahaja, tetapi seharusnya mengambil peranan aktif disegi pengelolaan dan organisasi pertandingan termasuk kemudahan kewangan yang mencukupi dan material yang sesuai.

SOROTAN DARAT

BIL 7, APRIL, 85

PENUTUP

Segala cadangan-cadangan yang dibentangkan, sepertimana yang diterangkan awal-awal lagi bukanlah menyeluruh. Malahan langkah-langkah tersebut boleh diambil kira atau boleh dibuat sebagai garis panduan atau pedoman untuk menentukan semangat setiakawan dan perpaduan di kalangan Tentera Darat. Sekiranya cadangan-cadangan dianggap sebagai basic, ini memang benar. Akan tetapi perkara-perkara yang dikatakan basic inilah yang kurang mendapat perhatian, tindakan serta minat yang berkenaan. Masalah-masalah kita memangnya basic kerana kita belum berkemampuan meningkat lebih tinggi dari basic disebabkan sikap ‘tidak apa’ dan pemikiran

negatif. Sekiranya tiap-tiap individu memainkan peranan mereka dengan sikap jujur dan bertanggungjawab, semangat setiakawan serta perpaduan Tentera Darat akan menjadi lebih kukuh serta menjadi satu kenyataan dan bukannya satu impian kosong. Kalau lahir tadi saya membuka selera dengan sepotong amanat dari PTD, begitu juga saya menutup dengan satu lagi amanat beliau untuk tindakan semua, iaitu:

“kemuncak perpaduan yang saya idamkan ialah suatu suasana cinta-kawan sehingga setiap anggota tidak akan teragak-agak walau sejenak sekalipun untuk membantu satu sama lain untuk menghasilkan perlaksanaan tugas yang sempurna tanpa mengira untung rugi”.



Major Jeneral Nik M.F. Kamil, Panglima IV Divisyen, setelah menjalani latihan tentera di PLR Port Dickson pada 1956 dan Cawangan Kadet pada 1957, dihantar menghadiri latihan di Akademi Tentera DiRaja Sandhurst dari bulan September 1957 hingga September 1959 dan ditauliahkan ke dalam RAMD. Pada tahun 1968 beliau telah menghadiri Maktab Turus Pertahanan Wellington, India. Di antara lain-lain jawatan staf dan pemerintahan, jawatan-jawatan penting yang beliau pernah menyandang adalah Penasihat Tentera di Singapura, Komandan MTD, Pengarah Infanteri, Ketua Staf Perancang Pertahanan, Panglima 1 Bde and 9 Bde dan Timbalan Ketua Staf Logistik. Kini beliau menyandang tugas Ketua Staf Jawatan Anggota di Kementerian Pertahanan.

PANDUAN UNTUK PENULIS

- Had panjang artikel antara 4,000 ke 6,000 patah perkataan iaitu sekitar 8 hingga 11 muka surat. Penulisan menggunakan bentuk huruf Arial bersaiz 12. Teks artikel hendaklah di taip selang satu setengah baris yang menggunakan format kertas A4. Artikel boleh dimajukan secara bercetak ke Bahagian Pembangunan Doktrin, MK Latihan TD (UP: Ketua Editor Sorotan Darat), atau secara ‘softcopy’ kepada e-mel : sorotandarat83@gmail.com
- Tatacara penulisan menggunakan kaedah APA standard atau mana-mana tatacara penulisan artikel akademik universiti awam tempatan. Artikel mestilah mempunyai beberapa tajuk kecil. Sistem rujukan seperti nota kaki dan bibliografi/rujukan diterima pakai dan disusun mengikut abjad. Contoh kaedah penulisannya seperti berikut:
 - ❖ Flyod, K. (2009). *Interpersonal Communication: The Whole Story*. New York: McGraw-Hill
 - ❖ Mohd Radzi., & Jusang Bolong. (2015). Komunikasi Pemimpin. *Jurnal Komunikasi Malaysia*, 45 (3), 89-102
 - ❖ Risya Zu. (12 Feb 2014). Etos Kepahlawanan Tentera Darat. *Utusan Malaysia*, ms 9
 - ❖ Rozman Malakan, (2011). *Pembentukan jati diri insan*. <http://www.opensubscribe.com/worldlibraray/teksme/3937.html>. Capaian pada 30 Mei 2016
- Manakala gambar rajah, jadual dan gambar hendaklah digunakan secara terhad dan diberi nombor sebagaimana dicatat dalam huriaian teks.

Keperluan:

- Setiap artikel mestilah dimajukan bersama sekeping gambar penulis bersaiz pasport.
- Setiap artikel mestilah dimajukan bersama sinopsis artikel tidak melebihi 100 patah perkataan yang mengandungi hujah/pendapat utama dalam artikel.

PERINGATAN: SEMUA ARTIKEL ADALAH HASIL PEMIKIRAN DAN IDEA YANG TULEN.

Tahukah Anda? Sudah 68 edisi Sorotan Darat diterbitkan!



Sudah anda membacanya?

Diterbitkan Oleh:

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

**Tel: 06-6483368
Faks: 06-6483157**

ISSN 0128 - 0171



9 770128 017006