

# *Sorotan* **DARAT**

Volume 1, Number 80, June 2022



**THE JOURNAL OF MALAYSIAN ARMY**

**PRESERVATION OF THE PERSONNEL'S WELL-BEING;  
COMMANDER'S PERSPECTIVES IN FULFILLING THE  
THIRD PILLAR OF THE CHIEF OF ARMY'S  
ORDER OF THE DAY**





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

**DITERBITKAN OLEH**  
**JAWATANKUASA DOKTRIN TENTERA DARAT**

**SIDANG REDAKSI**

**PANGLIMA TENTERA DARAT**

Jen Tan Sri Dato' Seri Zamrose bin Mohd Zain

**PENGERUSI JAWATANKUASA DOKTRIN  
TENTERA DARAT**

Lt Jen Datuk Seri Mohammad bin Ab Rahman

**NAIB PENGERUSI JAWATANKUASA  
DOKTRIN TENTERA DARAT**

Mej Jen Dato' Tengku Muhammad Fauzi bin  
Tengku Ibrahim

**KETUA EDITOR**

Kol Norulhisyam bin Md Shuib

**EDITOR**

Lt Kol Mohammed Amin bin Dollah@Abdullah  
Mej Mohd Hairil bin Jaafar

**GRAFIK MUKA HADAPAN**

Lt M Nur Hanan Syahirah binti Muhamad Rafiai

**PENGEDARAN**

Bahagian Pembangunan Doktrin, Markas  
Pemerintahan Latihan dan Doktrin Tentera Darat

**KETERANGAN**

Sorotan Darat ialah Jurnal Tentera Darat (TD) yang diterbitkan sejak 1 Mac 1983 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 tidak dibenarkan dicetak semula dalam apa corak sekalipun tanpa mendapat kebenaran Kementerian Pertahanan melalui MK PLDTD 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 meliputi pelbagai isu dan tema adalah dipelawa dari segenap 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 sangat dialu-alukan.

Semua pertanyaan mengenai Sorotan Darat hendaklah dikemukakan kepada Ketua Editor iaitu Kol Doktrin, MK PLDTD.

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.

---

## TABLE OF CONTENT

---

<b>FROM CHIEF EDITOR'S DESK</b>	<b>2</b>
<b>ARTICLE CONTRIBUTORS</b>	<b>3</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Brig Jen Fazillah bin Ibrahim, RER	<b>6</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Brig Jen Mohd Fouzi bin Sulaiman, SSR	<b>16</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Brig Jen Zahar bin Ariffin, RSR	<b>30</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Brig Jen Mohd Fazly bin Mat Said, RAC	<b>42</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Kol Shamsulakmar bin Haji Ismail, RMPC	<b>56</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Kol Mohd Nadzri bin Samiran@Jumiran, REME	<b>65</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Lt Kol Mohammad Shazarikh bin Shaad, RMR	<b>78</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Lt Kol Mohd Zamri bin Ismail, RSC	<b>89</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Lt Kol Fitri bin Fathilah, REME	<b>96</b>
<b>PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY</b> Lt Kol Maszuraidy bin Masduki, RIC	<b>107</b>
<b>PEMENANG ARTIKEL TERBAIK SOROTAN DARAT EDISI 79/2021</b>	
<b>PANDUAN UNTUK PENULIS</b>	



---

*FROM CHIEF EDITOR'S DESK*

---

Assalamualaikum Warahmatullahi Wabarakatuh. With the name of Allah, the Most Gracious and the Most Merciful.

Praise to Allah SWT, as the first journal of the year 2022, Edition 80 is successfully published to acknowledge the writer's effort in enhancing the readers' mind with informative, useful and meaningful articles. The Editorial Council would like to express our appreciation to all writers who have contributed to the publication of this journal. The commitments and enthusiasm by the thriving writers are certainly a precious aptitude in producing a well-published journal. Nuggets of golden wisdom in thinking and actions come in many forms as they can be extracted from various sources. Therefore, *SOROTAN DARAT* provides such a platform for the readers to extract the ideas shared by the writers in enhancing their professional knowledge and situational awareness.

This 80<sup>th</sup> edition will be discussing on the Third Pillar of the Chief of Army's Order of the Day, the "Preservation of Personnel's Well-Being". Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain realizes the importance of preserving the well-being of the soldiers, thus including it as one of the main pillars in his Order of the Day. Throughout this pillar, the Chief of Army is stressing on the importance of improving the well-being of Malaysian Army personnel, namely on the development of the quality of life by focusing on the improvement of housing facilities, spiritual strengthening, health facilities enhancement, educational empowerment and as well as service recognitions. This publication lays the Commander's holistic view and perspectives on the intent of the Chief of Army in the Third Pillar of his Order of the Day.

The Editorial Council welcomes and encourages more new aspiring writers to contribute articles for future publications. Constructive opinions, dynamics comments and potential ideas as well as feedbacks from the readers are highly encouraged to improve the quality of the journal published in the future. Thank you.

"Knowledge Builds Confidence"



**KOL NORULHISYAM BIN MD SHUIB**  
Chief Editor

---

## ARTICLE CONTRIBUTORS

---



Brig Jen Fazillah bin Ibrahim joined the service in 1992 after graduated from Royal Military Academy Sandhurst. He was commissioned into the Royal Engineer Regiment and has held numerous staff and command appointments throughout his career. He had attended several military and functional courses as required to fulfil his career development as an Engineer Officer. He holds a Degree in Quantity Surveying from UiTM in 2005 and also graduated from both MTAT in 2006 and MPAT in 2014. Currently, he is the Chief Engineer at Army HQ – RER Directorate.



Brig Jen Mohd Fouzi bin Sulaiman joined the Royal Military College in 1989 before selected to undergo Cadet Training in SAFTI Singapore and was commissioned into Special Service Regiment. He holds Diploma in Public Admin (UiTM-2000) and Master Social Science (Def Studies) UKM in 2013. He has held several key appointments such as SO 1 Technical at Special Forces Directorate, COS at 21 SSG HQ, Chief Instructor at Army College, Chief Instructor at Army Basic Training Centre and also as Commanding Officer of 21<sup>st</sup> Commando Regiment. He is currently the Director of Special Forces in the Army HQ – Special Forces Directorate.



Brig Jen Zahar bin Ariffin was commissioned into the Royal Signals Regiment on the 26<sup>th</sup> of July 1984. He possesses Diploma in Electrical Engineering (Communications) from UTM in 1984, Diploma in Strategic Defence Studies from University of Malaya in 1995 and graduated from *Sekolah Staf Komando Tentara Nasional Indonesia* (SESKO TNI) in 2019. Throughout his more than forty years of professional career in the MAF, he was made responsible to hold various appointments such as CO, Director of Human Resource and Director of Communication of Signals Directorate. Currently, he is the Senior Director of Strategic Operations and Development, Defence Cyber and Electronic Division.



Brig Jen Mohd Fazly bin Mat Said joined the Malaysian Army in 1986. He was then commissioned into the Royal Armoured Corps. Throughout his career, he has held numerous essential appointments namely the COS of 1<sup>st</sup> Brigade HQ, Operations Staff Officer and Operation Director at MAF HQ – Defence Operation and Training Division, the Assistant COS Administrative and Logistic at ESSCOM and served in National Resilience College as Coordinator. Currently he is the Director of Royal Armoured Corps in the Army HQ – Armoured Directorate.

---

## ARTICLE CONTRIBUTORS

---



Kol Shamsulakmar bin Haji Ismail was commissioned into the Royal Military Police Corps in 1998. Before assuming his current post as the Chief of 48<sup>th</sup> Crime Investigation Branch RMPC, he has held many significant posts and staff appointments in the RMPC and MAF. He was the CO of 3<sup>rd</sup> Regiment RMPC and Chief of Operations at MK ATM – BPA (CPM ATM). He has attended various professional and military courses at the local and international level. Amongst them are 44<sup>th</sup> International Senior Police Officer' Command Course, Program on Countering Transnational Organized Crime (CTOC), Master of Management at Malaysian Armed Forces Staff College and Master of Social Science at Malaysian Armed Forces Defence College.



Kol Mohd Nadzri bin Samiran @ Jumiran was born in Pontian, Johor on 15<sup>th</sup> March 1970. He went for his training in Royal Military College and was commissioned as a Second Lieutenant in the Royal Electrical and Mechanical Engineers Corps on 1<sup>st</sup> August 1992. During his 30 years of service, he has held various important positions such as CO of 74 Wksp Div, SO 1 Logistic for MALBATT 850 – 3 UNIFILL, MALBATT 850 – 4 UNIFILL, SO 1 R&D in BPPTD and currently as *Kolonel Senggaraan* in Army Field Command West HQ.



Lt Kol Mohammad Shazarikh bin Shaad was commissioned into the Royal Malay Regiment in 2003. He holds Degree in Science Computer (2003) and Diploma in Strategic and Defence from National Defence University of Malaysia (2017). Lt Kol Mohammad Shazarikh bin Shaad has held numerous staff appointments throughout his career, and currently he is the Commanding Officer of the 7<sup>th</sup> Battalion Royal Malay Regiment. He has written an article on "Preservation of the Personnel's Well-Being from the Aspects of the Third Pillar of the Chief of Army's Order of the Day".



Lt Kol Mohd Zamri bin Ismail was commissioned into Royal Service Corps on 25<sup>th</sup> October 1996 after undergo his training in the Royal Military College for two years. He then served in several logistic units, namely 931<sup>st</sup> RSC Transport Company, 71<sup>st</sup> Battalion RSC, 51<sup>st</sup> Composite Company Labuan, RSC Directorate, 6<sup>th</sup> RSC Company and Army Logistic HQ. He has attended various career and functional courses such as RSC Company Commander Course and Grade 2 Staff and Tactic Course. He is currently the SO 2 Coord in the Army HQ – RSC Directorate.

---

## ARTICLE CONTRIBUTORS

---



Lt Kol Fitri bin Fathilah was commissioned to the Royal Electrical and Mechanical Engineer Corps on 27<sup>th</sup> October 2001. He holds a Master Degree in Management from *University Malaya* (2018) and a Bachelor Degree in Computer Engineering from *Universiti Teknologi Malaysia* (2002). He has held various appointments at unit and formation level in the previous deployments. He is currently the Commanding Officer of the 75<sup>th</sup> Division Workshop at Kem Lok Kawi, Kota Kinabalu, Sabah.



Lt Kol Maszuraidy bin Masduki was commissioned on the 3<sup>rd</sup> of September 2001 into Royal Intelligence Corps through Graduate Scheme. He holds a Master in Public Management (Development and Security) (2015) and Diploma in Geomatic Science (2001). He has served in various positions in the Army and Defence Intelligence Staff Division, including as an Assistant Defence Attaché in Moscow, Russian Federation. He is currently the SO 1 Intelligence at 21<sup>st</sup> Special Service Group HQ.

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By BRIG JEN FAZILLAH BIN IBRAHIM  
ROYAL ENGINEER REGIMENT**

---

### **INTRODUCTION**

Malaysian Army has undergone a massive transformation in terms of the modernization of armament and human resource development in order to achieve the particular goal of the army which is to become a credible and versatile force that is always in a high state of readiness to perform any tasks given or operations effectively and efficiently. To achieve the goal, there are many aspects that should be taken into consideration, nevertheless, the intangible aspects such as the value of morale, motivation, and commitment could never be neglected and should be focused on by Malaysian Army.

The third pillar of the Chief of Army's Order of the Day, namely "Preservation of Personnel's Well-Being", is focusing on improving the well-being of Malaysian Army personnel. In accordance with that, this paper will highlight the stress and emotional management as well as efforts in upgrading military housing as part of the criteria for fulfilling the third pillar of the order. There are clear relationships between morale, motivation, and the influence of commitment in ensuring the excellence of the Malaysian Army based on trilogy behaviour practice (MAN, MACHINE, AND METHOD) which is parallel to the goal and transformation of the Malaysian Army afterward.

Morale is intangible where it needs to be translated and validated empirically through systematic and objective observation to obtain a benchmark. In order to discover whether Malaysian Army personnel possess high morale, each strength and weaknesses need to be evaluated so that it can be used as a benchmark for achieving the desired mission and objectives which is preserving the well-being of army personnel.

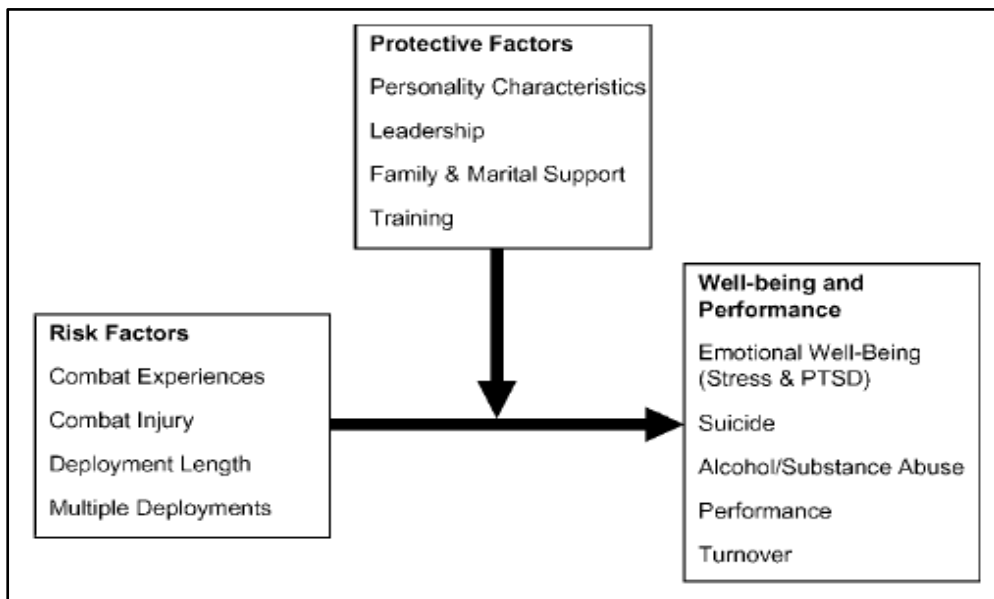
### **STRESS AND EMOTIONAL MANAGEMENT**

Stress is a significant determinant of performance, emotional well-being, and other work outcomes in military settings are not in dispute, moreover, pertinent is the nature of the stressors which the



army personnel encounter and factors that can mitigate the relationship between stress and outcomes such as performance.

Risk factors or stressors, lead to a variety of negative outcomes including decreased emotional well-being, poorer performance, Post-Traumatic Stress Disorder (PTSD), and suicide. However, this relationship is moderated by a number of protective factors such as personality characteristics, sources of personal support such as leaders or spouses, and training. Soldier Emotional Well-Being Model as per **Figure1**.



**Figure 1: Soldier Emotional Well-Being Model**

One of the major consequences of stress in military settings is decreased performance along with a host of related negative outcomes that can impact performance. History had shown that deterioration in military personnel performance in term of work or training resulted from stress and emotional problems. These problems have limited their ability to perform their jobs, and emotional interference has led to an increase of disciplinary misconduct which has become the main concern of their superiors.

Such consequences can be seen in the painful memory of the Lahad Datu Incident (Ops DAULAT) which occurred in the year 2013. Army personnel who were being deployed into a combat zone had a detrimental impact both on their emotional and physical irrespective of what truly happened during that deployment. Individuals reporting

such experiences are much more likely to develop PTSD. Beyond the stresses associated with simply being in a combat zone, one of the most obvious causes of stress in military settings is not just the threat of becoming injured, but being injured itself.

### ❖ **Service Member Stress: Protective Factors**

Previous research has identified a number of protective factors that can mitigate the effects of stress on the development of emotional and behavioural health problems in military personnel. These factors consist of individual differences, environmental factors such as social support relationships, and past experiences such as training or military operations.

These factors enhance the ability of the individual to adapt to and successfully cope with stress, adversity, and traumatic experiences. Consequently, it is best to think of them as potential moderators of the relationship between risk factors and outcomes such as emotional well-being and behavioural health.

### ❖ **Personality Characteristics**

Personality characteristics that foster a positive emotional mindset such as hope, optimism, and grit have been associated with reduced turnover intentions within voluntary forces and an increased likelihood of completing training. Closely related constructs such as psychological capital have also been shown to mitigate the effects of combat trauma on health outcomes via their effects on stress appraisals.

Specifically, those individuals who were able to keep a positive mindset were more likely to perceive stressors as a challenge and less likely to view them as a threat or a loss. Consequently, they were less likely to report somatic complaints, thus, a number of personality characteristics have been demonstrated to predict various emotional well-being and performance outcomes in the military context which are coping and hardiness.

Positive coping styles such as problem-focused and emotion-focused coping have been shown to predict a number of positive outcomes in military settings, a positive coping styles were associated with a lower likelihood of suicide completion. Hardiness is a pattern of characteristics and attitudes that provide both the will and means to turn stressful conditions into growth opportunities. More specifically, individuals high in hardiness are characterized by a strong sense of commitment to their work, active engagement with their surroundings,

a belief that they control their situation, and a propensity to enjoy new challenges.

Leaders through their leadership can impact stress and well-being by developing a sense of trust and self-efficacy in their subordinates or developing a sense in followers that their work has purpose or meaning. Leaders characterized by positivity or charismatic can convey an infectious sense of excitement and optimism to their subordinates and change the atmosphere or climate of their work group and this in turn increases individual and group performance.

### ❖ Resilience and Emotional Well-Being Interventions

Growing concern over rates of mental health problems among military personnel has led to an interest in the use of mental health interventions within the military context. The focus of this section is on the most notable mental health interventions in the use of militaries in which formal evaluative evidence exists.

Battle mind represents the inner strength and confidence in the face of adversity that soldiers must portray. The battle mind program is aimed at reducing mental health symptoms by helping soldiers adapt to stress faced throughout the deployment cycle. Battle mind interventions include two components which are training and debriefing, these interventions share some similarities, but differ substantially in goals, methods, and content.

Battle mind training utilizes the general Cognitive-Behavioural Therapy (CBT) model and incorporates aspects of cognitive adaptation associated with positive psychology and aims to develop mental toughness and self-confidence. It was initially developed to aid soldiers in the transition from a combat deployment to life back home by providing them with specific sets of skills. Soldiers' battle mind training is conducted in small and large groups and consists of one-hour sessions supplemented with a series of training modules based on the differential needs of soldiers.

Battle mind debriefing intervention is best characterized as stress management intervention, implemented in response to soldiers' experience of traumatic events. Debriefings are conducted in groups and revolve around discussions of a specific traumatic event which last approximately an hour.

## UPGRADING MILITARY PERSONNEL HOUSING

*Projek Jiwa Murni* (PJM) is an initiative of the Ministry of Defence (MoD) to assist in nation-building in certain areas of the country that have been identified. In an effort to achieve the third pillar of CoA Order of The Day, an allocation of RM 1.68 million had been allocated in 2021 which involved the upgrading of 107 veterans of the Armed Forces houses as shown in **Table 1**. The project started on 16 August 2021 and completed on 28 November 2021, as per shown in **Picture 1** until **Picture 9**.

Ser	Area of Responsibility	Completion of PJM Projects			Total
		Sep 21	Oct 21	Nov 21	
(a)	(b)	(c)	(d)	(e)	(f)
1.	2 <sup>nd</sup> Div	14	18	12	44
2.	3 <sup>rd</sup> Div	35	2	1	38
3.	4 <sup>th</sup> Div	12	7	2	20
4.	5 <sup>th</sup> Div	4	1	-	5
<b>Total Projects</b>		<b>65</b>	<b>28</b>	<b>17</b>	<b>107</b>
<b>Percentage</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>	

**Table 1: PJM Projects in 2021**



**Picture 1: PJM Projects in 2<sup>nd</sup> Division (Kedah)**





**Picture 2: PJM Projects in 2<sup>nd</sup> Division (Pulau Pinang)**



**Picture 3: PJM Projects in 2<sup>nd</sup> Division (Kelantan)**



**Picture 4: PJM Projects in 3<sup>rd</sup> Division (Negeri Sembilan)**



**Picture 5: PJM Projects in 3<sup>rd</sup> Division (Pahang)**



**Picture 6: PJM Projects in 3<sup>rd</sup> Division (Johor)**



**Picture 7: PJM Projects in 4<sup>th</sup> Division (Selangor)**





**Picture 8: PJM Projects in 4<sup>th</sup> Division (Perak)**



**Picture 9: PJM Projects in 5<sup>th</sup> Division (Sabah)**

Currently, 200 *Rumah Keluarga Angkatan Tentera* (RKAT) in Terendak Camp in progress for corrective maintenance work that started on 14 February 2022 and is estimated to be completed by 31 December 2022. Upgrading the RKAT inside the military camp is part of providing welfare to the soldiers and their families where it will provide a conducive dwelling for military personnel and certainly will boost their morale and enhance the spirit of self-belonging for the organization.

Housing Blueprint 3.0 under the 12<sup>th</sup> Malaysia Plan (RMKe-12) introduce a holistic housing agenda for soldiers and veterans as well as for their families and also highlight the construction of 12,733 *Rumah Keluarga Malaysia Angkatan Tentera* (RKMAT) and *Satu Anggota Satu Rumah* (SASaR) initiative which include 3,500 units in Sungai Besi Camp, 974 units in Wardieburn Camp between 2023 to 2025 and 6,400 units in Genting Klang Camp between 2028 and

2034. RKMAT and SASaR initiatives are in line with the vision and aspirations in the context of the Armed Forces personnel's welfare.

## **CONCLUSION**

The third pillar of the Chief of Army's Order of the Day has the same important role as other pillars. Maintaining the morale of military personnel will definitely increase their performance in completing any task given. Providing the essentials such as conducive living facilities to the soldiers and their families will enhance the spirit of self-belonging to the organization. Stress and emotional well-being are often neglected as part of the contributor to the success of an organization. These factors play a tremendously important role in determining performance, health outcomes, and turnover intentions in this context. Beyond the rigors of day-to-day life in the military, the negative effects associated with the high-stress experience of combat deployments often spill into the family domain as well. Thus, a proper program can be introduced to mitigate the issues so that disciplinary misconduct can be reduced among the soldiers. These factors, if properly managed will definitely strengthen the pillar and contribute to a stronger army with even more motivated military personnel.

## **REFERENCES**

- Adler, Bliese, Mc Gurk, Hoge, Castro. (2009). Battle mind Debriefing and Battle Mind Training as Early Interventions with Soldiers Returning from Battle. *Journal of Consulting and Clinical Psychology*.
- Adler, Castro, Mc Gurk. (2009). Time-driven Battle Mind Psychological Debriefing: A Group-level Early Intervention in Combat. *Military Medicine*.
- Arnold, Turner, Barling, McKee. (2007). Transformational Leadership and Psychological Well-Being. *Journal of Occupational Health Psychology*.
- Bray, Fairbank, Marsden. (1999). Stress and Substance use Among Military Men and Women. *American Journal of Drug and Alcohol Abuse*.
- Brewin, C.R Andrews, Valentine. (2000). Meta Analytic of Risk Factors for Posttraumatic Stress Disorder in Trauma Exposed Adults. *Journal of Consulting and Clinical Psychology*.



- Duckworth, A Peterson, C Matthews. (2007) Grit: Perseverance and Passion for Long Term Goals. *Journal of Personality and Social Psychology*.
- Hashim Hussein (1999). *Achieving Effective Performance for Unit Commanders*. KL.
- Kavanagh, J. (2005). *Stress and Performance: A Review of the Literature and its Applicability to the military*. Santa Monica, CA: RAND Corporation.
- Maddi, S. (2007). *Relevance of Hardiness Assessment and Training to Military Context*. *Military Psychology*.
- Masten, A. (2001). *Resilience Processes in Development*. *Psychologist*.
- P.D. Harms, Dina V. Krasikova, Adam J. Vanhove, Mitchel N. Herian, Paul B. Lester. (2013) *Stress and Emotional Well-Being in Military Organizations*.
- Schaubroeck, Rioli, Peng. (2011). *Resilience to Traumatic Exposure Among Soldiers Deployed in Combat*. *Journal of Occupational Health Psychology*.

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By BRIG JEN MOHD FOUZI BIN SULAIMAN  
SPECIAL SERVICE REGIMENT**

---

### **INTRODUCTION**

The desire and commitment of many nations to increase their professional military forces is a result of the escalating traditional and non-traditional threats. Because the military institution may concentrate on its responsibilities and obligations related to the nation's protection, this condition demonstrates that the presence of professional troops will ensure the state's sovereignty. An army personnel's well-being is an issue in most countries related to professional military organization and management. Building a professional military organization should be based on the welfare of soldiers. The potential threat against professionalism in the military still haunts when soldiers are not in a well situation.

After Malaya achieved independence in 1957, the British Government remained responsible for the country's defense until its withdrawal in 1970. The Malaysian Government has taken steps to restructure the Ministry of Defense in response to the British Government's decision to withdraw its troops from the region. After 1976, its infrastructure development grew so rapidly that it was able to acquire new defense equipment and construct new structures. The Malaysian Army is a national defense fortress tasked with ensuring Malaysia to avoid all external threats from land, sea, and air, as well as assisting public authorities with internal threats. The Malaysian Army must always be in a state of readiness to ensure that its primary responsibility is always to protect against land-based threats. The Malaysian Army, which adheres to the motto "*Gagah Setia*" will continue to ensure the security and safety of the country, in particular, to ensure the political, economic, and social continuity of Malaysia to transform it into a developed and safe nation.

The Malaysian Army, as an organization that has existed for the last 89 years (1933–2022), has undergone various human capital development, organizational structure, and even defense equipment in terms of current environment in tandem with current technological advancements. Military forces are frequently associated with a disciplined, tough, and obedient organization. The role of the military

is not only involving national security but also reaching out to wider subjects of humanity and global issues. Therefore, motivation, ability, competence, and attitude are the basic components of excellence as military personnel (Milton, 2003).

Thus, in order to empower a credible force, Army Chief Jeneral Tan Sri Dato' Seri Zamrose Mohd Zain has stated that his guiding principles will be based on the Three Principles and Five Pillars (3P + 5T) in his Order of the Day on 11 July 2020. The first principle is to do the thing that must be done. This principle requires that each member has a specific area of responsibility that must be performed so that the systems and processes in the organization run smoothly to achieve the set mission. The second principle is to do what is said to be done where it requires that each member needs to determine that each word is quoted to generate a commitment to the completion and continuity of the task. Last but not least, the third principle is to do what is right. The achievement of mission, duties and responsibilities of *Tentera Darat Malaysia* (TDM) is highly dependent on the ability of its members to do the right thing. In addition to implementing what is stated, every member of the military must carry out what must be carried out (Ruzaini, 2020).

## THE 5 PILLARS FROM THE CHIEF OF ARMY'S ORDER OF THE DAY

In accordance with these three principles, the Army Chief urged all levels of the army to carry out the assigned trust, duties, and responsibilities by focusing on the following five pillars as described in **Figure 1** below:



Figure 1: Three Principles and Five Pillars (3P + 5T)

### ❖ **Continuity of Mission and Readiness**

This pillar is mission-oriented and has the ability to operate simultaneously in two regions guided by the Defense White Paper (DWP). Priority of assets appropriate to capacity requirements and state of readiness should be emphasized. TDM needs to advance firepower, mobility, communication, cyber, and logistic capabilities.

### ❖ **Empowering Organizational Integrity**

The focus for this pillar includes Strengthening Professionalism, Empowering Identity, Strengthening Force Unity, Cultivating Integrity, Ethical and Moral Values as well as Strengthening Governance. Each layer of command is required to strengthen professionalism focused on the achievement and the desired impact. The continuation of this second pillar also requires compliance with the integrity aspect by every TDM personnel. Every individual must have spiritual, moral and ethical values, including the implementation of trust with honesty, sincerity, patience, corruption-free, open-minded, transparent, responsible and positive in nature.

### ❖ **Preservation of the Personnel's Well-Being**

This pillar focuses on Improving the Quality of Life, Improving the Facilities of *Rumah Keluarga Angkatan Tentera* (RKAT) and Housing, Strengthening Spirituality, Improving Health Facilities, Empowering Education and Improving Recognition. To achieve this goal, every commander must be committed to the well-being of his subordinates, their families and his community as well as emphasize the aspects of physical and spiritual health.

### ❖ **Strengthening Defense Relations**

This pillar is significant to strengthen the commitment of the nation interest's protection. Therefore, regional and foreign bilateral cooperation needs to be enhanced. TDM will continue to leverage on defense cooperation with regional countries through information sharing, defense and security discourse, border cooperation, joint exercises and operations, training and capacity building programs as well as working visits and courtesy calls.



### ❖ **Enhancing Malaysian Army Relations With the Public**

This pillar involves the Civilians' Recognition and Confidence in TDM. In order to gain recognition and confidence by others, TDM needs to establish cooperative relationships with civil organizations and agencies through Civil-Military Cooperation (CIMIC). In addition, TDM also need to take advantage of cooperation with the government and the public in the Military Operation Other Than War (MOOTW).

### **THE IMPORTANCE OF PRESERVATION OF THE PERSONNEL'S WELL-BEING**

We will now discuss on how the third pillar which is the preservation of the personnel's well-being effects and impacts to the Malaysian Army. This pillar focused on improving the quality of life, Armed Forces Family Home (RKAT) facilities, spiritual strengthening, health facilities, education empowerment and recognition. Therefore, to achieve this milestone, every commander must be committed to the well-being of his subordinates, families and communities and emphasize on the aspects of physical and spiritual health. The well-being of the people involves the balance of every army personnel in daily tasks, training, leisure and spiritual activities. This balance will definitely have an impact on the quality of life and welfare of soldiers and families.

Each level of command in this particular organization needs to strive to complete the needs of well-being of soldiers and families. The government must also act to increase the quantity and quality of RKAT as well as residents' homes. Besides that, the well-being of the army members must be planned with emphasis on health, physical, mental and social aspects. Efforts should also be focused on strengthening the spirituality and balanced morals of the members. The education of members and children must be enhanced and last but not least, the pillar of Preservation of The Personnel's Well-Being can be achieved through recognition of the excellence of devotional service that is highlighted.

The theme for the 89<sup>th</sup> Army Day was "Army Family Welfare First, National Sovereignty Guaranteed" has been chosen because aspects of well-being and welfare are the most important moral and spiritual factors for the army to perform its primary role, which is to protect the nation's sovereignty and interests, more effectively (ATM, 2022).

The most relevance theory that can support this third pillar is the Maslow's Theory of Needs. This theory by Abraham Maslow emphasizes how the importance of meeting human needs is capable of producing an adequacy as well as well-being in an individual. **Figure 2** describes the hierarchical arrangement of one's human needs:



**Figure 2: Maslow's Hierarchy of Needs**

Abraham Maslow is a humanistic figure who established a connection between motivation and needs analysis. Man's need is his desire to rectify his state of deprivation, disorder, and imbalance. Maslow's Theory of Needs is a hierarchical theory of basic human needs. Humans portray themselves as weak and developing beings with the capacity for achievement and the environmental influence to grow tall, straight, and beautiful. Maslow's hierarchy of needs includes five levels of fundamental needs. Humans don't need to meet lower levels to satisfy higher basic needs. Maslow's hierarchy of needs consists of physiological, safety, love, esteem, and self-actualization.

Maslow's theory can help us understand human behaviour and select the most effective motivational strategy for each individual. Individuals with distinct motivations pursue distinct objectives. A monetary reward or return may be significant and valuable for some but not for others. Therefore, a commander must comprehend the significance of rewards for outstanding performance. The best way to increase military workforce productivity is through motivation by examining the soldiers' primary needs, including physiological and non-physiological ones like those for safety and security, social interaction, rewards, and self-actualization. The working environment will benefit from increased motivation because it will increase labour productivity. Work system upgrades may also boost productivity.

### ❖ Improving the Quality of Life

The first step in developing army motivation at work is to meet physiological needs. The welfare of the army is related to physiological conditions. Every military institution's policy-making should prioritize improving welfare. A commander has to ensure the safety and health work environment for the subordinates. In performing their duties, soldiers must feel protected, at ease, and secure in knowing that every task is completed. A safe and comfortable working environment will also influence the pattern of relationships between armies inside and outside the workplace. A pleased workforce is a productive workforce. When motivation is high, performance is high. The opposite also holds true. When morale is low, performance is low. Soldier morale can make or break an army organization. A highly motivated unit will always outperform a unit that isn't motivated.

Commanders must give the team an inspiring goal. When the soldier is inspired to do something extraordinary, larger, and heroic, they don't care about their pay or other minor issues. Everyone wishes to accomplish something significant in their lives. Army personnel with a high level of satisfaction will generally love their job. They feel that they are being fairly treated and believe that the job has many desirable facets. The satisfaction at work has been characterized as a positive or pleasing emotional state that emerges as the result of evaluating one's work or experiences in the workplace. If there are some discipline issues with the subordinates, a good commander will go one step further and try to find out why the problem is happening and fix it. Getting to the bottom of the problem will not only help the soldiers, but it will also meet his or her needs. Once the need is fulfilled, the soldier surely was willing to die at any cost even worked in extreme conditions.

*Program Nikah Perdana Tentera Darat*, which has the cooperation of several private agencies is one of the efforts that can help the welfare of the soldiers. Organizing the ceremony alleviates the financial costs of members who want to start married life. Managing such a ceremony can save expenses, facilitate the bride and groom, and strengthen the spirit of camaraderie in the Malaysian Army (BERNAMA, 2022).

The soldier's family welfare is another important thing to look into as family is their primary backbone. Commanders must be aware of the socio-economic condition of his soldiers, as well as about the welfare of their families. BAKAT played an important role because they are the contributing factor to the success of the Malaysian Army. In example the e-BAKAT program, signed in April 2021 by a memorandum, should already be able to be implemented in stages. e-BAKAT is a BAKAT Transformation Program: The Second Direction-Family Economic Development initiative. Its goal is to develop BAKAT members' skills and knowledge to guide them into successful entrepreneurs through systematic planning and platforms (Zin, 2021). It can't be denied that e-BAKAT is a program for the soldier's wife to help the family economy in addition some of the soldier retires early. So, if the BAKAT members can generate a good economy, this can help a little and may be one of the primary sources of income, so both parties' efforts will benefit the family. This initiative is intended to benefit all BAKAT members, not just those with vocational skills but also those with skills that can help the family economy.

PERNAMA also plays an important role in supplying daily necessities to army personnel at affordable prices. The strategic location of PERNAMA, mostly in army camps, allows soldiers and family members to shop without travelling to town, especially when the soldiers are away for duties. Army personnel are undoubtedly among those who have been affected by the market price increase. With the subsidy rate provided, PERNAMA should use this opportunity to diversify sales items and assist soldiers and families in spending more wisely and prudently at PERNAMA. Furthermore, it is possible to collaborate with the e-BAKAT program to market BAKAT members' handiwork.

#### **❖ Improving the Facilities of *Rumah Keluarga Angkatan Tentera* (RKAT) and Housing**

Soldiers must have conducive living facilities, in addition enjoying the well-being of daily life without any worries while carrying



out their duties for the country. In ensuring the morale and welfare of the army personnel are constantly maintained, the comfort of the RKAT is enhanced through the welfare initiatives implemented by the Malaysian Army. To meet the needs of army personnel, the construction of new RKAT units is and will be done throughout Malaysia this year (Khairul Zaime, 2022). Several new RKAT projects are in the planning involving locations such as Hutan Melintang, Sibul, Kuching, Kota Kinabalu, Kota Belud, Tawau and Gemas, involving almost 3,000 residential units.

RKAT is one of the core welfare facilities provided primarily to members who have families and are serving and is one of the readiness factors in the service of the Malaysian Army. This housing facility ensures the welfare of Army personnel and their families is taken care of, and deployment can be carried out easily at any time. Married soldiers, widows or single mothers who have dependents are eligible to occupy the RKAT. While for single soldiers, mess/barracks facilities are provided in each camp. In addition to meet current housing needs, the army rents houses in groups where there are not enough RKAT, such as Bintulu, Tawau, Lahad Datu, and Bera in Pahang. This rental concept will be expanded to meet current needs, allowing army personnel to avoid paying high rental fees.

Besides, The Ministry of Defense must restore numbers of dilapidated RKAT to provide better living conditions for soldiers and their families. Members of the Armed Forces usually will be away for between one and three months to perform duties or attending courses. The working spirit of the military personnel would be uplifted if they do not have to worry about their family being left behind living in a safety RKAT environment.

Periodic maintenance is a must to ensure that the RKAT building is in a conducive condition to be occupied, reduce damage, ensure the safety of occupants, increase the lifespan of the RKAT building and preserve the image of the government. A consistent allocation budget and rate must be established for the maintenance and improvement plan to be fully implemented, both in the short term and over the long term. This action can certainly solve the problems facing by most of the military families living in RKAT. *Sel Perumahan* is responsible for supervising the maintenance work carried out by the appointed contractor to ensure that the agreed scope of work is implemented.

### ❖ **Strengthening Spirituality**

Strengthening the spirituality and morals of the soldier should be the most important thing to be done. Each army personnel's strength is not only determined by their physical prowess but also by their spiritual integrity. Consequently, the balance between physical and spiritual factors is crucial in forming an identity to perform tasks with trust and complete each assigned mission.

Spiritual elements can be fostered through religious programs, which should be prioritized in the daily life of army personnel. A religious person will certainly make a person with high integrity and contribute to an organization that can function transparently without leakage in performing roles and tasks. The commitment of subordinates is influenced mainly by the leader's spirituality. A leader's spirituality affects what they see and act, and their vision and goals significantly affect how committed they are. Surely, they will be able to distinguish between what is good and what is wrong to do their best in every task given. For example, The Malaysian Army can also sponsor Muslim soldiers to perform Hajj by applying for Hajj quota through a special quota for the Malaysian Armed Forces (MAF).

### ❖ **Improving Health Facilities**

The army organization in Malaysia puts great emphasis on the physical profile and fitness of the soldiers to maintain the overall force readiness. Army personnel who are always ready must be healthy physically, mentally and socially. Thus, all level of organization must work together to ensure all of them are fit to deploy at any time. The physical fitness test includes evaluating cardiorespiratory fitness, upper limb and trunk strength, and other physical attributes must be applied annually, and the results are considered for career promotion as well. Other than that, the standard health programs that every army personnel must adhere to should include intervention programs to combat overweight and obesity among army personnel, including health promotion programs and lifestyle behaviour changes. Besides that, a psychiatrist should conduct annual mental examinations of army personnel to ensure that no one is in a state of stress.

Medical facilities in the camps and military hospitals must consider the new experience and knowledge gained and ponder ways to improve. Development plus improvements should include infrastructure, further training needs and specialized equipment that are critical when encountering a pandemic such as COVID-19. Through the medical services, the army may consider establishing a

responsible subject matter expert to work alongside the national Disease Control and prevention office that conducts research on the potential high-risk epidemic at a national level. This will be useful for future medical crises and any CBRNe operations. Lesson learnt also suggests that any additional tasking of the medical staff must not hamper the routine medical treatment and examinations programmed for the serving members. Training in Humanitarian and Disaster Relief (HADR) for other contingencies also needs to be conducted by utilizing simulation to create situations that will identify niche and gap areas for mitigation of conflict resolution.

### ❖ **Empowering Education**

The cyber dimension is currently a significant challenge for national security and defense. The Malaysian Army is now better equipped to handle the difficulties and competition of the quick-paced technological era. An organizational structure and leadership that are attentive to the needs of the present day support this commitment. As a result, the Malaysian Army improves its cyber defense system by being prepared to use cutting-edge technology and by developing Network Centric Operation (NCO). The development of TDM's capabilities to deal with conventional and non-conventional threats is also aided by the focus on physical cyber following current needs.

Army personnel are always aware of and adept at managing the advancement of technology, both as users and as creators of that capacity. Creating Subject Matter Experts (SMEs) in related fields is included in this situation. The development of high-tech capabilities, like the NCO program, is seen to be facilitated by the influx of human resources with the required expertise and approvals.

To improve human resource competencies in the army, the army provides opportunities for the army personnel to study full-time or part-time at selected educational institutions. There are study opportunities ranging from the Diploma level to the Doctor of Philosophy (PhD) level in various fields. With the knowledge and qualifications they acquire, they will be able to make a more effective contribution, thereby improving the overall competence of the army (Yusoff Bakri, 2022).

The army also creates several initiatives to army personnel to face their retirement better to prevent them from falling into financial and economic problems after retirement, especially in the current economic unbalanced situation. The army also has implemented initiatives to recognize skills and courses so that the knowledge and

skills possessed can be utilized upon completion of service. A total of 254 members have obtained the Malaysian Skills Diploma through the Recognition of Prior Experiential Learning (RPEL) assessment implemented through the Skills Development Department. The army bears the total cost of these tuition fees.

Furthermore, the Malaysian Army has also successfully implemented the *Projek Perintis Kerjaya Kedua Lain-lain Pangkat Tentera Darat* involving 100 prospective retirees. They were given the knowledge and skills to increase their potential in identifying employment opportunities after retirement and were mentored by the *Perbadanan Hal Ehwal Bekas Tentera* (PERHEBAT) in collaboration with corporate companies for three months.

Besides, the education for children of an army personnel is not left behind. The children are eligible for an RM 1,000 scholarship through the *Program Bantuan IPTA dan Skim Pinjaman Akademik Anak-anak ATM* (SPAAT) to continue their education at institutions of higher learning (IPT). The fund is provided through the *Tabung Kebajikan Angkatan Tentera* (TKAT), which offers interest-free loans to the army personnel's children who wish to continue their education at IPT.

### ❖ Improving Recognition

Various financial incentives and welfare facilities for military personnel are often regarded as a driving force for excellent service. Additionally, consistent improvements in motivation and job satisfaction are the cornerstone of successful human resource management. Paying attention to the well-being of armies through compensation will affect how well they do their jobs and how easy it is for them to complete the task given. This is crucial in determining how far the military wheel moves forward or backwards.

The reward factor should be a pillar for developing work motivation so that the organization's objectives can be carried out collectively from the top down through scholarships for study assignments, participation in training and workshops, and other activities designed to improve the competence of army resources. In addition, armies should have the opportunities to attain achievements and ranks that meet the determination to gain structural positions within the military field. The impact of rewards and recognitions will drive the army to strive for prestigious achievements to justify its existence. In addition, the Career Path System for Officers and Other

Rank of the Malaysian Army has been enhanced, granting better opportunities for advancement based on the recognition of their skills.

## CONCLUSION

*“Tools, or weapons, if only the right ones can be discovered, form 99 per cent of victory. Strategy, command, leadership, courage, discipline, supply, organization, and all the moral and physical paraphernalia of war are nothing to a high superiority of weapons - at most they go to form the one per cent, which makes the whole possible.”* Major-General J. F. C. Fuller, Armament and History (Sikorski, 1993).

Combat power comprises three components: firepower, manoeuvre ability, and morale. The third pillar emphasize army personnel morale, inevitably leading to combat prowess to fulfil the primary role. We can say that combat power is a combination of the physical means available to a commander and the moral strength of his command. It is significant only in relation to the combat power of opposing forces. When applying the principles of war to battle, the development and applications of combat power are essential to the achievement of decisive results (Sikorski, 1993).

Both morale and motivation are unusual concepts. Morale and motivation are both indicators of command climate and outcomes of a positive climate. The US Army Manual on Leadership (2006) provides a clearer illustration of military morale:

*“Morale is the human dimension’s most important intangible element. It is a measure of how people feel about themselves, their team, and their leaders. High morale comes from good leadership, shared effort, and mutual respect”.* (S. & Inderjit, 2014).

Morale is not only an individual feeling, but also a reflection of how the team or group as a whole feel about themselves, which ultimately generates the motivation and zeal to complete their tasks. When members of a group feel respected and believe their commanders are performing well, morale and motivation are likely to be high. Each layer of command in Malaysian Army organization needs to strive to complete the needs of welfare, well-being of soldiers and families. In the military, the army chain of command is crucial. Giving orders, getting things done, and surviving in battle all depend on it. When it functions properly, it is surely contributing to the organizational effectiveness. Whenever there are complex issues occurred, army personnel should send the issue up the chain of



command to keep everyone informed. When things go wrong, leadership is ineffective, soldiers grow weary, and morale falls. Failure to adhere to the proper army chain of command can result in confusion, frustration, inefficiency, cause relief, or other disciplinary actions (Holmes, 2014).

In conclusion, the third pillar focuses on the welfare of an army personnel in many aspects to boost morale and instil confidence in the organization, so that they will not hesitate to give their maximum effort despite sacrificing life in return because they know their welfare will always be taken care of.

## REFERENCES

- ATM, M. (2022, February 22). *Malaysian Chief of Army Sets Six Focuses to be Implemented in 2022 - MY Military Times*. <https://mymilitarytimes.com/index.php/2022/02/22/malaysian-chief-of-army-sets-six-focuses-to-be-implemented-in-2022/>
- BERNAMA. (2022, July 2). *8 pasangan dinikahkan sempena Hari Ulang Tahun Tentera Darat*. <https://www.bharian.com.my/berita/nasional/2022/07/972192/8-pasangan-dinikahkan-sempena-hari-ulang-tahun-tentera-darat>
- Holmes, C. (2014). *The Army Chain of Command*. <https://www.part-time-commander.com/chain-of-command-army/>
- Khairul Zaime, M. N. (2022, February 21). *Kebajikan Warga dan Kesiagaan TD Diutamakan – PTD – Berita Tentera Darat Malaysia*. *Berita Tentera Darat Malaysia*. <https://btdm.my/index.php/2022/02/21/kebajikan-dan-kesiagaan-warga-td-terus-diutamakan-ptd/>
- Milton, S. (2003). 1 of 19. *Economía Espacial. Criticas y Alternativas*, 13–39.
- Mohd Zain, Z. (2020). PERINTAH ULUNG PANGLIMA TENTERA DARAT KE-28\_compressed. In *28th Chief of Army Order of the Day*.
- Ruzaini, N. (2020, July 11). *Perintah Ulung PTD Ke-28 – Berita Tentera Darat Malaysia*. *Berita Tentera Darat Malaysia*. <https://btdm.my/index.php/2020/07/11/perintah-ulung-ptd-ke-28/>

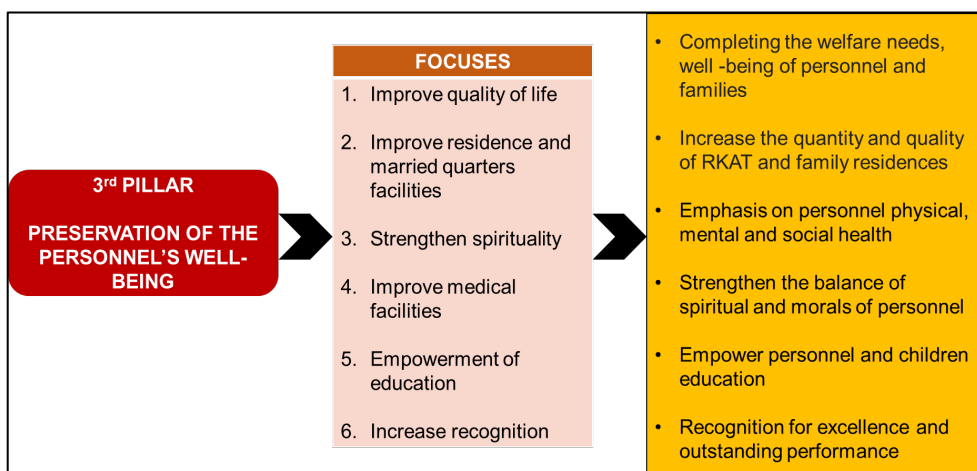
- S., A., & Inderjit, S. (2014). Evaluating the Command Climate in Military Units. *European Journal of Educational Sciences*, 01(03), 165–173. <https://doi.org/10.19044/ejes.v1no3a11>
- Sikorski, K. (1993). Components of the Combat Power of Modern Military Concentrations. *The Journal of Slavic Military Studies*, 6(1), 62–74. <https://doi.org/10.1080/13518049308430089>
- Touch, G. E. T. I. N., Prospectus, R. A., In, G. E. T., & Course, A. (2016). *Marketing Theories - Maslow's Hierarchy of Needs*. 1–5. <https://www.professionalacademy.com/blogs/marketing-theories-maslows-hierarchy-of-needs/>
- Yusoff Bakri, M. H. (2022, March 1). *utamakan kebajikan*. <https://www.utusan.com.my/nasional/2022/03/kebajikan-tentera-darat/>
- Zin, O. (2021, April 30). *e-Bakat bantu isteri anggota tentera jadi usahawan*. <https://www.utusan.com.my/nasional/2021/04/e-bakat-bantu-isteri-anggota-tentera-jadi-usahawan/>

# PRESERVATION OF THE PERSONNEL'S WELL-BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY

By **BRIG JEN ZAHAR BIN ARIFFIN**  
**ROYAL SIGNAL REGIMENT**

## INTRODUCTION

Amongst determinant factor of success for military operations is well-being of service members and their families. The concept of well-being is multidimensional, and it is an ongoing integration process which covers the level of happiness or satisfaction of work and life domain (Bowles & Bartone, 2017). The issues of well-being has always been the focus of the Malaysian Army especially the Malaysian Chief of Army ever since the inception of the force in the last 89 years ago. The Principles of War has outlined its basic requirement to be followed in order to accomplish a mission successfully. One of it is very close to this topic that is "Maintenance of Morale". Thus, well-being is crucial in maintaining soldiers will and spirit to fight at all time. The 28<sup>th</sup> Chief of Army's Order of the Day has outlined three principals and five pillars. The Third Pillar is the 'Preservation of the Personnel's Well-being' (Mohd Zain, 2020) which is intended to improve and maintain the well-being of the Malaysian Army members. This Third Pillar is further elaborated into six focuses and six emphasizes. The six focuses and emphasizes are as illustrated in **Figure 1**.



**Figure 1: The Third Pillar of the 28<sup>th</sup> Chief of Army's Order of the Day**

Most of the time in management, MAN, MACHINE and METHOD analysis is always applied to solve a problem. It is clear that MAN factor is the most crucial factor in any organization. Sophisticated MACHINE and comprehensive METHOD are meaningless if a MAN behind the MACHINE is of low quality. Therefore, the Malaysian Army is always gives it focus, attention and priority to his MAN. Maintaining personnel's well-being is always be the focus. Yet the Malaysian Army understood that it is not an easy undertaking for commanders as it is an abstract and diverse dimension in nature when dealing with human being is concern. Indeed, the Malaysian Armed Forces and the Malaysian Army are looking into the issue of well-being as priority through various initiatives. Programs such as improving housing facilities, higher learning scheme, enhancing health care facilities and recognition for outstanding and excellence performance have been in place, however issue pertaining well-being seem to be never ending issue as it is highly factored by continuous determinants such as technological advancement, surrounding and transition of generations. For example, highly dependability on electronics gadget such as smartphones, laptops, and tablets demand provision of new facility such as ability and adequate access to internet.

This paper is to convey the author's perspective in preserving personnel's well-being in conjunction with the Third Pillar stipulated in the 28<sup>th</sup> Malaysian Chief of Army's Order of the Day. The discussion in this paper will focus on the analysis of the Third Pillar and discuss possible approaches that shall be performed by commanders at all levels to preserve the well-being of personnel. It is perspective of the authors with nine years' experience as unit commander with forty over years of service as the Malaysian Army officer. Apart from observations and experience of the author, all possible approaches suggested are supported by findings in various literatures as well as primary source from interview with current serving members in the Malaysian Army.

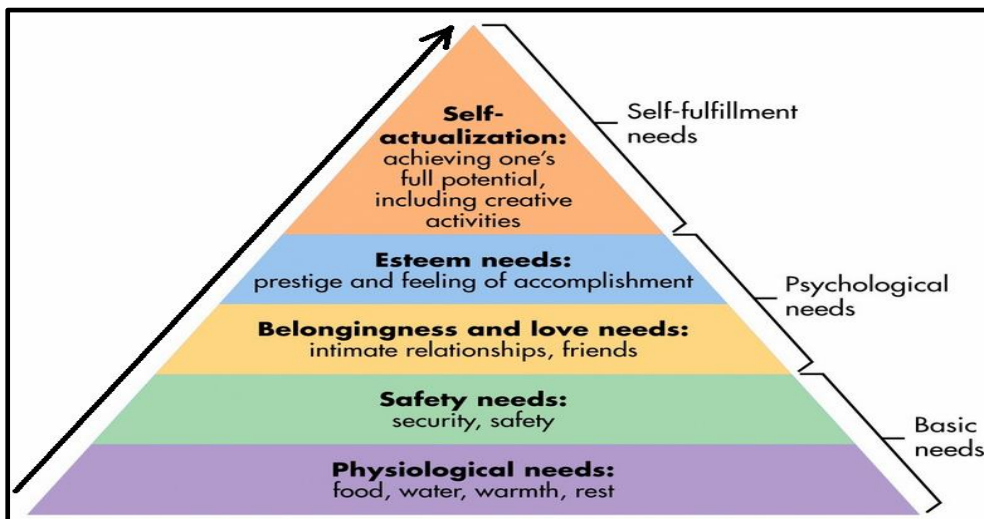
## **DISCUSSION ON PREVAILING ISSUES PERTAINING TO WELL-BEING**

At glance, the achievement of some of the focuses in the Third Pillar particularly in the Focus 2 (Improving residence and married quarters facility) and the Focus 4 (Improving medical facility) seem challenging especially for commanders at operational and tactical level since they have no full control except maintaining the facilities with very limited financial support. It seems that, to achieve these focuses requires strong financial capability and high-level decision

making. However, this discussion will suggest implied actions that can be taken by commanders to contribute to achievement of the focuses. Elaboration of implied measures that can possibly be taken by commanders at all levels will be discussed together with each focus.

### ❖ **Improve Quality of Life, Residence and Married Quarters Facility**

This outlined focus is broad and borderless. The achievement of this focus depends on the level of command of the commanders and the level of privilege granted to them. World Health Organisation (WHO) defines Quality of Life as an individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards, and concerns (WHO, 1998). While individual expectation is a highly subjective matter to discuss, Maslow's Theory of Needs will be used as the fundamental guidance in discussing this focus. Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. Needs lower down the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem and self-actualization (McLeod, 2018). Maslow's Theory of Needs illustrated as in **Figure 2**.



**Figure 2: Illustration of Maslow's Theory of Needs**

The first two elements at the bottom of the Needs Pyramid are categorised as the basic needs. In the context of the Malaysian Army, food is provided to bachelor personnel with minimum ration deduction

from monthly salary. Apart from that, for all members of the Malaysian Army despite being single or married, food is provided during operations and exercises. Thus, in this fulfilment, the Malaysian Army has mechanism in place. However, there are prevailing issues on provision of food. The quality or in other words the tastiness and nutrition of the food provided has always been the reason why bachelor soldiers refuse to consume food prepared at the cook house or messing facilities. Bachelor soldiers would rather opt to purchase meals from outside canteens or restaurants. This means that the food provided by the system unable to satisfy the bachelor soldiers cravings. Again, this may not be a conclusive judgement, but based on observation where many cook houses receive negative remarks from them. Other likely factors that may contribute to the situation are the serving portion of the meal which maybe too little to satisfy soldier's hunger, the dining time is too short and the discouraging ambience of the cook house.

Other basic needs including water, warmth (such as clothing) and rest (such as shelter like housing and barracks) are also provided to personnel within the Malaysian Army logistic ecosystem. There are also issues in providing water facility for cleaning and other consumption to personnel and family in certain bases. Water pressure and old water piping network can cause inconsistent water supply and could disrupt the state of well-being of personnel and family. Aging and deteriorating barracks and housing infrastructure would also cause life situation became uncomfortable. Thus, the very basic need of a human being according to Maslow's theory shall be fulfilled first for one to effectively function. Essentially, the needs of higher level within Maslow's needs pyramid have to be addressed as well to maintain the morale and well-being of personnel and family members. Recommendation in the subsequent subtopics of this paper will suggest how the commanders can apply his actions towards the fulfilment of the upper stages of the needs pyramid. In a nutshell, all basic needs require for a person to reasonably behave as normal human being as outline at the bottom most of the pyramid shall be maintained and any issues arises shall be effectively addressed. Failing which, expectation on high morale and good level of well-being soldiers will only become rhetoric.

### ❖ **Strengthen Spirituality**

According to Villani et al (2019), spirituality and religiosity were found to be positive predictors of subjective well-being, even if the results are not altogether consistent across studies. This mixed evidence is probably due to the inadequate operationalization of the



constructs as well as the neglect of the moderation effect that the individuals' religious status can have on the relation between spirituality/religiosity and subjective well-being. Like provision of the basic needs as discussed in the previous subtopic, the Malaysian Army has the mechanism to fulfil this need in place. The establishment of the Armed Forces Religious Corps (KAGAT) is to instil Islamic values to the Malaysian Armed Forces, which most of the members are Muslim. The existence of KAGAT has significantly changes the morals of the Malaysian Army personnel. Transition of generation and advancement in technology are imposing dynamic challenges to KAGAT in preserving the spiritual well-being and morals of the personnel.

Spiritual well-being is a dimension contributing to your holistic health; one cannot achieve overall well-being without having balance in each of the dimensions (Roberts, 2016). The statement suggests that spiritual factor is as equally as important besides other factors in achieving well-being of human beings. This is where KAGAT becomes highly significant to ensure spiritual well-being is maintained. In ensuring the balanced of spiritual well-being and overall well-being of personnel, each Muslim members of the Malaysian Army must undergo *Pendidikan Islam dan Fardhu Ain* (PIFA) course, while non-Muslim members must undergo *Pendidikan Moral dan Etika Tentera* (PMET) course. Apart from that, various spiritual activities frequently organised by all level from formations to units. Despite having all the spiritual activities in place, wrong doings and immoral activities still happening at large among army personnel. Drug abuse cases, corruption, domestic violence, AWOL, cyber gambling and other criminal cases are still occurring among the army personnel. The prevailing occurrence of these cases does not represent the breakdown initiatives by the Malaysian Army, but it is merely caused by surrounding social environment. This is another aspect that the commanders need to consider in maintaining the balanced of personnel's well-being.

#### ❖ **Improve Medical Facilities**

The medical service in the Malaysian Armed Forces (MAF) provides medical service to the personnel, families, veterans, and civilians employed by the Ministry of Defence. The mission of the MAF Health Service is to conserve the fighting strength of MAF (DG of MAF Health Service, 2018). The structure of MAF Health service comprises of Battalion Health Centres located at each battalion in the Malaysian Army, typically a 10 bedded ward health centre. Dental centres are available at army camps at brigade level. Presently there

are four military hospitals located in Lumut Naval Base, Terendak Army Camp, Gemas Garrison and MAF Hospital in Wangsa Maju.

Army personnel who are serving in Klang Valley indicate satisfaction to the available service of medical facilities. The satisfactory level indicated varies in accordance to where the personnel are serving. For instance, personnel who are serving in Klang Valley, have better access to better medical facilities available in the MAF. Soldiers who are serving nearby the MAF Hospitals namely in Kuala Lumpur, Lumut, Terendak and Gemas have better access to advanced health facilities. While soldiers who are serving in more remote areas can only access to basic medical facilities. For instance, personnel and family who are stationed in Eastern Malaysia (Sabah dan Sarawak) which the MAF Hospital are not present or far away from this facility have to rely on public medical facilities available in the location which obviously have to share and treated equally with the civilian populace. Some privileges that shall be enjoyed by personnel and their families are yet to be made available for personnel who are serving in these remote locations. Some services are not provided and not available at the on locations medical facilities such as annual medical check-up for Senior Officers (Senior Officer PULHEEMS or SOP) and other in-house treatments. In general, medical facilities need to be improved across the Malaysian Army. The priority must be given to the personnel and their family, followed by veterans and other civilians.

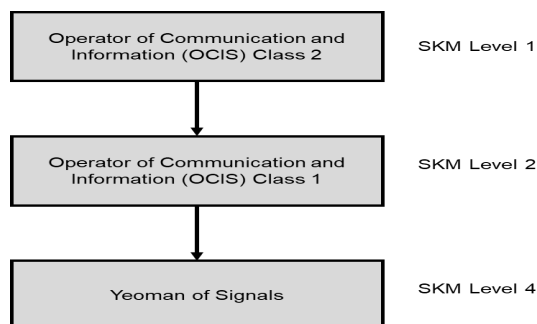
The *Projek Jiwa Murni* or Winning Heart and Mind Project is a project undertaken by the Malaysian Army which is under the framework of state and central government initiative. The Malaysian Army as part of the component within the operation together with other government agencies will conduct a temporary service centre in remote location to provide variety of services. One of the most crucial services provided comes from the MAF medical service due to its capacity and capability to operate in remote area and area of conflict. In this undertaking, medical and dental component will go into remote area, where medical facilities are inaccessible, to provide medical service to the local populace. While carrying out these tasks, the MAF Medical and Dental Officers and personnel will be selected from those who are stationed in remote the MAF medical facilities (which is already lack of personnel). Due to the unavailability of medical personnel who participated in the *Projek Jiwa Murni* the service for personnel and families has to be rescheduled and new appointment will take some time normally two or three months later. Generally, there are some shortcomings that need to be addressed in order to improved medical service for the personnel and families. However, to

improve the medical service, it is beyond commanders at the tactical and operational level capability as the requirement involves decision at higher level and huge financial commitment. As the saying goes 'Prevention is Better Than Cure', thus commanders could play essential role to emphasis preventing rather than curing culture, which later will be discussed in the subsequent subtopics of this paper.

### ❖ Empowerment of Education

As the country is embarking into Industrial Revolution 4.0 (IR 4.0) together with the emerging technologies including Big Data, 5G and Internet-of-Thing (IOT), education becoming more and more important for one to strive in current challenges. Education becoming a necessity as access to knowledge becoming more convenient. Technological advance of the world also catalyst the technological advancement of military apparatus and war fighting machines. Various initiatives have been introduced by the Malaysian Army and the MAF in empowering education amongst personnel. The K-Force initiatives which aimed to improve educational level of personnel was started in 2004 but no longer in place and replaced with a different education scheme. Other initiative includes the Vocational Training Accreditation Framework was introduced in 2005 and spearheaded by the Army Training and Doctrine Command (TRADOC) Headquarters, in which soldiers will be accredited in accordance with the relevant industries within the nation's industrial field. Career courses conducted within the army has been evaluated and soldiers awarded a certificate at certain level of training upon completing the course. Soldiers who completed the course will be awarded Malaysian Skill Certificate (Sijil Kemahiran Malaysia – SKM). The following course and accreditation award process shows a trade career course of the Royal Signals Regiment as an example in

**Figure 3:**



**Figure 3: Malaysian Skill Certification for One of the Royal Signals Regiment Career Course Conducted in Army Institute of Communications and Electronics**

Other opportunities are also available in the Malaysian Army framework. Personnel can apply Higher Learning Scheme through the Malaysian Army Human Resource Branch (CSM) for full-time and part-time mode of studies from various public or private universities. Personnel who entered the service with the minimum academic requirement are also given the opportunity to take *Sijil Pelajaran Malaysia* (SPM) examination to improve the result. The initiatives spearheaded by General Service Corps (Education) gives the opportunities to personnel to improve their academic qualification.

Accreditation of Prior Experiential Learning (APEL) is a systematic process that involves the identification, documentation and assessment of prior experiential learning to determine the extent to which an individual has achieved their desired learning outcomes, for assessment of study programs and award of credits. APEL provides an opportunity for individual with working experience but lack of formal academic qualifications to pursue their studies in Higher Education Institutions. In general, knowledge obtained through formal education and working experience will be both assessed in APEL's assessment (Kaprawi et al., 2015). This is another initiative available at national level to enable personnel to pursue their higher education.

With various platforms and opportunities to pursue higher education, the percentage of takers among army personnel is relatively low especially among other ranks. Through interview and observation, most personnel are reluctant to pursue higher academic qualification. These are factored by lack of information on the opportunities available, work commitment, family commitment and happily living in status quo. There is also situation where commanders do not encourage their subordinate to go for further studies due to lack of officers or soldiers in the units especially if they are among the best officers or soldiers. This imposed another challenge for commanders to support the realization of the Third Pillar, whilst recommendation for action to be discussed in recommendation topic.

### ❖ Increase Recognition

In many businesses, employee recognition is something to aspire to. However, when it comes to the military, ensuring that everyone feels valued can be a matter of life or death. Indeed, for thousands of years the world's most successful militaries have succeeded not just because of the heroism of a few individuals, but because thousands of men and women have been honed into the

ultimate team (Kowalewski, 2021). The purpose of recognition in the Malaysian Army is to show gratitude and appreciation to personnel who have outstandingly performed. It is also to motivate personnel to continuously perform their task with excellence standard. The recognition through awarding medals however has its limitation in numbers of recipients. To compensate the need to recognise outstanding performance of soldier, commander can play an active role in recognising and awarding soldiers at unit level.

## **RECOMMENDATION**

To fulfil the demands to address well-being as the 28<sup>th</sup> Chief of Army's Order of the Day, the recommendations will be outlined in two parts which are the recommended actions by commanders at all level and recommendation to be considered at strategic level. As we know, to fulfil some focuses initiatives, financial factor is beyond control as it is not at the disposal of the commanders especially at tactical and operational level. Some initiatives must be further escalated at the strategic level especially when involved standing policies and financial implication.

### **❖ Improvement of Quality of Life, Residence and Married Quarters**

The commanders must sincerely acknowledge their personnel needs, as basic care requirement. Soldiers will feel honoured and appreciated if the commander knows them by their names and well aware of their affairs. Treating the soldiers with empathy will earned their respect towards the commander. Thus, commanders must spend more time to get to know their soldiers by heart. This can be achieved by getting together in social activities which involved soldiers and commanders. In such activities, protocol need to be reduced so that communication between two sides can be established. In term of married quarters, the commanders shall schedule their visit to soldiers' married quarters and residences to evaluate their family's living condition. A Commanding Officer in a regiment could use resources in his disposal to support married quarters issues faced by his soldiers. The schedule visit should be continuously done by the commanders at all levels and supported by their superior.

In terms of maintenance of married quarters and soldier's residences, commanders should instil adequate maintenance culture towards their soldiers. Commanders should constantly remind the soldiers the importance of good maintenance culture to ensure



married quarters is always be a comfortable place to live in. Initiatives within the *Projek Jiwa Murni* framework could be extended such as repairing personal houses belong to the soldiers and family members by using military facilities may be with minimum charges. After all, charity begins at home.

#### ❖ **Strengthen Spirituality**

Frequent spiritual activities need to be conducted to strengthen the spiritual well-being among soldiers. Commanders shall use their creativity in innovating spiritual activities. Spiritual activities shall be enriched apart from typical activities like *Tahlil* and recitation of *Surah Yaasin* during Friday night. Commanders can have reading *Al-Quran* translation class in order to make them understand the content of *Al-Quran*. Commanders must leverage in placed mechanism and variety of activities to attract participation of soldiers as well as family members.

#### ❖ **Improving Medical Facilities**

This focus requires financial resources and appropriate authority at one disposal. Commanders can conduct their own health awareness program stressing that prevention of illness is better than cure, with the hope of the frequency of visiting the medical centres among soldiers and family can be reduced. Commanders can promote healthy eating culture and enrich physical activities within their unit or subunits.

While at strategic level, improving medical facilities should be a continuous effort. More Military Hospitals need to be built specially to cater the needs of soldiers and family in the Eastern Region (Sabah and Sarawak). The number of doctors at hospitals or clinics need to be increased and service to personnel and their families should always be priority. While the *Projek Jiwa Murni* to be selective so that doctors can have more time to serve and focus on the health of soldiers and their families apart from outreach program dedicated to rural society.

#### ❖ **Empowerment of Education**

Commanders shall encourage soldiers to pursue education at higher level. Promotion of scheme available in the army shall be made known to soldiers which in case, there are soldiers who wanting to pursue their studies. This should be supported by the commanders. The commanders shall leverage the presence of education personnel

at the unit to conduct promotion on the offers available. Commanders should advise soldiers on the importance of having higher education qualification which important for career progression.

When it comes to children education, commanders shall facilitate acquisition of sponsorship and scholarship to their soldier's children who excel in education to pursue higher academic qualification. Programs such as free tuition can be organised at unit level by leveraging officer's and soldiers' spouses who work in education sector as tutor for the soldier's children.

### ❖ **Increase Recognition**

Commanders should be creative in order to recognise outstanding performance of their soldiers. Awards and medals at state and national level are scarce which only selected few can be awarded. However, commanders at their level can recognise their outstanding soldiers by awarding them certificate of excellent during Unit's Day parade. The achievement of soldiers also shall be made known by leveraging the social media and bulletin.

## **CONCLUSION**

The well-being of personnel indeed an important factor to ensure the success of an organisation including such a prestigious institution of the Malaysian Army. Various platform in the form of programs and initiatives have been in place within the framework of the Malaysian Army. However, any program or initiative is subject to the availability of financial resources, which is understandably scarce in nature and beyond the authority of commanders at most level.

In the effort of supporting the realization of the Third Pillar of the 28<sup>th</sup> Chief of Army's Order of the Day (Preservation of the Personnel's Well-being), commanders especially at tactical and operational level need to play their role to ensure the well-being of personnel subject to them are adequately preserved. Some focuses within the Third Pillar of the Order of the Day can be achieved by commanders' initiative and creativity. The commander's wisdom and experience play an important role in inventing initiatives and programs toward preserving personnel well-being.

In addition, well-being issues are dynamic in accordance with technology, social and economic change. Commanders must see this as a challenge and leverage all available resources and their authority to address the issues of well-being. The current demand may change

due to change of technology and social trend. One of the major demand of personnel nowadays is to have better connectivity as the usage of technology in the form of gadget become increasingly important and no longer can be denied

## REFERENCES

- Bowles, S. v., & Bartone, P. T. (2017). Handbook of military psychology: Clinical and organizational practice. In *Handbook of Military Psychology: Clinical and Organizational Practice*. <https://doi.org/10.1007/978-3-319-66192-6>
- DG of MAF Health Service. (2018). Almanac\_ Malaysia • Military Medicine Worldwide. *Military Medicine World Wide*.
- Kaprawi, N., Razzaly, W., & Wan Ali, W. N. S. (2015). Implementation framework system for accreditation of prior experiential learning (APEL) in higher institutions in malaysia. *Jurnal Teknologi*, 77(33), 145–150. <https://doi.org/10.11113/jt.v77.7019>
- Kowalewski, B. (2021, April 20). *Employee Recognition Lessons We Can Learn from the Military*. Bucketlistrewards.Com.source: <https://bucketlistrewards.com/blog/employee-recognition-lessons-military/>
- Mcleod, S. (2018). *Maslow's Hierarchy of Needs*.
- Mohd Zain, Z. (2020). PERINTAH ULUNG PANGLIMA TENTERA DARAT KE-28\_compressed. *28th Chief of Army Order of the Day*.
- Roberts, K. (2016). *Spiritual Well Being Denition Spiritual Well Being*. <https://insights.vitalworklife.com/blog/2016/01/04/wheel-of-well-being-spiritual-dimension-definition>
- Villani, D., Sorgente, A., Iannello, P., & Antonietti, A. (2019). The role of spirituality and religiosity in subjective well-being of individuals with different religious status. *Frontiers in Psychology*, 10 (July). <https://doi.org/10.3389/fpsyg.2019.01525>
- WHO. (1998). *WHOQOL User Manual Programme on Mental Health Division of Mental Health and Prevention of Substance Abuse World Health Organization*.

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By BRIG JEN MOHD FAZLY BIN MAT SAID  
ROYAL ARMoured CORPS**

---

### **INTRODUCTION**

The history of the Malaysian Army can be traced back to 1<sup>st</sup> of March 1933 with the formation of the first Experimental Squad of 25 Malay recruits under the British Administration, marking the birth of the most senior regiment in the Malaysian Army (MA) which was later redesignated as the Royal Malay Regiment (RMR) (Tan, 2012). Throughout the First Emergency from 1948 until 1960 alongside the British Commonwealth Forces, the MA became most successful in suppressing and eventually eliminating the internal threats in a Counter Insurgency Campaign (Stubbs, 2018). Between 1979 and 1983, the Government of Malaysia introduced a modernization program that provided for the expansion of the MA. The subsequent restoration of peace and stability in the country enabled the MA to reorganize itself into a conventional force (Stubbs, 2018).

In this period of expansion, the MA aggressively pursued to transform the force with a focus on the integration of systems, equipment, doctrine, training and necessary infrastructure in conjunction with soldier and leader development into a combat-capable unit that can decisively defend the nation (Mak, 2017). The challenge to manage these changes is not an easy one, but it was a challenge the MA enthusiastically accepted and was determined to accomplish in the following years. Today, the MA has transformed itself into a lean, compact and effective formidable force that is structured, equipped and trained to meet the uncertain times ahead (Malaysian Army, 2020). For rapid and decisive manoeuvres, the fighting units are structured along with combined arms formations and are equipped with state-of-the-art weapon systems (Mak, 2017), but the most precious asset that has earned local and international recognition including respect, through participation in the local operation, international peacekeeping and humanitarian efforts is the people that make up the army who are highly professional, disciplined and motivated.

Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, the 28<sup>th</sup> Chief of Army has outlined Three Principles and Five Pillars, which

are applied as a driver of the MA towards excellence (Malaysian Army, 2020). The Three Principles and Five Pillars concept is in line with the action plan and aspirations of the top leadership of the Ministry of Defence and the Malaysian Armed Forces (MAF). The First Pillar, namely 'Mission Continuity and Preparedness' has successfully developed the Army Strategic Management System (2021-2025) as a guide for effective strategic management planning. The acquisition of assets to enhance the ability to operate in the two regions simultaneously is also in full swing. For the Second Pillar, 'Organisational Integrity', the MA structuring process is showing a very positive development.

Restructuring of assets and human resources to support MA's operational functions in the two regions is underway. Meanwhile, the Third Pillar, namely 'Preservation of the Personnel's Well-Being' emphasizes efforts to upgrade and address the issue which is focused to improve the well-being of personnel. The Fourth Pillar, 'Strengthening Defence Relations' states the implementation of regional and international cooperation activities, and will continue to use a new approach by utilizing the use of virtual media. The last pillar, 'Improving Army and Civil Relations' shows the efforts and commitment of MA in providing assistance and cooperation to the government and the people in the implementation of Military Operations Other Than War (MOOTW).

MA acknowledged the significance of the people that make up the army and their well-being is to be given the utmost importance by the organization. Hence, this paper will discuss the preservation of the personnel's well-being by looking at the commander's perspective in fulfilling the Third Pillar of the Chief of Army's Order of the Day. The discussion will be on the focusses of the Third Pillar namely quality of life, improvement to housing, spiritual strengthening, enhanced health facilities, educational empowerment and service recognition.

## **THE DEFINITION OF WELL-BEING**

There is no consensus around a single definition of well-being, but there is general agreement that at minimum, well-being includes the presence of positive emotions and moods, the absence of negative emotions, satisfaction with life, fulfilment and positive functioning (Dasgupta, 2019). In simple terms, well-being can be described as judging life positively and feeling good. Well-being is a positive outcome that is meaningful for people and many sectors of society because it tells us that people perceive that their lives are going well (Eid & Diener, 2017). Good living conditions is one of the

fundamental to well-being. Tracking these conditions is important for public policy. Well-being generally includes global judgements of life satisfaction and feelings ranging from depression to joy. Well-being can provide a common metric that can help policymakers shape and compare the effects of different policies (Dasgupta, 2019).

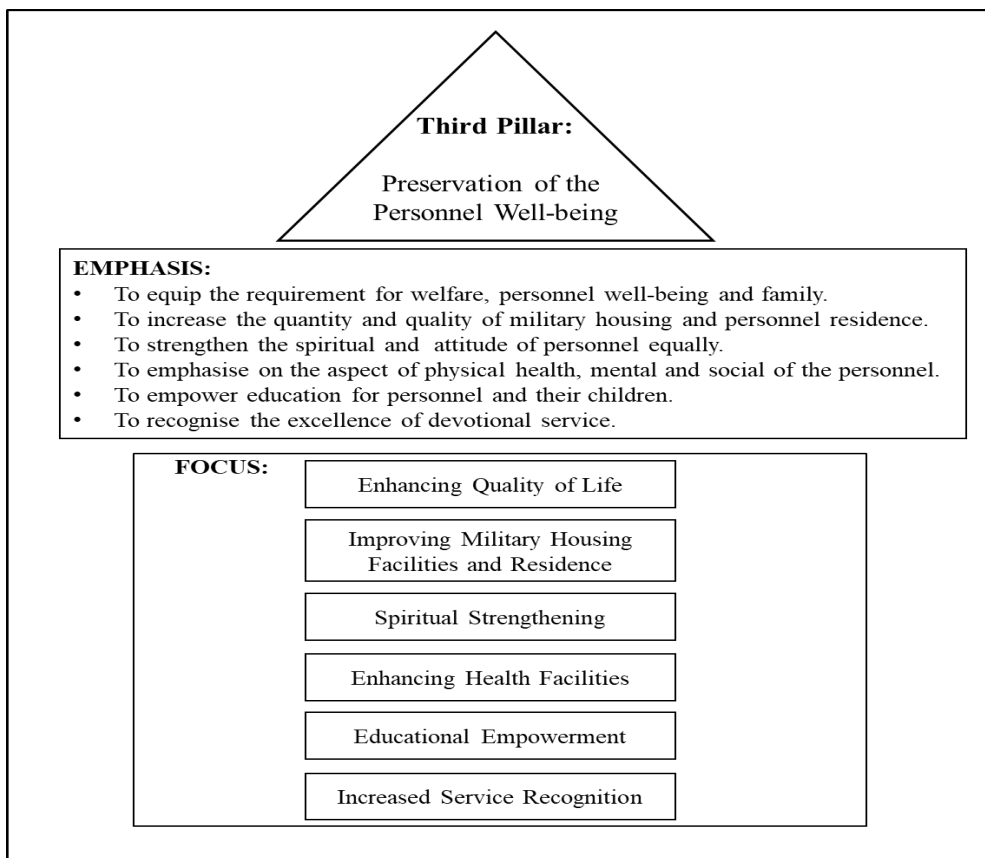
Measuring, tracking and promoting of well-being can be useful for multiple stakeholders involved in disease prevention and health promotion. Well-being is associated with numerous health, job, family and economically-related benefits. For example, higher levels of well-being are associated with decreased risk of disease, illness, injury, better immune functioning, speedier recovery and increased longevity. Individuals with high levels of well-being are more productive at work and are more likely to contribute to their communities (Diener & Larsen, 2018).

In the MA, the preservation of the army personnel's well-being can boost the morale of the personnel and improve organizational performance. Morale is not only seen as a vital piece of the equation, but it is the key to solving the entire thing. According to Napoleon Bonaparte, *"An army's effectiveness depends on its size, training, experience, and morale, and morale is worth more than any of the other factors combined"* (Robert, 2017).

## **ARTICULATING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

The focus of the Third Pillar namely quality of life, improvement to housing, spiritual strengthening, enhanced health facilities, educational empowerment and service recognition will be articulated to extract the commander's holistic view of the Third Pillar dimension. The Third Pillar is illustrated in **Figure 1**. Hence, the elaboration on those six focuses in the Third Pillar of the Chief of Army's Order of the Day will be mentioned in the next section.





**Figure 1: The Third Pillar of the Chief of Army's Order of the Day**

### ❖ Enhancing Quality of Life

Presently, quality of life is thought of as a multi-dimensional concept, defined as factors that promote physical, psychological and social well-being, as determined both by the actual environment and by the perceptions of personnel (Azad et al., 2015). The way army personnel perceive their lives overall is typically measured as the sum of their feelings about several different aspects of life. This aspect corresponds with human dimensions of service life including the perceptions of duty and career matters, socioeconomic issues, and family and personal concerns (Diener, & Suh, 2017). This cluster of domains is relatively stable across individuals and over time. Such stability implies that army personnel and their families will continue to be concerned with the same facets of their lives regardless of future changes. Quality of life, as a term, is difficult to define comprehensively. Each army personnel may evaluate the quality of his or her life in somewhat different terms. The term embraces the human dimensions of service life which is the environment in which army personnel work and live.

Military service has certain unique characteristics, most notably a requirement for commitment to service and sacrifice that extends well beyond most civilian occupations. This commitment often requires army personnel to leave home and loved ones for extended periods and occasionally exposes army personnel to the hazards associated with military operations including combat. Army personnel lives by a code of behaviour more demanding than that required of the average citizen. These unique demands require formation and unit commanders to seek ways to deal with the special stresses inherent in a military lifestyle and career. The human dimensions of service life in what is defined broadly as the quality of life are critical components for achieving military retention, readiness, and performance objectives. Changes in how the quality of life priorities are ordered by individuals and families and how they can best be delivered should be expected. To adapt to these changes, the MA must be both flexible and aware of the complexity of human needs and the interrelationships between military duty and personal concerns.

#### ❖ **Improving Military Housing Facilities and Residence**

Housing is a basic physiological need for a person according to Maslow (1943). According to Balestra and Sultan (2013) housing contributes to a person's health and the needs of their children's development. Housing also has a profound impact on the quality of life and well-being of a person. In the MA, housing supports the well-being of the army personnel and their families from the stressors of the military lifestyle. Military family housing supports the army personnel psychiatry in the component of morale. This influences their success in performing their duty and reinforces their overall readiness for military service. The military occupational demand and lifestyle require a high level of commitment and dedication from army personnel. The army personnel are required to undergo military training and exercises and hazardous duty assignments that might causes injury, captivity and death. They are also expected to be frequently relocated to different duty stations sometimes enduring separations from their family. Some military bases are in remote areas, where communities do not have adequate housing. In some other locations, local housing is expensive or unavailable.

MA recognized the importance of housing for the army personnel with families and pledged to provide the quantity of housing that the military service needs, albeit financial limitations may limit its delivery. Residential satisfaction is a concept that could be useful to improve unsatisfactory environments. Varady and Carrozza (2019)

state that residential satisfaction could improve job performance. Hence, this supports the notion in the Third Pillar to focus on housing facilities and residences for the army personnel to increase their morale and job performance.

### ❖ **Spiritual Strengthening**

The inclusion of spiritual strengthening in the Third Pillar is a part of efforts by the MA to enlist religion and spirituality as ways to boost and sustain morale. This can be a method to test army personnel for psychological fitness and to detect who was most vulnerable to weaknesses. Spiritual fitness is the beliefs and practices that strengthen army personnel's connectedness with sources of hope, meaning and purpose. Spiritual fitness is critical to developing overall wellness. Spiritual fitness is an area of possible difficulty for individuals. They may lack a sense of meaning and purpose in their life. At times, it is hard for individuals to make sense of what is happening to themselves and others around them. They may not feel connected to something larger than themselves. They may question their beliefs, principles and values. Nevertheless, who they are and what they do matters. There are things to do to provide more meaning and purpose in their life. Due to this, strengthening army personnel's spiritual fitness should be an important goal for their well-being.

Spiritual strengthening as depicted in the Third Pillar works at both levels at the same time, benefitting individual army personnel and the MA concurrently. Pargament et al. (2020) describes spirituality strengthening as a way to help soldiers cope with the stresses of everyday life, develop their potential, and aid them in their recovery from trauma and injury, but they also see the initiative as benefitting the collective needs of the army as well. Spirituality has been identified as an important factor in mission preparedness and what its strengthening improves is not just the army personnel's sense of meaning and purpose but also the cognitive skills needed to be a more adaptive and resilient warrior (Pargament et al., 2020). Hence, the ability to accept the reality of a situation and the motivation to persevere and the latter is something that benefits the MA as a whole. In other words, spiritual strengthening is meant to support the well-being of army personnel as individual human beings and make them more motivated soldiers who's able to contribute to the MA overall mission in an age of long-term commitment.

### ❖ Enhancing Health Facilities

As a large service in the Malaysian Armed Forces (MAF), the MA is committed to ensuring that all army personnel, as well as their families, receive appropriate health care for everything from general health and well-being to specialized clinical care for combat-related injuries and non-combat induced illnesses and disorder. As part of its charge, the MA must protect the health and well-being of its personnel and their families in ways that extend beyond bearing arms. Health can be more severe for both army personnel and their families when certain risk factors exist. Families with a history of problems, young families experiencing their first military separation or families who recently moved to a new duty station are more vulnerable to the health stresses of deployment (Terri & Carrie, 2019). Additionally, families of army personnel without a unit affiliation or those serving abroad are more likely to experience higher stress levels. Serious barriers to accessing quality health care for army personnel and their families will increase stress and diminish morale among the personnel (Terri & Carrie, 2019). Stress is a significant determinant of performance, emotional well-being, and other work outcomes in military settings (David et al., 2017). The issues surrounding health well-being and stress in the MA may be complex, but the importance of the problem cannot be overlooked. This is a context that plays a role in the lives of army personnel both directly and indirectly.

MA has an obligation as the caretaker to work to better understand these phenomena, document their effects and work to make the well-being of army personnel better. Due to this, improvement to health facilities for army personnel and families can lead to increased productivity and increased personnel morale and confidence in making informed health decisions. Effective healthcare facilities are essential in sustaining the physical and mental health of army personnel. During difficult times and uncertainty, army personnel will look to the health care provider for clarity, reassurance, and guidance. The improvement in health care can be achieved through the establishment of centralized leadership to better coordinate the health services on army bases and surrounding communities. Apart from that, educating military leadership about the importance of health care among army personnel and their families is of utmost significance. MA ensures that treatment is available to army personnel and their families throughout their tenure of service.

### ❖ Educational Empowerment

The MA has long been committed to investing in the education of army personnel and family members. The education empowerment programs are designed in part to enhance the competency of army personnel and support army personnel's transition to civilian life. Indeed, the opportunity to attain and support education is also extended to the family members. This commitment by MA to army personnel and family quality of life is an enduring factor to improve personnel's well-being. More specifically, support for education is a benefit and it has a potential effect on the morale of the army workforce (Shelburne & Groves, 2017). Apart from that, as education is gained, the army personnel's academic prospects may improve which might ultimately motivate him or her to contribute better to MA. Education empowerment for army personnel will encourage under-qualified personnel to pursue further education when such opportunities are available if they have the ability required for such higher education, rather than gravitate towards tasking where they would fit better according to their current level of education (Brookfield, 2015). Doing so would enable army personnel to achieve optimal person to job fit, job satisfaction and enhanced subjective well-being.

The achievement of a significant level of education is a valued outcome in MA. Ensuring that army personnel's spouses and children to get an excellent education is a top priority for MA as it is recognized that education is a stabilizing influence in the lives of adults and children, as well as important to retention and morale for the army personnel. Education is valued because of its presumed positive influence on one's well-being as we tend to believe that educated army personnel and family members can have better lives because they are better informed and thus make better decisions and hold better appointments.

### ❖ Increased Service Recognition

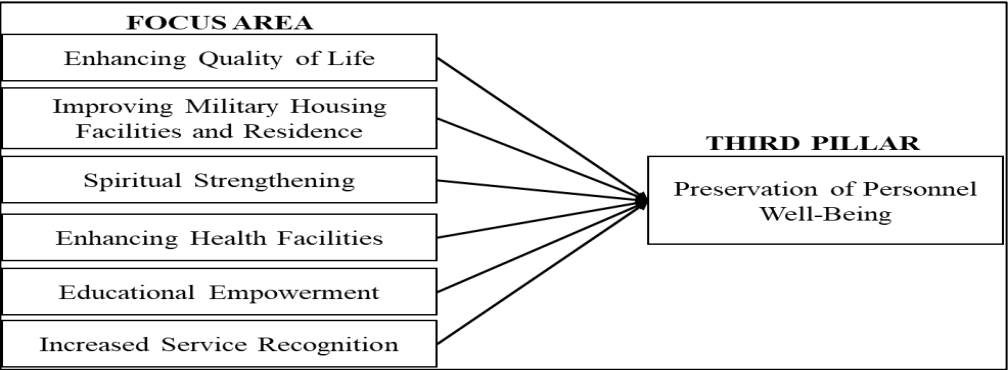
Personnel recognition is the acknowledgment of MA for exemplary performance. Essentially, the goal of personnel recognition is to reinforce particular behaviours, practices or activities that result in better performance and positive results (San et al., 2019). Recognition and morale are closely related. When army personnel feel appreciated, valued and supported in their work, they'll feel motivated to put their best effort in. However, when army personnel feel underappreciated or unimportant, they won't be motivated. When this becomes a wide issue, workplace motivation will sink. Hereafter, MA always recognizes army personnel for their achievements and

their efforts for them to feel valued and cared for. There's no getting around this fact. The better and more personalized the recognition is, the better personnel morale is going to be (Ajila & Abiola, 2014). Increased service recognition provides army personnel with a tangible symbol of appreciation and remembrance of the time they spent on active duty serving the country. Awarding army personnel with recognition is something that can help them feel valued, proud and respected. Presenting them with recognition also communicates that MA is conscious of their contribution and sacrifices.

Recognition comes in all shapes and sizes. Some of the ways MA recognized its personnel is through service awards. A service award is an opportunity for MA to recognize its personnel for their longevity or tenure with the MA. A service award comes in many variations as does the approach MA uses to recognize the service of its personnel. Another benefit of increased service recognition in the MA is that it can be the foundation for cultivating a culture of self-improvement. One of the best ways for personnel recognition is to provide them with opportunities to learn and make themselves better at what they do (Bakker & Demerouti, 2018). To take it a step further, it will also be great to reward personnel who have taken the time to focus on organization improvement.

**THE OUTLOOK OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

Based on the above discussion, it is observed that the focus area in the Third Pillar is indeed an important dimension to preserve the personnel's well-being. The six focus areas of quality of life, improvement to housing, spiritual strengthening, enhanced health facilities, educational empowerment and service recognition can be looked upon as soft factors depicted in **Figure 2**.



**Figure 2: The Soft Factors in the Third Pillar**



The soft factors are the human factors or the behavioural traits of management, for instance, leadership, quality of life, empowerment, employee involvement and recognition (Rahman, 2019). Several researchers have determined that soft factors have an impact on human well-being (Rahman & Bullock, 2018). The soft factors are significantly correlated with the preservation of soldiers' well-being in the MA. This implies to the commanders that focusing and implementing the six soft factors in MA would promote the overall well-being of the army personnel. Thus, the commanders should understand that effective implementation of these factors will lead to greater soldiers' well-being. The implication is that commanders need to focus on all the soft factors to achieve better well-being for their personnel. Therefore, the commanders must be creative and firm in implementing the Third Pillar in their respective unit or formation. In terms of personnel, commanders must take the initiative to encourage them to improve continuously their quality of life, which is necessary for increasing organizational performance.

To achieve this, commanders have to increase self-awareness as well as all junior and mid-level leaders of the changing needs of their personnel. All personnel should be given proper housing facilities to ensure that their family is safe and secured. Commanders must be emphatic on this requirement for the personnel to develop confidence and trust in them. Concerning personnel's spiritual aspect, commanders should realize that developing an appropriate physical, mental and social culture for continuous improving well-being requires training the personnel on spiritual fitness. Commanders must also ensure that personnel and their family members should be given adequate education opportunities. In this sense, commanders must motivate the personnel with continuous lifelong education in work-related and problem-solving abilities. In terms of reward and recognition, commanders must realize that the personnel are more likely to share their ideas for work improvements when commanders give them credit and recognition for their contributions to the organization. Adequate health facilities and programs can enhance personnel satisfaction by communicating to all personnel that the MA cares about their health and is willing to look after them for their efforts and sacrifices.

### **LEADING TO FULFILL THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY BY COMMANDERS**

The importance of army personnel's well-being is pertinent as outlined in the Third Pillar of the Chief of Army's Order of the Day. Due to this, commanders will need to lead, manage and drive the

implementation of the Third Pillar under their command. The human factor during peacetime will need to be managed holistically as the six focuses in the Third Pillar is interrelated. Commanders must take care of their personnel's well-being and maximize their performance by influencing the organization's climate. Climate is how personnel feel about the organization and comes from shared perceptions and attitudes about the unit's daily functioning (Watkin & Hubbard, 2019). These things have a great impact on their motivation and the trust they feel for their team and their leaders. Commanders must identify the command climate existing in the unit or formation.

Command climate is a perception among the personnel of a unit about how they will be treated by their commanders within the unit (Morath et al., 2019). Command climate will determine the well-being of the personnel in the unit. The determinants of morale are both individual and group-related, reflecting their interdependence with unit cohesion and esprit de corps. The characteristics and perceived legitimacy of the personnel's well-being affect morale. Quality of life, housing, spiritual, health, education and recognition naturally concern personnel. Commanders must continue to provide the best possible care and living conditions to their personnel now and in the future. A goal of every commander today is a healthy command climate and a cohesive unit. The human dimension encompasses the moral, physical, and cognitive components of personnel and organizational development and performance essential to raise, prepare, and employ the MA in full-spectrum operations. MA acknowledged the personnel as the centrepiece of the organization, hence, commanders must adequately address the human dimension of well-being by integrating the Third Pillar in their Command Philosophy. Commanders should demonstrate leadership qualities in ensuring the Third Pillar is fulfilled successfully.

Commanders should include four leader competencies. Two focus on who we are leading and with what degree of authority and influence. The other competencies address two ways which are leading by example and communicating. Leading personnel involves influencing personnel or civilians in the unit or organization. This competency has several components, including setting clear direction, enforcing standards, and balancing the requirements for the well-being of the personnel. Leading by example is essential to leading effectively over time to ensure the well-being of the personnel. This competency reminds commanders to serve as role models with actions grounded in the MA values and instilled with the Third Pillar. Communicating ensures that commanders gain a clear understanding of what needs to be done, and why, within the organization to ensure

the quality of life, improvement to housing, spiritual strengthening, enhanced health facilities, educational empowerment and service recognition can take place within his or her command.

## CONCLUSION

The fulfilment of the Third Pillar of the Chief of Army's Order of the Day will need high commitment and patience from the commanders. The six focuses on the quality of life, improvement to housing, spiritual strengthening, enhanced health facilities, educational empowerment and service recognition will need to be integrated holistically to ensure personnel well-being is preserved in the best way. The participation of personnel in upholding the Third Pillar is crucial in gathering responses and feedback from them. The implementation of the Third Pillar will be a long-term initiative as this involves external parties. Hence, all commanders, personnel under their command and those external parties should work in one team to generate synergy to ensure the achievement of the Third Pillar. Commanders must lead all the way to ensure the Third Pillar is accomplished.

## REFERENCES

- Ajila, C., & Abiola, A. (2014). Influence of Rewards on Worker's Performance in an Organization. *Journal of Social Sciences*, 8(1), pp. 7-12.
- Azad, A. F., Bostoni, M. K., & Anvari, M. R. (2015). Assessment of the Life Quality of Urban Areas Residents: The Case Study of the City of Fahraj. *IOSR Journal of Engineering*, 05(07), pp. 31-36.
- Bakker, A. B., & Demerouti, E. (2018). Towards a Model of Work Engagement. *Career Development International*, 13(3), 209-223.
- Balestra, C. and J. Sultan. (2013). Home Sweet Home: The Determinants of Residential Satisfaction and its Relation with Well-being. *OECD Statistics Working Papers*, No. 2013/05, OECD Publishing, Paris.
- Brookfield, S. (2015). A Critical Definition of Adult Education. *Adult Education Quarterly*, 36(1), pp. 44-49.

- Dasgupta, P. (2019). *Human Well-being and the Natural Environment*, Oxford: Oxford University Press.
- David, J. Smith, Raquel, C. Bono. and Bryce, J. Slinger. (2017). Transforming the Military Health System. *Journal of the American Medical Association*, 318(24), pp. 2427-28.
- Diener, E., and R. J. Larsen. (2018). *The Experience of Emotional Well-being*. Handbook of Emotions, New York: Guilford.
- Diener, E., and Suh, E. (2017). Measuring Quality of Life: Economic, Social and Subjective Indicators. *Social Indicators Research*, 40, pp. 189-216.
- Eid, M. and E, Diener. (2017). Global Judgements of Subjective Well-being: Situational Variability and Long-term Stability. *Social Indicators Research* 65, pp. 245–277.
- Mak, J., N. (2017). The Modernization of the Malaysian Armed Forces. *Contemporary Southeast Asia*, 19(1).
- Malaysian Army. (2020). 28th Chief of Army's Order of the Day. Malaysian Army Headquarters, Kuala Lumpur.
- Maslow, A. H. (1943). A Theory of Human Motivation. *Psychological Review*, 50, pp. 370-396.
- Morath, Raymond., A. Leonard, Arnold L.; Zaccaro, Stephen J. (2019). Military Leadership: An Overview and Introduction to the Special Issue. *Military Psychology*, 23(5), 453–461
- Pargament, Kenneth, and P. Sweeney. (2020). Building Resilience in the Army: An Innovative Approach to a Vital Aspect of Human Development. *American Psychologist*, 66(1), pp. 58–64.
- Rahman, S. (2019). The future of TQM is passed. Can TQM be resurrected? *Total Quality Management*, 15, pp. 411-422.
- Rahman, S. & Bullock, P. (2018). Soft TQM, hard TQM, and Organizational Performance Relationships: An Empirical Investigation. *Omega*, 33(1). pp. 73-83.
- Robert, Epstein. (2017). *Napoleon's Last Victory and the Emergence of Modern War*. University Press of Kansas. U.S.A

- San, O., Theen, Y., & Heng, T. (2019). The Reward Strategy and Performance Measurement. *International Journal of Business, Humanities and Technology*, 2(1), pp. 211-223.
- Shelburne, J.C. & Groves, K.J. (2017). *Education in the Armed Forces*. New York: The Center for Applied Research in Education.
- Stubbs, Richard. (2018). *Hearts and Minds in Guerrilla Warfare: The Malayan Emergency 1948-1960*. Singapore: Oxford University Press.
- Tan, T., P. (2012). Oral History and People's Memory of the Malayan Emergency (1948- 60): The Case of Pulai. *Journal of Social Issues in Southeast Asia*, 27(1). pp. 84-119.
- Terri, Tanielian. and Carrie, Farmer. (2019). The US Military Health System: Promoting Readiness and Providing Health Care. *Health Affairs* 38(8), pp. 1259-67.
- Varady, D.P. and Carrozza, M.A. (2019). Toward a Better Way to Measure Customer Satisfaction Levels in Public Housing: A Report from Cincinnati. *Housing Studies*, 15(6), pp. 797-825.
- Watkin, C. Hubbard, B. (2019). Leadership Motivation and the Drivers of Share Price: The Business Case for Measuring Organizational Climate. *Leadership & Organization Development Journal*, 24(7), 380-386.
- Zbaracki, M. J. (2020). The Rhetoric and Reality of Total Quality Management. *Administrative Science Quarterly*. 43. pp. 602-636.

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By KOL SHAMSULAKMAR BIN HAJI ISMAIL  
ROYAL MILITARY POLICE CORPS**

---

### **INTRODUCTION**

Malaysian Army continued commitment to satisfy the welfare needs and improve the well-being of its personnel was reflected in the theme "Army Family Welfare First, Guaranteed National Sovereignty". The well-being of all army members is important for increasing morale and spirit in performing the task of safeguarding Malaysia's sovereignty and interests. Malaysia is a maritime country, flanked on one side by the South China Sea and Pacific Ocean and on the other by the Straits of Malacca and Indian Ocean, thus a strong military organization is very crucial in defending the country.

Because it contributes to vital features, an affluent family in the framework of military organization can make a substantial contribution to the growth of the Malaysian Army organization and the Malaysian Armed Forces (MAF). The family has a variety of obligations and functions to play in ensuring that the MAF can fulfill its mission of defending the country. That character attribute produces a dynamic and progressive person who makes sensible decisions, calm and tranquil, as a problem-solving scholar who uses reasonable thinking while weighing the pros and cons of everything. It can be implemented successfully with honesty, transparency, and improved governance, as well as contribute mature thoughts to the country's peace and growth; develop physically and mentally healthy persons, and wisely cope with stress when faced with problems. It helps to generate public support for the Malaysian Army by increasing people's knowledge of the defense force's roles and why these roles are vital to them. Malaysian Army's function and responsibilities are expanding and becoming more difficult, especially in the context of a country dealing with the COVID-19 pandemic.

Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, the Chief of Army, acknowledged the situation and urged the entire organization to follow three main principles: Do what should be done, Do what will be done, and Do what is right. All of these values, he said, can only be implemented if they can fulfill the responsibilities and trust placed in them by five key pillars: Mission Continuity and Vigilance,

Organizational Integrity, Citizen Well-being, Defense Relations, and Developing Malaysian Army Connections with the Public. People will be encouraged to develop patriotism and a security culture in order to assure their active involvement in the national defense eco-system. Malaysian Army can benefit from the expertise and knowledge obtained while contributing services under the banner of the United Nations (UN) in various peace and humanitarian operations as the country meets the varied difficulties of the COVID-19 pandemic. This knowledge will also aid the country in dealing with contemporary difficulties, such as the COVID-19 pandemic, in terms of Malaysian Army capacity and breadth. The Malaysian Army has taken part in a number of United Nations (UN) Peacekeeping Operations (PKOs) around the world, as well as assisting civil authorities in resolving security concerns and nation-building.

At 89 years old, the Malaysian Army organization's leadership will undoubtedly seek to improve the well-being and welfare of its citizens. The military in this country, particularly the MAF leadership, is always experimenting with new ideas and changes to ensure that the MAF or Malaysian Army is functional and relevant in compliance with the Constitution. Malaysian Army is hoped to play a role in the COVID-19 pandemic challenge through Military Operations Other Than War (MOOTW) approaches such as Humanitarian Assistance and Disaster Relief (HADR), Search and Rescue (SAR), and Non-Combatant Evacuation Operations (NEO) among others, assisting civil authorities in law enforcement, nation building, and supporting world peace efforts through UN Peacekeeping Operations (PKOs).

As a result, the organization must continue to be a driving force in bolstering defense in order to safeguard national interests and defend sovereignty and territorial integrity. This can be accomplished by taking national security and stability seriously, organizing the entire government and society in national defense, and forming genuine alliances based on neutrality and common security principles. May people's knowledge of national security, stability, and sovereignty serve as a springboard for national defense management to be sensitive to good governance and multi-dimensional security challenges, rather than leaving it to the military.

## **COMBAT EQUIPMENT**

The need to appropriately assess and compare military capabilities becomes increasingly vital as international tensions rise and great power competition returns to the forefront of national security agendas. The Malaysian Army is dedicated to restructuring



the defense sector and securing stable and long-term funding to ensure that our defense capabilities, planning, and procurement are carried out effectively. When measuring relative military strength, one of the most frequent indicators is military expenditure. While military spending provides an assessment of monetary resources committed to defense, such data may not always translate into military capacity. Quantities of military equipment are utilized to make more direct estimations of capabilities. Such techniques could aid military analysts in better comprehending variances in military equipment quality as well as changes in equipment quality over time. While any assessment of military equipment quality could only add one more piece to the overall capabilities puzzle, it would be an important one. It could help us better comprehend regional power balances, explain the origins of cost inflation, and estimate defense-specific inflation and purchasing power parities. The Malaysian Army will continue to take proactive steps to ensure strong spending and procurement governance. The Malaysian Army has started an assessment of the acquisition, implementation, and monitoring of physical and non-physical projects in this area. Following the implementation of the Zero-Based Budgeting process, all expenditures are regularly examined and scrutinized.

## **INCREASED RECOGNITION**

Our military is a positive force. It's an honour to work in this organization. It emphasizes how much is expected of military personnel and how challenging our lives can be. Every day, we display our courage, dedication, and professionalism all across the world. We are the national treasure. A competitive compensation structure is necessary to retain military people since it not only rewards our professionalism and experience, but it also recognizes the job's complexity. Other perks received by Malaysian Army personnel include, but are not limited to, allowances, benefits, and special incentives, medical/healthcare benefits (access to both public and military health systems), housing facilities and extra incentives (provision of military quarters, as well as various housing programs to fulfil the housing needs of army personnel). Our government must meet the right and proper public desire to recognize what our military personnel do to alleviate the disadvantages that armed service places on our soldiers, their families, and our veterans, as well as how we can better support and recognize those who are entitled to special treatment. The army will continue to give support relating to the cost of living, schooling, tertiary education, and crises to ensure that the veterans' social needs and well-being are met. Through cooperation

with appropriate organizations, the army will improve the service delivery system for veterans.

## **STRENGTHEN EDUCATION**

The Malaysian Army will restructure its present structure and re-assess its personnel deployment in the coming decade in order to build new capabilities for future missions. To continue to develop the army's preparation, improved human resource management is required to meet future needs. Only by recruiting, developing, and retaining army personnel in ways that improve the nation's total ability to face and address all emerging challenges will operational readiness and mission accomplishment be ensured. To accomplish Comprehensive Defense, the Malaysian Army must reconsider the paradigm of raise, train, and maintain. The Malaysian Army has grown in size and functionality throughout the years. Each has consistently strived to improve its defense capability by maximizing the utilization of territory. In the military, continuing education serves three basic functions: first, it aids in recruitment, retention, and job placement, thus serving a military personnel management function; second, it supplements and complements military training, thus serving a military training or operations function; and third, it aids in the fulfilment of individual human educational aspirations, thus serving a human resource development function. Continuing education does not cleanly fit into any one military staff element, and it is neither large nor important enough to warrant its own military staff proponent organization. In-service education programs are viewed by some military leaders as merely a training support vehicle to assist enlisted soldiers, particularly NCOs, in performing their military duties. This belief can be seen in the debate over which military staff agency should be in charge of continuous education. This debate is on whether continuing education should be considered an inherent part of military training or should be maintained separate and independent. This is a classic conflict for the "essence" of military voluntary education.

As the army worked to organize the education programs and create the Army Continuing Education System, a review was done to decide which staff agency should act as the educational proponent. When these aspects are considered, education improves training and produces better troops with higher morale and fewer disciplinary and leadership issues. It also gives variety to training programs and should be integrated into them, as well as benefiting from duty scheduling. This is a mechanical scheduling issue. However, for the education system to be successful, it must be integrated with the

military personnel management function and serve as a direct support for the recruiting effort. Furthermore, and probably more crucially, it must be regarded as both choice and customized by individual soldiers. This is evident in recruiting publicity, and we must retain the credibility of our advertisements at all costs. We must not give the impression that education is "just another army training programs" by accident. To yet, the army personnel has prevailed as the education proponent. Despite this, the fight continues. Other Malaysian Army sources occasionally assist the establishment of degree programs aimed at correcting training deficiencies. These programs are intended to encourage training providers to select occupational associate degrees that they hope to finish during their military service.

The goal of military continuing education has been to train service members for lifetime jobs, whether in or out of the military, and to prepare them for responsibilities that go beyond technical specialties obtained very early in military service. Academic degree programs have been blended with military training and education in order to help individuals reach their full potential. Despite the fact that blended learning is expected and desired, the majority of post-secondary programs are run and administered outside of the military training community. The educational demands and personal aspirations of an employee or, in this example, a service member often differ from the training aims and objectives of an organization or an employer. The Malaysian Army will provide training and courses in the field of strategic as well as defense and security studies, as well as developing and establishing Subject Matter Experts through a comprehensive succession plan in the defense and security sector, in order to develop expertise within the defense and security cluster and to integrate the civil service with the army.

## **IMPROVED FACILITIES FOR FAMILY HOUSES AND BARRACKS**

The army will offer all infrastructure support for present and future operations, including camps, bases, military housing (Rumah Keluarga Angkatan Tentera, RKAT), and other facilities. This would include transfer of troops to Sabah and Sarawak, which would necessitate the construction of new camps, bases, and RKATs. One of the most important factors in ensuring force readiness and the effectiveness of the two-theatre operations will be infrastructure support. The housing context in which a service member makes a housing decision is no longer the same as it was ten or even five years ago. For one thing, new initiatives have changed the housing landscape. In the past, 25 to 35 percent of families lived in government-provided military housing, while the majority of families

found local community housing to meet their needs. Another key component is a stipend to cover rent, electricity, and renters' insurance in order to reduce the disparity in out-of-pocket expenses that service members faced when living on the economy (non-military housing) versus civilians in the same market. As a result of the rise, more service members were able to find cheap homes that met acceptable quality and other standards, just like their civilian counterparts. In other words, the higher rates provided many more options for service members looking for a suitable home.

This study of unaccompanied personnel housing or barracks surroundings utilizes an ecological approach. It looks at the interaction between features, amenities, and qualities at six different levels: room, module, building, complex, cultural landscape, and social realm, with military-relevant indicators (career satisfaction, career intention, overall satisfaction, fitness, and resilience). Changes that reduce tensions will assist barracks in adapting to ongoing problems and making them a more appealing housing option for soldiers.

## **SPIRITUAL STRENGTHENING**

Religion and spirituality have been shown in studies to protect military soldiers against stress, trauma, and suicidality, as well as promote coping and create resilience. Spirituality has also been acknowledged as an important part of the army's strategic planning and training. Because the majority of relevant resiliency literature focuses on mainstream populations' ideas of healthy functioning, it's unclear how such tactics apply to non-mainstream communities and religions like Muslims and Islam. What elements influence their spiritual well-being? What other methods does personnel employ to deal with everyday life or war? What factors increase the probability of religious/spiritual-based coping and what factors reduce it? What effect does religious/spiritual coping techniques have on the Malaysian Army personnel's resiliency? What effect does family and community support have on their resiliency and health resources? Hypotheses on the personnel who employ religious/spiritual coping methods and get family and community support will be better able to deal with adversity and increase their resiliency, and that faith-related stressors will cause observant soldiers to be more stressed and have lower resiliency. Depending on race, ethnicity, gender, rank, skin colour, branch of military service, and position, religion served as either a protective or risk factor for participants. People from minority cultural, religious, racial, and ethnic groups are more likely to have distinct demands than those from the majority. It can assist mental

health clinicians in identifying similar coping techniques among soldiers and providing the required services to help them become more resilient when confronted with trauma-related pressures. As they begin to grasp the service members' experiences, the findings will also identify the importance of family and community as a source of support for them. While retaining the highest level of military readiness, this might promote family life and connection.

## **IMPROVED HEALTH AND FITNESS**

High amounts of physical activity are beneficial to overall health and fitness. One of the most important characteristics of military members is physical fitness. Throughout their careers, troops must meet the physical criteria of every combat or duty job, according to the Malaysian Army. Physical exercise and its relationship to physical fitness are of continuing importance to military personnel, given the occupational demand for physical readiness. To handle the ever-changing security environment, the army will continue to modernize through recruiting, developing, and retaining professionals in accordance with the Future Force's standards. Physical activity aids in the development and maintenance of physical fitness, which benefits soldier health, improves fitness test performance, and increases overall force readiness. Poor physical fitness in troops has been linked to failure to execute needed job activities, injuries, and attrition in the past. Furthermore, because not all military members receive formal training or are required to report their physical activity, soldier physical activity may not be expressly promoted or supported, resulting in diminished physical capability and stress tolerance.

## **CONCLUSION**

All plans for implementation and monitoring shall be recorded to maximize the Malaysian Army's legitimacy, acceptance, and reliability. The army has determined the path for defense changes for the next ten years, based on an assessment of the implications of the changing security environment. The pledge to pursue the five pillars of strategy, namely in line with Malaysia's vision of a safe, sovereign, and wealthy nation, is one of the most beneficial consequences of the Malaysian Army.

## REFERENCES

- 7 Critical Strategies to Prepare for the Future of Human Resource (29 Oct 2018). Retrieved on 18 May 2022 from <https://www.shrm.org/hr-today/news/hmagazine/1118/pages/7-critical-strategies-to-prepare-for-the-future-of-hr.aspx>.
- Army Continuing Education System viewed on (5 Apr 2022). Retrieved on 18 May 2022 from <https://home.army.mil/daegu/index.php/about/Garrison/directorate-human-resources/army-continuing-education-system>.
- Army Force Management Model (2019-2020 How the Army Runs - A Senior Leader Reference Handbook) (29 Jan 2020). Retrieved on 18 May 2022 from <https://publications.armywarcollege.edu/pubs/3736.pdf>.
- Building Future Security: Strategies for Restructuring the Defense Technology and Industrial Base (Jun 1992). Retrieved on 18 May 2022 from <https://www.princeton.edu/~ota/disk1/1992/9205/9205.PDF>.
- Driving Progress Towards Sustainable Growth (Sept 2020). Retrieved on 18 May 2022 from <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>.
- Evaluating Public Transit Benefits and Costs (15 Apr 2022). Retrieved on 18 May 2022 from <https://www.vtpi.org/tranben.pdf>.
- Family Relationships and Well-Being (11 Nov 2017). Retrieved on 18 May 2022 from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5954612/>.
- Financial Crisis (25 Feb 2011). Retrieved on 18 May 2022 from <https://www.govinfo.gov/content/pkg/GPO-FCIC/pdf/GPO-FCIC.pdf>.
- Interim National Security Strategic Guidance (Mac 2021). Retrieved on 18 May 2022 from <https://www.whitehouse.gov/wp-content/uploads/2021/03/NSC-1v2.pdf>.
- Malaysian Armed Forces Logistic Management Problem: The Effect to the Country's Defense. (1 Feb 2020) Retrieved on 18 May 2022 from <https://ojs.excelingtech.co.uk/index.php/IJSCM/article/view/4311>.

Malaysia's National Defense Policy (July 2019). Retrieved on 18 May 2022 from <https://www.pmo.gov.my/wp-content/uploads/2019/07/National-Defence-Policy.pdf>.

Preventing Corruption in Public Procurement. (Mac 2016) Retrieved on 18 May 2022 from <https://www.oecd.org/gov/ethics/Corruption-Public-Procurement-Brochure.pdf>.

Reflections On the Social Support Network as A Mechanism for The Protection and Promotion of Resilience (28 Apr 2014). Retrieved on 18 May 2022 from <https://www.scielo.br/j/asoc/a/BxDVLkfcGQLGXVwnHp63HMH/?format=pdf&lang=en>.

Strengthening Focus, Achieving True Potential. (26 June 2020) Retrieved on 18 May 2022 from <https://www.scielo.br/j/asoc/a/BxDVLkfcGQLGXVwnHp63HMH/?format=pdf&lang=en>.

The Chief of Army's Order of The Day. (11 July 2020). Retrieved on 18 May 2022 from <https://army.mil.my/index.php/ms/gallery/perintah-ulung-ptd>.

The Role of Religion and Spirituality in Building Resiliency Among Muslim Armed Forces Personnel. (Jan 2014). Retrieved on 18 May 2022 from [https://www.researchgate.net/publication/268145470\\_The\\_Role\\_of\\_Religion\\_and\\_Spirituality\\_in\\_Building\\_Resiliency\\_Among\\_Muslim\\_Armed\\_Forces\\_Personnel](https://www.researchgate.net/publication/268145470_The_Role_of_Religion_and_Spirituality_in_Building_Resiliency_Among_Muslim_Armed_Forces_Personnel).

Types of Employee Benefits and Perks (16 May 2020). Retrieved on 18 May 2022 from <https://www.thebalancecareers.com/types-of-employee-benefits-and-perks-2060433>.

United Nations Peacekeeping Operations Principles and Guidelines (2018). Retrieved on 18 May 2022 from [https://peacekeeping.un.org/sites/default/files/capstone\\_eng\\_0.pdf](https://peacekeeping.un.org/sites/default/files/capstone_eng_0.pdf).



## **PRESERVATION OF THE PERSONNEL'S WELL BEING; COMMANDER'S PERSPECTIVES IN FULFILLING THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By KOL MOHD NADZRI BIN SAMIRAN@JUMIRAN  
ROYAL ELECTRICAL AND MECHANICAL ENGINEERS CORPS**

---

### **INTRODUCTION**

The Malaysian Army recently celebrated its 89<sup>th</sup> birthday on 1 Mac 2022 with a strong theme of "*Kesejahteraan Keluarga Tentera Darat Diutamakan, Kedaulatan Negara Terjamin*", emphasising on the prioritisation of the preservation of army family well-being as key strategy towards ensuring Malaysia sovereignty integrity. The Yang di-Pertuan Agong, Al-Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah, as the Malaysian Armed Forces Supreme Commander, in his congratulatory statement expressed his utmost appreciation and commendation not only to all past and present officers and members of the army in safeguarding the country's sovereignty and for their selfless sacrifices in helping those in need during crisis in particular severe floods, but also to their entire big families who has contributed greatly in protecting the sovereignty and security of the country.

The chosen theme for 2022 celebration signifies the country commitment in repaying the indebtedness to the army past and present sacrifice and service or it symbolises far greater noble intention of preparing the army into becoming a respectable credible force capable of providing effective defence to the country against any threats in all warfare domain. The 28<sup>th</sup> Chief of the Malaysian Army, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain in his inaugural first command as the Army Chief has underlined his Strategic Plan to catapult the army into the future by focusing on the Three Principles and Five Pillars (3P+5T) strategies with clear command for each and every Army Officers and Personnel to put in action the Three Principles of '*implement what has been planned*', '*to walk the talk*' and '*to do things right*' in ensuring all the Five Pillars goals are achieved effectively within the stipulated time frame.

The Five Core Pillars centred at army readiness and mission continuity; strengthening organisational integrity; preserving the well-being of army personnel; strengthening defence relations and enhancing civil-military relations. All five would drive the army towards new level of service excellence in line with credible force aspiration and requirement.

This paper will focus on analysing the Third Pillar of the 28<sup>th</sup> Army Chief Order, the preservation of army personnel well-being from the perspective of the army commanders in fulfilling the pillar obligations and attaining the desired goals. It will cover the overview of current programs and its underlining strategy and rationale; its significant towards complementing National Security Policy and Defence Strategies; key issues and challenges that hinder its success; and new initiatives to overcome these challenges. The paper will also put forward some improvement recommendation to help army commanders in implementing the Third Pillar strategy and action plan successfully.

### **THE “PRESERVATION OF ARMY PERSONNEL’S WELL-BEING” STRATEGY**

The Third Pillar, “Preservation of Army Personnel’s Well-Being”, generally give stronger emphasizes on efforts to upgrade and address the issue that affected the personnel well-being, the fundamental element of motivation to drive these soldiers to greater heights of soldiering performance. Key issues that being focus includes housing and related facilities to enable comfort living; adequacy and quality of military provision and equipment for personnel daily usage while performing their duties and operations; continuous long-life learning to enhance knowledge and skills besides spiritual guidance to strengthen resolve and believe; giving due recognition to those showing exemplary service and conduct; improvement of health services and facilities including healthy lifestyle programs to uplift health condition; and other assistance initiatives to ensure better living conditions.

The beneficiaries of this third pillar initiatives are also extended to army family members and veterans. Most strategists believe eliminating worries of family’s living hardship and assuring their love one is living a comfort life from the soldier mind would give them greater focus on their roles and responsibilities besides injecting motivation to perform well in order to assure the sustenance of such privilege to their family. On the other hand, by providing a glimpse of what the veterans are enjoying after retirement from active service provide confidence of continuous comfortable living condition to these soldiers, strengthening their morale and resolute to safeguard their career by performing their best with higher discipline to avoid risking comfortable living condition of the future after completed their service commitment.

## ❖ The Strategy Rationale

*“Preservation of Comfortable Well-being”* is one key values in boosting motivation spirits while preserving morality that most individual and society pursue at the beginning of their need hierarchy, according to American psychologist Abraham Maslow who introduced the concept of Maslow’s hierarchy of needs (1943). Examining the Maslow’s pyramid of needs offering, deduces that safeguarding one’s well-being has a significant impact on oneself and family as well as on society or organization with aligned correlation. Better well-being condition achieved lead to higher motivation of an individual.

The strong pledge made by the Chief of Army during the 89<sup>th</sup> Army Day celebration by instilling *“Kesejahteraan Keluarga Tentera Darat Diutamakan, Kedaulatan Negara Terjamin”* as the theme is a proof of Army commitment in implementing its Three Principles and Five Pillars (3P+5T) strategies which aligned perfectly with the National Security Policy (NSP) reform recommendation. It also demonstrates an appreciation to the efforts and sacrifices made by the army personnel and family since the formation of the first army unit, in 1933 and their deeds since then are not forgotten by their country and government.

Army Chief and top commanders believes the theme would inject powerful inspirational booster to catapult army personnel motivation and commitment level to their highest in an effort to improve personnel readiness and competencies as a credible force that could perform effective operations and duties toward protecting the nation security and preserving sovereignty. In addition, higher morale among army personnel that trust their family are being well taken care would translate into commendable services while supporting international peacekeeping missions abroad, raises the *Jalur Gemilang* flag honour higher, a proud of every Malaysian.

## ❖ Key Programs Implemented and Achievement

The Army in fulfilling its commitment to preserve its personnel well-being has over the years planned and implemented numerous programs within its power and means to ensure all army personnel are in good shape to serve their duties effectively. In line with the Third Pillar of the 28<sup>th</sup> Army Chief first command, the army has intensified their effort to include additional proactive measures to ensure attainability of the set goals that includes providing comfortable family home facilities, improving education, strengthening spirituality, health care, giving recognition, and equipping personal combat equipment to inspire army personnel to provide the best

service for the country. Army commanders are confident that these initiatives would enable them to win the heart and mind of their soldiers to soldiering with full commitment their tasks and duties towards preservation of the country sovereignty and security.

### ❖ **Equipping Individual Combat Attire and Equipment**

The first core program of the Third Pillar is to adequately equip every army personnel with appropriate and quality individual combat gear for training and operation. This enables them to have greater assurance of their safety and boost their trust of better survivability while performing their daily obligations. The ability to wear a complete new digital combat attire while performing patrol or operation alongside other security forces give army personnel the sense of pride and this increases their self-esteem and motivation to perform well. The army has put in place the plan to replace all the old attires with the new digital combat attires from head to toe the soonest possible with an allocation of RM 23.9 million in 2022. Army commanders hope this upgrade would project a better image of the army and instil the sense of pride and honour of wearing the attire into every personnel heart and mind to increase their morale and motivation. At the same time, complemented by other combat equipment enable that army personnel to deliver top notch performance in their missions that could be proud of.

### ❖ **Improving Army Family Home Facilities (RKAT)**

The second core program of the Third Pillar is to improve and upgrade the army family accommodation and facilities (RKAT). Comfortable homes with conducive living environment help army personnel to live a healthy life and reduce stress and insecurity to enable them to have better focus on their duties and operations. The army strategy to closely working in tandem with the Ministry of Defence in numerous efforts to improve the living quarters of these soldiers has enacted the Army Housing Development Plan 2.0 Blueprints in 2021 with the ultimate goal of building 28,033 units of comfortable homes for the army by 2030. To date, 2,774 units have been completed while another 409 units under construction and 2,171 units under procurement considerations. These new accommodations would benefit a total of 5,354 army families.



**Figure 2: Housing Blueprint 2.0 and Project RKAT Army 2 Plus 1**

In addition, initiatives to upgrade existing Armed Forces Family Facilities of the army, RKAT TD 2 Plus 1 has progressed significantly where 3 projects were successfully completed to date. They are RKAT Kem Syed Putra, RKAT Kem Rascom and RKAT Kem Pakit 13 RAMD. In addition, another 5 RKAT projects undergoing rehabilitation work to provide spacious homes with better facilities to enhance the army family living quality. These work-in-progress projects include RKAT Tok Jalai Kem 6 RAMD, RKAT Sri Miri Kem 20 RAMD, RKAT Tumbi Kem 2 RS, RKAT Oran Kem MK 30 Bgd and RKAT Bera Kem 34 RAD. The army is also committed to continuously monitoring the RKAT conditions and provided necessary maintenance to ensure these homes remains comfortable. The army commanders hope, these better qualities homes would inject motivation booster for all army personnel to be committed in serving effectively without worries towards preserving the national sovereignty.

### ❖ **Strengthening Faith and Spirituality**

The third core program under the Third Pillar is to strengthen the Army personnel spirituality and faith with the aimed of solidify their heart and mental positivity and strength in enduring challenges in performing their duties and managing their personal and family life while shaping their character into a respectable army personnel with commendable traits, discipline and behaviours. Numerous religious classes in particular Islamic classes have been implemented to instil stronger faith and teaching good morale and ethics to become a better army personnel with good moral compass as guidance to achieve excellence career and life. Army commander believes, without undivided strong faith, a soldier would never achieve true resilience and perseverance to excel in their endeavour.

Notable program is the Army's Mental Resilience Building initiative consisting of "*Pemurniaan and Pemantapan Akidah*" programs besides the production of "Guidebook on Worship During

Operations and Training” to guide the personnel in performing their religious obligation faithfully while performing their military duties with various constraints at the battlefields. The army also continuously organise “*Fardhu Ain*” program consisting of Al-Quran recitation classes and core Islamic teaching classes where at the end of the classes, participants are assessed to determine their retention of learning and level of achievement. A total of 36,816 personnel attended this program in 2021. In addition, the army also organised the ‘*Mawaddah*’ Family Building courses to strengthen family bonding and building happiness, attended by 2,966 personnel throughout 2021. A study, conducted after the program by the army revealed an impressive result where the divorce cases among army family reported are declining significantly from 462 cases (2019) to 397 cases (2020) to 313 cases (2021). Army commander hope these initiatives could further be improved in term of content and methodologies to ensure better outcomes in the future.

#### ❖ **Empowering Continuous Learning for Army Personnel and Veteran**

The fourth core program under the Third Pillar is to empower continuous learning and upgrading of education level among army personnel to ensure the creation of knowledgeable and skilled soldiers forming the backbone of the country credible force. In addition, the initiative also would help and ease the process of army personnel getting quality secondary career after retirement from active service. Noting the facts that an ordinary soldiers started their military career as young as 18 years old with limited education besides passing the *Sijil Pelajaran Malaysia* (SPM) with some joining at a later age after *Sijil Tinggi Pelajaran Malaysia* (STPM) or diploma, before being exposed to military knowledge and skills through a systematic and rigorous training program to develop them into competent soldiers able to perform their duties effectively, the army commander believes the quality of these soldiers can be further expanded with proper formal higher education that helps in closing the gaps, in areas that are not covered by military syllabus. Higher education nurture soldiers thinking abilities especially in solving complex problem and arriving at amicable decision based on the priority of the day in performing their daily tasks and specific missions. In addition, they also able to learn new knowledge and master new skills to complement their military capabilities to improve service effectiveness and performance.

Realising the importance of continuous learning and higher education, the army has embarked on numerous programs including

sponsoring higher learning at Diploma and Degree levels for Non-Commission Officers, while for officers, they can further their study up to Master and even PhD level in areas that would enhance their professional competency toward becoming a versatile army personnel. Other program includes Recognition of Prior Experiential Learning (RPEL) in collaboration with Department of Competency Development (JPK) to convert army personnel education, skills set and experience accumulated during military service into a Skill Diploma recognised by JPK and the job market. An effort that has benefitted many veterans in their quest for a better second career.

#### ❖ **Giving Due Recognition to Exemplary Service and Conduct**

The fifth program of the pillar aimed at enhancing the opportunities for the army officers and personnel to be awarded with due recognition and appreciation for every excellence service rendered. The army commander believes this small initiative have a greater impact towards personnel morale and motivation as they will always remember the proud moment of their chest being pinned with medal forever by their commanders. Even a simple Excellence Service Award (APC) can be a significant spirit booster for better commitment towards duties to the army personnel.

#### ❖ **Improving Health Services and Facilities**

The sixth program of the pillar is to improve the health services and facilities for army personnel and their family. The army, all this time has incorporated extensive medical care for all personnel and family members at military and government hospitals and clinics as part of their service benefits. To enhance this health improvement objective, the army has embarked on various health awareness and prevention programs to elevate the health condition of every army personnel to top battle readiness at all time.

Program such as "*Komuniti Sihat Pembina Negara*" (KOSPEN) *Perwira* Program implemented at each army formation helps to address increasing risk and burden of non-communicable diseases by providing advisory and guidance on healthy lifestyle, dietary methods, health and weight management to ensure army personnel maintain their top physical, mental and emotional health at all time. In addition, the army also implemented continuous mental health monitoring program through Psychological Testing (SisPA) and counselling services to ensure they are mentally and emotionally fit for active duties. The army is targeting to perform SisPA assessment, which cover psychology, personality and career development components,



to 95 % (70,102) of the army personnel to monitor their psychological state. These programs are implemented in collaboration with the Armed Forces Royal Medical and Dentistry Corp, HAT Mizan and other military and public agencies to ensure program variety and effectiveness under the coordination of MK TD – CSM.

### ❖ **Improving Veterans Well-being**

The last program of the pillar is to provide better welfare benefits particularly medical for veteran and their family with emphasis on timely and efficient access to these benefits. Furthermore, the army is committed in improving the socio-economic of these veterans to enable them to enjoy a better dignified living. In effecting this initiative, the army has implemented the Second LLP TD Career Project in collaboration with PERHEBAT to prepare prospective army retirees with relevant knowledge and skills to transit into civilian career with ease, during their Career Transitional Program. It is an undisputable fact that most army veterans possess considerable skills that have been acquired from years of technical and military training while performing their duties. In addition, many of them are still young when they retire from the service. The army, in concert with the government has also intensified their effort to provide adequate post service job opportunities for these veterans through various initiatives including attaching employment terms with government procurement contract and collaboration with private sectors. Army commanders believe creating opportunities of well-paying jobs commensurate with these veteran's expertise would give them better choices of supplementing their pension income and improving their life style for better living. Army commander view health as the most importance criteria of an effective and competent soldier.

## **KEY CHALLENGES AND RECOMMENDATIONS**

Implementing bold initiatives underlined under the 3<sup>rd</sup> Pillar of preserving army personnel well-being comes together will several challenges that need to be given serious consideration to ensure all the efforts are fruitful and met the desired outcomes. Some of these challenges involve delicate and sensitive matters that require due attention.

The first key challenge is limited source of fund to hasten the project implementation particularly in providing comfortable and conducive accommodations and facilities to army personnel. Currently, the country economic conditions and growth were crippled

by the recent COVID-19 pandemic and requires several years to fully recovered. This directly impacted the government ability to provide adequate funding for development of new RKAT projects and rehabilitation work on old and poor conditioned RKAT. It also hinders the provision of the new army personal attire and gears besides limiting program to boost motivation, spiritual and continuous learning among the army personnel.

This tough time, demands the army commander to re-look into the initiatives' implementation plan and re-calibrate their focus on priority and high impact urgent projects. By complementing this selective approach with prudent spending, the army would be able to maximise attainment of the 3<sup>rd</sup> Pillar Goals within the constraint of financial budget. In addition, the army commander could embark on cheaper approach of implementing "preservation of army assets" initiative by creating awareness programs and /or enforcement to ensure every personnel and their family members will take effective measures in preserving army assets loan or entrusted to them. This collective positive action, would translate into huge saving in maintenance cost, which, in turn can be channelled to boost other priority programs. Furthermore, the army commander could also mobilise their personnel with specific construction and engineering skills sets such as the Royal Engineer Regiment (RAJD) to undertake maintenance works on army accommodation buildings and facilities to save cost while achieving the 3<sup>rd</sup> Pillar objectives.

The second challenge that limits the initiatives' success is the mindset, attitude and behaviours of the Army Personnel and veteran themselves including their family members. Some of the personnel have demonstrated consistence negative behaviours and indiscipline during service by committing various serious offences including Absent Without Leave (AWOL), drug abuse and drinking problem while other have family relationship issues that frequently lead to program implementation disruption and in worst case scenario damage to army and personal properties. In addition, their indiscipline if not dealt sternly would promote dissatisfaction among other personnel with strong demotivation effect which if not contain would become contagious and dampen the army whole efforts to achieve 3<sup>rd</sup> Pillar goals. Thus, the army commanders should give serious thought about this challenge and develop stern mitigation action plan to effectively contain and reduce this issue. They also must be courageous in implementing this strict punishment without fear and favour.

The third challenge that is worrying is the lack of faith and religious belief among some of the personnel. Experts agreed that throughout human long history, strong religious belief is always associated with strong will and determination that create a resolute soldiers' who are willing to sacrifice their life in preserving their religion, country, people and family. In addition, stronger religious upbringing leads to a better self-discipline and motivation while nurturing good values and attitudes to strengthen the heart and mind toward fulfilling their duties and commitment to their unit and the army in general. They also tend to be more gratify and submissive to God blessing in giving them comfortable homes, continuous learning opportunities, good service benefits and other well-being rewards. The army commanders need to continuously enhance the offering and delivery of religious programs that is relevant to their daily life and make it easy to understand and comply to attract their submission to religious teaching before instilling heavier content to strengthen their faith. This action plan needs to be implemented delicately and carefully as it can be backfired if not handle appropriately by army commanders.

In short, key challenges of fulfilling the 3<sup>rd</sup> Pillar initiatives are inadequate financial funding and resources; lack personnel belief system; and, negative mindset and attitude. Addressing these issues require strong leadership commitment with effective implementation strategy and action plans to ensure sustainability while at the same time sourcing for other alternative in getting adequate resources and financing through internal saving and re-mobilisation of available resources.

### **SIGNIFICANT OF THIRD PILLAR STRATEGY TOWARDS NATIONAL SECURITY POLICY AND DEFENCE STRATEGIES**

A deep analysis of the Third Pillar intent and implementation reveal a much wider strategic goals that the army wishes to achieve. Firstly, the Third Pillar have a positive corelation towards improving the readiness of the personnel in term of higher morale and motivation to fulfil their obligation and commitment towards ensuring the security and defence of the country through continuous participation in rigorous training and tactical learning to shape better alertness and responsive action during actual battle that is critical in assuring victory. In addition, highly motivated personnel would strengthen teamwork and contribute positive collaborative vibe to the entire effort of a commander battle strategy to ensure mission success. Complemented with better educated and well skilled soldiers, the rmy commander would have flexibility in deploying a

more complicated tactical and strategic move with greater impact to mission goals.

Furthermore, removal of worries of family well-being from frontline soldiers' mind and heart, enhance their focus on the battle challenges in front of them which translated into better utilisation of brain power to think and formulate effective battle decision to deter or repel any threat throw at them. A calmer heart provides better serenity to select appropriate action in response to an attack to ensure effectiveness while a well-trained and skilled soldiers equipped with better equipment and weaponry ensure greater success. Moreover, well-educated soldiers, strengthened with resolute spiritual power would enable the army to uplift their capability to the next level to support the usage of more modern and technological advanced war machines and equipment to detect, deter and destroy any threat in all battle domains. It would facilitate the army adoption of multi-force strategy with other military branches to ensure effective synergistic approach to national security threats which has become diversify and more complex to include combination of cyber warfare, urban warfare, chemical and biological besides traditional, jungle, maritime and air challenges.

The Third Pillar also path a way for the better result in integrating of multi-branches combined effort to modernise their capabilities and formed a credible and formidable Malaysian Armed Forces through various transformation initiatives such as Army 4nextG for the Army, 15-to-5 Transformation Programme for the Navy, and CAP55 for the Air Force under the big umbrella of "4D MAF," or Four Dimension Malaysian Armed Forces. The realisation of the above goals would solidify Malaysia deterrence capability aimed at discouraging potential adversary from pursuing unpeaceful means of resolving conflicts, while projecting credible military forces that the nation have to take definite action in preserving its sovereignty and national interest. A good example is China, with their military modernisation supported with personnel well-being improvement and advancement in weaponry technology including cyber warfare has projected an image of a super power that even the U.S and its allies in the region fell threaten.

Secondly, the Third Pillar Strategies support the National Defence Policy and Strategy, "*Enhancement of Defence Capacity and Competency*" reforms which focus on attracting better quality talents into the Army besides equipping these personnel and the army as a whole with modern and advanced warfare tactic and doctrine emphasising on integration of artificial intelligence and high

technology composite hardware to form formidable deterrence defence. A combination of better career remuneration and advancement package with better preservation of self and family well-being and after retirement supports underlined under the third pillar programs provide a strong incentive for attracting talents to serve in the army and other military branches. A military force strengthened by multi-talented soldiers enable faster adoption of recent technologies into its defence backbone and infrastructure that critical in shaping new warfare doctrine and tactical manoeuvre into its units and formations especially those operating within critical security areas. At the same time, it expanded the army competency capacity to cover a wider range of strategic knowledge and field of latest studies including and critical technical know-how on advanced technologies.

In short, the Third Pillar emphasised by the Army Day Theme represents a bigger intent of the army Chief to develop the army into credible and respected armed forces with superior personnel competencies and capabilities to effectively performing their roles and responsibilities with the support of advanced equipment and weaponry in preserving the security and sovereignty of the beloved country.

## CONCLUSION

In conclusion, the Malaysian Army under the command of its 28<sup>th</sup> Chief, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain has made a courageous move to focus on the preservation of personnel well-being as one of the Five Key Pillars to catapult the army into battle ready with high readiness forces that ready for deployment at any time without fear and worry about the love one left at home, a comfortable army quarters with conducive environment that assure good living quality. Complemented with good service benefits and health care assurance, the army's family members would live a worriless life while their hero performing national security obligation to preserve peace and security on the land. Clothing the personnel with new comfortable uniform and personal gears boosted their morale while clothing the heart with strong faith and submission to God strengthen their resolute and perseverance to perform the highest level of sacrifice for their country. At the same time, the continuous upgrading of skills and knowledges enhance their effectiveness in reading the operation situation critically and applying the appropriate tactic while competently use their weaponry and other supporting combat gear to achieve maximum performance. "*Kesejahteraan Keluarga Tentera Darat Diutamakan, Kedaulatan Negara Terjamin*", a way forwards to Army Excellence.

## REFERENCES

- Amanat Panglima Tentera Darat Tahun 2022. Portal Rasmi Tentera Darat Malaysia. <https://army.mil.my/index.php/ms/>. [6 Jun 22].
- Carlyle A. Thayer (2012). The Five Power Defence Arrangements at Forty (1971-2011). SOUTHEAST ASIAN AFFAIRS 2012. Institute Of Southeast Asian Studies, Singapore. [https://www.researchgate.net/publication/236769568\\_The\\_Five\\_Power\\_Defence\\_Arrangements\\_at\\_Forty\\_197160304bf5a6fdcc37a83ab6cb/download](https://www.researchgate.net/publication/236769568_The_Five_Power_Defence_Arrangements_at_Forty_197160304bf5a6fdcc37a83ab6cb/download).
- Daniel, Thomas (2020). Malaysia's Regional Security Outlook: Continuity amid Disruption. ISIS Malaysia. Published on The CSCAP regional security outlook (CRSO)2021. <https://www.isis.org.my/2020/12/10/malaysias-regionalsecurity-outlook/>. [7 Apr 21].
- Defence White Paper (2020). Ministry of Defence, Malaysia [http://www.mod.gov.my/images/mindef/article/kpp/DWP%20English%203rd%20Edition%20Transformation%20Digital%20Version%2026102020\\_compressed.pdf](http://www.mod.gov.my/images/mindef/article/kpp/DWP%20English%203rd%20Edition%20Transformation%20Digital%20Version%2026102020_compressed.pdf)
- Kamarulnizam Abdullah (2010). Emerging Threats to Malaysia's National Security. Research Gate. <https://www.researchgate.net/publication/241736797>. [23 Mar 21].
- Kebajikan Warga dan Kesiagaan TD Diutamakan – PTD (2022). Berita Tentera Darat Malaysia. <https://btdm.my/index.php/2022/02/21/kebakikan-dan-kesiagaan-warga-td-terus-diutamakan-ptd/> [21 Feb 22].
- Mohamad Hafiz Yusoff Bakri (2022). Tentera Darat fokus peringkat aspek kebajikan. Utusan Malaysia. <https://www.utusan.com.my/nasional/2022/03/kebakikan-tentera-darat/>. [1 Mar 22].
- Malaysia National Defence Policy. Jabatan Perdana Menteri, Malaysia <https://www.pmo.gov.my/wpcontent/uploads/2019/07/National-Defence-Policy.pdf>
- National Security Policy. Jabatan Perdana Menteri, Malaysia [https://www.pmo.gov.my/wp-content/uploads/2019/07/English-national\\_Security\\_Policy.pdf](https://www.pmo.gov.my/wp-content/uploads/2019/07/English-national_Security_Policy.pdf)

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By LT KOL MOHAMMAD SHAZARIKH BIN SHAAD  
ROYAL MALAY REGIMENT**

---

### **INTRODUCTION**

The welfare of military personnel has always been talked about by the officers. It is often said that personnel of the army are often adopted compared to other organizations. Even so, the Malaysian Army is not tired of bringing about reforms that can change the lives of army personnel for the better. To support the concept of the "Preservation of the personnel's well-being", various improvements have been made to the organization and infrastructure of the army. With these reforms, it is hoped that the personnel of the army will continue to be committed to performing their duties and responsibilities in protecting our homeland in line with the remuneration that has been given. In addition, it is hoped that their morale will continue to be high to face various challenges in their service with the welfare of the army personnel.

On 1<sup>st</sup> March 1933, the ATM began its modern existence with the enlistment of 25 Malay teenagers as a probation unit of the Malay Regiment. On 1 January 1938, the regiment was expanded into a full battalion known as the First Battalion of the Malay Regiment. The Second Battalion was formed on 1<sup>st</sup> December 1941, six days before Malaya was invaded by the Japanese. In the struggle against the Japanese Army, both battalions have proven their worth. After the war, the country was threatened by Communism, prompting the declaration of a state of emergency in 1948. This circumstance necessitated the military's growth. The Malay Regiment's size had been extended to seven battalions by the 1950s. During the Emergency, the armed forces saw the formation of multi-racial formations like the Federal Regiment and the Federal Armoured Car Squadron, both of which were established in 1952. The army was established and completed to undertake operations against insurgency after the country gained independence in 1957. The army is now being upgraded to become a conventional military force capable of tackling future threats. Following that, more and more corps is formed to aid in the strengthening of the family.



Family home amenities, education, spirituality, health, recognition, and personal combat equipment are all sources of morale and enthusiasm for army personnel as they strive to provide the finest service possible to their country. This refers to the Chief of Army's Third Pillar, "Preservation of the personnel's well-being" which focuses on improving people's quality of life by increasing RKAT facilities, spiritual strengthening, health facility improvements, education empowerment, and recognition enhancement. The third pillar highlights the process of meeting requirements for army and family welfare and well-being while improving the quantity and quality of RKAT and the TDM residents' dwellings. Furthermore, the focus is placed on the physical, mental, and social health of the TDM personnel, as well as strengthening of army personnel' and children's education, and the acknowledgment of the TDM personnel's devotional service excellence.

On 21<sup>st</sup> February 2022, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, 28<sup>th</sup> Chief of Army delivered his command through Superior Command of the Army which is 3P 5T. With the emphasise on army welfare, the army focuses on the betterment of army living quarters, welfare, medical care, pay, morale and many more aspects. The first step in the effort to enhance or elevate the welfare of the personnel's well-being is the improvement of the military living facilities and residences to improve the quality of life. The army is recognised for providing residential quarters for its personnel. It is currently known as RKAT, or *Rumah Keluarga Angkatan Tentera* which has housed thousands of army soldiers. The state of these dwellings deteriorates as time passes. TDM will continue to work closely with relevant parties to increase the number of RKAT, especially in locations with high rental costs, to accomplish the elements of family home amenities. RKAT will be given new life in terms of restorations thanks to the summons of the Chief of Army. The personnel will be more willing and capable of doing their duty as their settlement improves. According to Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, seven new housing projects are now being implemented around the country and will be finished this year, benefiting 1,031 households. However, according to the forecasts, the army still requires 21,120 additional dwellings to suit the demands of officers and other ranks across the country.

The army recognises that RKAT requires a significant financial investment and can only be implemented in phases, depending on the government's financial resources. According to Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, many new housing projects containing about 3,000 residential units are now being planned in

Hutan Melintang, Sibul, Kuching, Kota Kinabalu, Kota Belud, Tawau, and Gemas. The projects are currently being bid on and are projected to be finished between 2024 and 2026. This approach will be maintained to match current needs, allowing the army personnel to avoid hefty rental prices. In the interim, the army introduced house renting in groups at camps where there are insufficient family residences, such as in Bintulu, Tawau, Lahad Datu, and Bera, Pahang. He went on to say that the renting model will be kept in place to fulfil current demands so that personnel wouldn't have to pay exorbitant rental fees. The concern of TDM's top leadership for the welfare of its personnel clearly shows that the TDM family is not just in name or gimmick, but a term that is truly practiced. In addition to housing developments, the army is launching several welfare measures for veterans through a service-managed welfare fund. Zakat boards, business companies, and non-governmental groups all help and contribute to the army. One of the welfare initiatives the army took to help veterans is through the execution of the *Projek Jiwa Murni* (PJM) to repair or build new homes for veterans using funds collected from various sources, including the Ministry of Defence.

Facing various challenges in line with the currents of globalization is not an easy task. Looking at the long-established organizational structure, it is difficult for us to expect that changes happen overnight. Nevertheless, the top leadership of TDM is not tired of continuing to think of ways how to upgrade the lives of its personnel. The modernization of TDM's infrastructure can be assessed or demonstrated through the Army Care Program, where TDM has renewed the old camps which are assessed to need a drastic improvement process. Reforms in terms of administrative, logistical and training infrastructure are seen to be able to breathe new life into personnel who are accustomed to the dilapidated infrastructure. Apart from that, the reforms also helped a lot to facilitate the administration in the camp area. Facilities that were previously non-existent, obsolete and unsafe to be used can now be fully utilized. This intent is to produce a generation of credible, sustainable and versatile soldiers. The acquisition of adequate assets can not only create a sustainable army but will also give a picture of the real war through the mobilization of existing assets. In addition, course students at the training centre will also gain a deeper understanding when they are directly involved with the assets they are learning, as opposed to just learning through a computer screen.

The Malaysian Armed Forces (ATM) institution established the Military Religious Corps (KAGAT) in 1985, with the intent to build an appreciation of Islam among its personnel to form the strength of

spiritual and mental aspects of personnel, to have a strong fighting force to defend religion, race and country of Malaysia. The initiatives for the formation of KAGAT were moved in 1979 and agreed upon by the Armed Forces Council (MAT) during its 197<sup>th</sup> meeting on 24<sup>th</sup> January 1980. On 29<sup>th</sup> November 1984, the MAT approved KAGAT Service Scheme. On 16<sup>th</sup> April 1985, after obtaining the consent of the Eighth Yang Dipertuan Agong Sultan Iskandar Ibni Almarhum Sultan Ismail, KAGAT was officially established. On 29<sup>th</sup> March 1986, the MAT approved the conditions for the Exchange of Services of Islamic Religious Affairs Officers under the Public Service Department to KAGAT. The history of KAGAT Religious Service in the ATM has long begun, in line with the establishment of the Royal Malay Regiment (RMR) in 1933. However, the post at that time was under the Public Service Department (JPA) Malaysia, not under the ATM. Since then, the religious service has grown according to the needs of the formation and the ATM team itself.

Over time, the need for religious affairs management in the ATM is increasingly felt to be important and synonymous with military administration so that wherever new forces exist, new posts of religious staff (religious teachers) are needed to meet the needs of religious duties in the team and against ATM families. KAGAT will monitor personnel of the ATM to prevent them from engaging in religious deviation activities. Its chairman, Mejar Jeneral Datuk Kamaruddin Mamat said that his party would continue to monitor and provide information at every military camp so that there would be no cases of personnel involved in heresy. However, Mejar Jeneral Datuk Kamaruddin Mamat did not deny that some personnel of the military were involved in heresy, but it was on a small scale. As a stronghold of national defense, every personnel must have a strong identity and religious understanding. Programs such as talks and religious classes are important so that they are always prepared if the country is threatened. In the Army, Navy and Air Force we have religious officers in each organisation. They are the ones who will monitor each personnel. So far, the situation is under control. Mejar Jeneral Datuk Kamaruddin Mamat said every Muslim military personnel must attend at least 857 hours of religious classes a year. Meanwhile, non-Muslims need to attend moral education classes so that their personality as personnel of the military is always maintained.

The establishment of the Royal Medical and Dental Corps (KKD) is to serve and supply all the necessary medical, dental and nursing requirements to the Malaysian military organization. The expand of medical and dental requirements of Malaysian Armed Forces personnel has increased the healthcare unit such as *Rumah*

*Sakit Angkatan Tentera* (RSAT), *Pusat Perubatan Angkatan Tentera* (PPAT) and *Pusat Pergigian Angkatan Tentera* (PGAT). All personnel are trained at *Institut Latihan Kesihatan Angkatan Tentera* (INSAN) before they are attached to serve in their respective unit. Other than that, various new projects are being drafted and some are ongoing to build new or upgrade the medical installation to better serve the Malaysian Army personnel. With this new investment in medical capabilities and instruments, the medical needs of army personnel and family personnel will be more well taken care of hence will directly improving their capabilities to perform their duties.

According to MAF Director-General of Health Services Division, Leftenan Jeneral Datuk Dr. Zulkeffeli Mat Jusoh, the Malaysian Armed Forces (MAF) would activate the Disaster Management Zones (DMZ) in all Armed Forces Hospitals (HAT) nationwide whenever needed. This preparedness had been planned over a long time and had also been improved. However, the current situation was easier to handle now, compared to the early days of the COVID-19 pandemic, due to the increasing number of individuals being vaccinated with both doses as well as the booster dose. MAF Health Services will be mobilised if there is a sharp increase in COVID-19 cases resulting in higher patient admissions to hospitals, especially in the ICU. The services at the hospital's DMZ are not limited to ATM veterans and personnel as they have started to accept the public, especially in the Klang Valley. All MAF field hospitals have now shut down, with the longest time of operation being 200 days in a hospital in Kepala Batas. The DMZ team has returned to its respective locations for training as the number of cases and patients in the ICU has decreased. This will benefit not only military personnel but all civilians and closer the ties of the military with civilians in the process.

Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain claims that his party gives possibilities for personnel to study full-time or part-time at designated educational institutions to improve the army's human resource competence in terms of education. According to him, study options are available in a variety of subjects, ranging from the Diploma level to the Doctor of Philosophy (PhD) level. A total of 77 army personnel, including officers and other ranks (LLP), were chosen in 2021 to pursue further education in diverse professions with an RM3.57 million budget. Another RM1.57 million has been set up for this purpose in 2022. They will be able to make a more effective contribution and further increase the army's overall competency with the information and certifications they have obtained, he added. Meanwhile, Jeneral Tan Sri Dato' Seri Zamrose

bin Mohd Zain noted that under the IPTA Assistance Program and the ATM-SPAAT Children's Academic Loan Scheme, RM1,000 scholarships were offered for personnel's children to pursue their studies at institutes of higher learning (IPT). The funding comes from the Armed Forces Welfare Fund (TKAT), which provides interest-free loans to personnel's children who desire to continue their education at IPT. By offering these higher education changes to the masses, the army soon will have a more diverse, multi-field of expert personnel in their records. Not only this higher education helps the personnel, but it also in a way helped the army to become a more professional and competent organisation. Furthermore, it is not only limited to army personnel, this opportunity is also offered to the family personnel that are interested in furthering their studies. The opening of further education opportunities to military family personnel shows that military children also benefit from the government. It is hoped that the opportunities offered will be able to drive the army to become a more credible organisation.

*Badan Kebajikan Keluarga Angkatan Tentera (BAKAT)* is an important component in maintaining the safety of army personnel and their families. The TDM BAKAT arranged several activities and programs engaging the spouses and family personnel of TDM personnel to enhance family institutions among personnel. As a result, it is hoped that the creation of BAKAT will aid in the realisation of the Chief of Army's wishes, as stated in the motto "*Bersama Berbakti*". The third pillar is mainly concerned with the welfare of all TDM citizens, with a particular emphasis on fostering unity and well-being inside TDM groups. In a nutshell, every leader is accountable for safeguarding the health and well-being of his subordinates, including his family and community, while emphasizing the physical and spiritual aspects of their well-being.

In appreciation of the sacrifices and contributions of personnel while in service, the army provides several initiatives so that these people can better cope with their retirement. According to Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, his party does not want them to fall into financial and economic problems after retirement, especially in the current economic situation. The army has implemented an initiative to recognize skills and courses so that the knowledge and skills possessed can be utilized after completing their service. A total of 254 military personnel obtained the Malaysian Skills Diploma through the Recognition of Prior Experiential Learning (RPEL) assessment implemented through the Skills Development Department. The total cost of these tuition fees is borne by the service. The army has also successfully implemented for the first time

the Second Career Pilot Project of Other Army Ranks involving 100 prospective retirees. They are given knowledge and skills to increase their potential in identifying job opportunities after retirement. Within three months, they were supervised by army commanders and overseen by the *Perbadanan Hal Ehwal Bekas Tentera* (PERHEBAT) in partnership with business companies. The project will continue this year. Despite the passing of their time of service, the welfare of these retired personnel is still on the minds of the top leadership of TDM. TDM is still willing to assist them regardless of the type of assistance whether financial, counselling guidance and many others.

The Ministry also received an allocation of RM 40.7 million for the development of defence science and technology research to be implemented by the Defence Science & Technology Research Institute (STRIDE), to meet the Science and Technology Agenda. General Tan Sri Dato' Seri Zamrose bin Mohd Zain, on behalf of the entire staff of the Ministry of Defence and the Armed Forces, expresses their appreciation and gratitude to the government, especially the YAB Prime Minister and the Ministry of Finance for the allocation to the security and defence sector for this budget. This proves that the government is concerned about the welfare of ATM personnel and veterans who are part of the Malaysian Army and is committed to further strengthening the national defence and security sector. "Together with the top leadership of the Ministry of Defence and the Armed Forces, I will make every effort to ensure that this allocation is utilized transparently, prudently and with integrity for the benefit of our beloved homeland", he said. With the outflow of budget from the government, it is hoped that the top government of TDM will focus more on research and development efforts to assist TDM to become a competent organisation that can keep up with the flow of technology. Technologies such as UAVs, aerial photography and asset acquisition such as tanks and rockets are seen to be able to increase the sustainability and integrity of TDM, creating a sense of fear in the enemies who want to create chaos in our country. Apart from that, Malaysia is also able to apply the new generation army if the equipment worn by the personnel is constantly renewed.

A total of 131,813 civil servants of the Ministry of Defense, including personnel of the ATM, will enjoy a salary increment starting 1<sup>st</sup> July 2022. Defence Minister Datuk Seri Hishammuddin Tun Hussein said the increase was implemented under the Federal Public Service Scheme under the Malaysian Remuneration System. This improvement agenda also involves the welfare of personnel' children by providing school bus services including comfortable housing. Commenting further, Datuk Seri Hishammuddin Tun Hussein said for

personnel of other ranks, young soldiers who have completed basic training will enjoy a private starting salary of RM1,564 per month compared to RM1,137 received previously. He said for Cadet Officers with Sijil Pelajaran Malaysia or Sijil Vokasional Malaysia, would receive RM1,500 a month compared to RM1,104 before. Officers with the rank of Second Lieutenant who hold a Bachelor's degree in various majors and a Bachelor of Laws degree earn salaries of RM2,585 and RM2,730.61 compared to the previous RM2,411.85. The increase in the salary level is a piece of good news that has been long-awaited by the military personnel. With the current modernity, the cost of living is increasing, especially in urban areas. The increase in the salary level is also seen as a tribute to the personnel who do not tired of working hard, sacrificing time and energy to ensure the security and sovereignty of the country. Hopefully, with this salary increase, our military personnel will be able to live more comfortably.

Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain added that leadership weaknesses in TDM organizations can also hinder the achievement of set targets, especially in the aspects of monitoring and governance. Weak monitoring at every level of government will cause officers and personnel to be careless in carrying out the responsibilities entrusted. The audit management carried out by the TDM Inspectorate shows that there are still weaknesses in terms of monitoring, inefficiency and lack of integrity in the management of the team. Accordingly, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain has set 3 main focuses that need to be implemented to achieve the target to maintain the credibility of TDM in line with the current situation. Among the focus that needs to be given priority is that TDM will re-evaluate past achievements and implement systematic improvements taking into account the current situation and future needs. The weakness of the chief at the grassroots level is seen as a threat capable of stifling the growth of the army. When a leader is not able to govern effectively, his subordinates will become disorganized, inefficient and will only contribute to maladaptation. Therefore, every leader must have awareness within themselves that they are the ones who are responsible for shaping, helping and mentoring their personnel so that they do not deviate from the existing path. Although not seen as a luxurious booster of money, leave or other rewards, having a credible leader is one of the moral boosts to subordinates. A leader who is wise, charismatic and has superior leadership characteristics can ignite the spirit, unite the personnel and be a source of morale for the personnel themselves.

Overall TDM aspires to organization and personnel who are professional in terms of implementation, ethics and conduct, be able

to cultivate the nature of tolerance while carrying out the tasks entrusted. Morality and spirituality are important aspects that need to be planned and implemented by all levels of government. A military force especially the army would not be meaningful without a commitment to put the level of readiness as their main feature. In this case, it covers all levels from its personnel to its organization, from the arms line to the size of the system, from a manual to a doctrine, individual training to the joint level must be properly planned, processed, maintained, audited and analysed. In the same vein, the man, machine and method approach should be fully applied towards prepare teams capable of acting or operating across the spectrum of war. Apart from that, the full readiness of the army is unlikely to be achieved if the comfort aspect of the personnel is not planned and implemented properly. Despite the hustle and bustle of the globalization era, our military cannot be left behind in terms of training. This is because training is one of the virtues of the military. Soldiers need to constantly train, renew their skills and always be on the highest level of alert to help protect the well-being and security of the country. An untrained military is not only incapable of protecting their country but is also dangerous to their people and environment. This military profession requires a precise union in terms of physical, mental and spiritual. For this reason, the army has outlined the training guidelines that need to be followed to ensure that every serving soldier is competent and skilled in his or her field of duty. Therefore, development plans related to the comfort of personnel and families will be one of the main agendas of TDM leadership.

The approach based on the military psychology of a soldier can shape the morals of individuals and organizations, resulting in special qualities that lead to honest, efficient, polite, hardworking, responsible, friendly and cooperative personnel. As a fist that has superior human capital power, TDM requires the strength of the military spirit and the soul of a precise fighting force. Morality is one of the core values of TDM in achieving the vision and mission of the military. The emphasized target concerning the value of integrity is to improve transparency, enforcement, monitoring and ensuring clear goals. Carrying out tasks morally will result in quality assignments and customer satisfaction. In addition, the task will be able to be performed quickly and efficiently. Meanwhile, TDM staff who are involved with front-line services can perform prudently and strictly in a courteous manner. Communities and organizations influence the development of integrity because they are closely intertwined with professional development. The development of integrity requires a change in organizational culture with the education of needs and the formation of quality morals.



## CONCLUSION

The army also needs to be sensitive and vigilant to factors that can compromise the integrity of TDM which will ultimately lead to organizational damage and destruction. Factors identified as capable of affecting and weakening morale and spirituality are that weak leadership will shape a negative culture in the organization. This includes failure to determine the direction of the organization, failure of enforcement, unfair actions as well as abuse of power and malpractice and weak or toxic leadership, usually stems from a lack of knowledge, experience and skills and no value of sincerity and accountability in leaders. Lack of transparency systems and procedures in matters involving the public interest, weaknesses in systems, procedures and guidelines to carry out tasks will result in inefficiency, confusion and disagreement among staff, lack of monitoring and evaluation of the effectiveness of a strategy or program. Limited resource capacity whether human resources, assets or material affects the ability to perform the duties of outdated laws, rules and systems, unclear and the existence of discrepancies in some laws, rules and systems should make morality and spirituality important in the daily routine.

Finally, the Malaysian Army has strived to create a competent, competitive and stress-free working situation for its officers and personnel. All these efforts are to ensure that the future of the Malaysian Army is on the right track. This is because the personnel under the auspices of the army are not afraid to pawn their lives to protect the sovereignty of this beloved land. The “Preservation of the personnel’s well-being” emphasizes enhancing the well-being and welfare of families as well as improving the morale of the TDM citizens, as well as developing the spirituality and morals of balanced citizens.

## REFERENCES

- Armed forces ready to activate DMZ in Armed Forces hospitals new (n.d.). Retrieved 22 June 2022 <https://www.nst.com.my/news/nation/2022/02/774709/armed-forces-ready-activate-dmz-armed-forces-hospitals>.
- Covid-19: MAF to expand Disaster Management Zone to all its hospitals, says Armed Forces Health Division D-G. Malay Mail. (n.d.). Retrieved 22 June 2022, from <https://www.malaymail.com/news/malaysia/2021/07/16/covid-19-maf-to-expand-disaster-management-zone-to-all-its-hospitals-says-a/1990451>

Disiplin dan Moral Tunjang Produktiviti Warga TDM. (n.d). Retrieved 22 June 2022, from <https://m.facebook.com/BTDMDOnline/posts/disiplin-dan-moral-tunjang-produktiviti-warga-TDM/1081760168519564/>.

Hari Tentera Darat Disambut di Port Dickson. (n.d). Retrieved 22 June 2022, <https://www.sinarharian.com.my/article/188965/BERITA/Semasa/Hari-Tentera-Darat-ke-89-disambut-di-Port-Dickson>.

Kor Agama Angkatan Tentera (n.d.). Retrieved 22 June 2022, [https://ms.wikipedia.org/wiki/Kor\\_Agama\\_Angkatan\\_Tentera](https://ms.wikipedia.org/wiki/Kor_Agama_Angkatan_Tentera)

Tentera Darat Fokus Tingkatkan Kebajikan Anggota. (n.d). Retrieved 22 June 2022, <https://www.kosmo.com.my/2022/03/01/tentera-darat-fokus-tingkatkan-kebajikan-anggota/>.

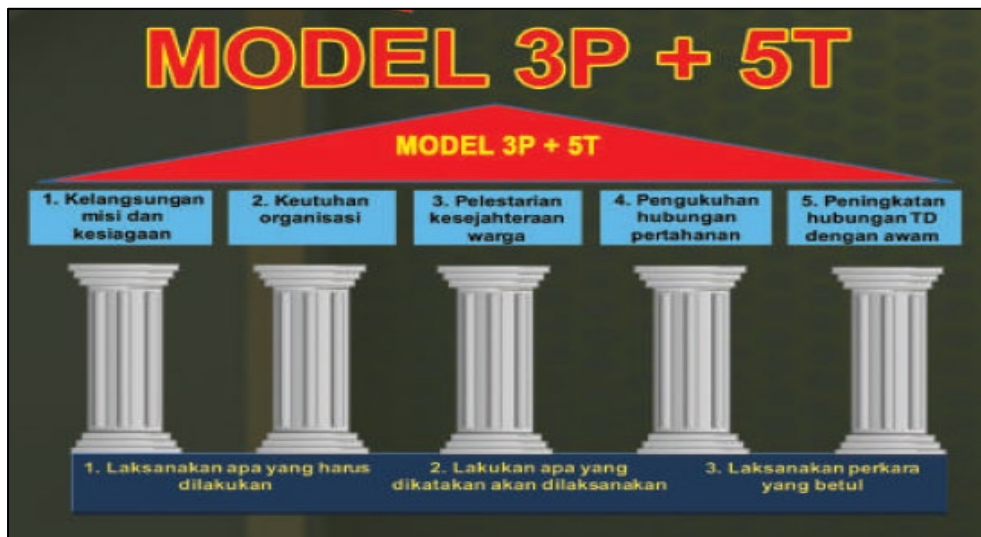
Tentera Darat Malaysia - buletin TD. (n.d). Retrieved 22 June 2022, <http://Army.mod.gov.my/phocadownload/buletin/206.pdf>.

## PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY

By LT KOL MOHD ZAMRI BIN ISMAIL  
ROYAL SERVICE CORPS

### INTRODUCTION

The Chief of Army, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain took over the leadership of Malaysian Army Force on 11<sup>th</sup> June 2020. In conjunction of this, Chief of Army has spell out his Superior Order, which outlines the Three Principles and Five Pillars (3P+5T), which are applied as a driver of Malaysian Army towards excellence as shown in **Figure 1**.



**Figure 1: The Superior Order of the Malaysian  
28<sup>th</sup> Chief of Army**

The First Pillar, namely “Mission Continuity and Preparedness”, which draw the line for Malaysian Army developed the Army Strategic Management System from 2021 until 2025. This pillar will be main guidance for effective strategic management planning and general planning acquisition of new assets to enhance the capability to operate in the two regions simultaneously.

The Second Pillar, which comprise “Organizational Integrity” which focus on restructuring of assets and human resources to support Malaysian Army operational functions in the two regions is

underway. Meanwhile, the Third Pillar focus on “Preservation of Personnel’s Well-being” which emphasizes efforts for upgrade and improve well-being of Malaysian Army personnel such as on military housing.

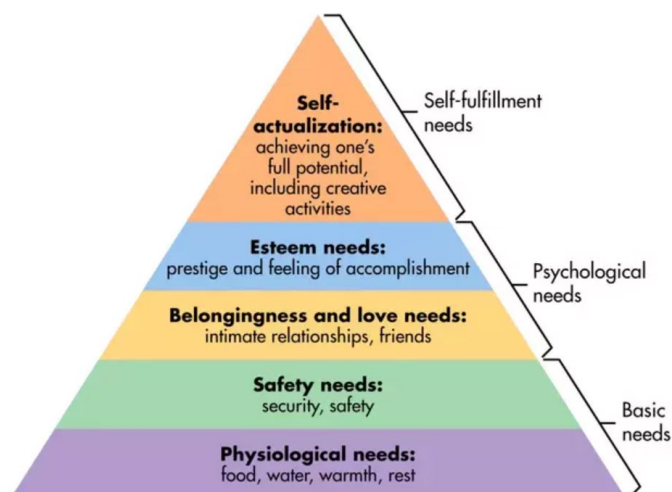
The Fourth Pillar which focus on “Strengthening Defence Relations” which states the implementation of regional and international cooperation activities utilizing virtual media as operation medium. The last pillar, “Improving Army and Civil Relations” which focus the efforts and commitment of Malaysian Army in providing assistance and cooperation to the government and the people in the implementation of “Military Operations Other Than War” (MOOTW).

In continuing its efforts to achieve the set targets, Chief of Army also outlined three main key factors to identified as obstacles and challenges, namely finance, pandemics, and leadership. These barriers should be addressed prudently to ensure that all planned targets are not hampered or disrupted. The emphasized on the three main focuses that need to be implemented in the long run to achieve the target, namely implementing a reassessment, setting a precise commitment, and implementing the normalization process.

In conjunction to this, three core principles which stated “Do what you are supposed to do”, “Do what you say will do” and “Do what is right” are emphasized. The mandate of Chief of Army which stated that the 3P+5T concept is in line with the action plan and aspirations of the top leadership of the Ministry of Defence and the Malaysian Armed Forces (MAF).

### **Maslow Hierarchy**

The Third pillar which focuses on the preservation of personnel’s well-being can derived and translated as to fulfill the human being core needs for enhancing and optimizing the military personal productivity as explain in the well-known Maslow's hierarchy theory as shown in **Figure 2**.



**Figure 2: The Maslow's Hierarchy on Human Basic Need.  
(Maslow, A. H., 1943)**

In addition, the Maslow's hierarchy divided needs of human beings as motivational theory in psychology comprising a five-tier model start from physiological, safety, belongingness and love, esteem, and self-actualization. The pyramid structure was further divided to categories as basic needs, psychological and self fulfillment. The biological and physiological needs for survival was food, water, shelter, sex, and rest. Maslow mention stated if these needs are not satisfied, and the human body cannot function optimally. Maslow considered physiological needs as most important and become steppingstone to other stage. (Maslow, 1943).

The Third Pillar of the Superior Order from the Chief of Army focuses on these basic needs for Military personnel which can perform as morale booster and thus contribute to Malaysian sovereignty. This pillar which adopting the concept of "needs in the lower down tier in the hierarchy must be satisfied first before individuals can attend to needs in the higher up tier". The psychopathology will influence human behavior and indicated what goes wrong with people (Maslow, 1943). The hierarchy formulated to channel human needs into a more positive account of human behavior and interested in human potential (Tiffany, Danielle, Marie & Catina, 2019). The growth needs do not stem from a lack of something rather from a desire to grow as a person. (Kenrick, Neuberg, Griskevicius, Becker & Schaller 2010). These growth needs for reasonably satisfied and one may be able to reach the highest level called self-actualization. Unfortunately, the progress is often disrupted by a failure to meet lower-level needs. (Chaplain & Samuel, 1981).

## Housing Scheme for Military Personnel

The *Rumah Keluarga Malaysia Angkatan Tentera* (RKMAT) seems like a tool for the army to fully perceives that adequately empowered organization and personnel would bolster morale and productivity. Army Chief, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain focuses on the army to constantly placed the importance aspects of adequately providing housing, welfare, healthcare, education, attire, equipment, and nutrition for its soldiers. The annual budget allocated for defence and security to ensure man and machine are well maintained to safeguard the sovereignty and safety of the nation and its people (Army Force of United State of America, 2010).

Furthermore, Ministry of Defence plan for a new 12,000 units of RKMAT will be built under the Housing Blueprint 3.0 for Malaysian Armed Forces personnel and it was announced by Minister Datuk Seri Hishammuddin Hussein. This project would be implemented under the 12<sup>th</sup> and 13<sup>th</sup> Malaysia Plans as Malaysian Armed Forces Housing Blueprint 3.0 after the successful result from Housing Blueprint 1.0 which was launched in 2017 and Housing Blueprint 2.0 in 2019. The six projects consist of RKMAT Tok Jalai in Kedah, RKMAT Kem Oran in Perlis, RKMAT Kem Tumbi in Kelantan, RKMAT Segamat in Johor, RKMAT Pakit and RKMAT Miri in Sarawak and RKMAT Kem Bera in Pahang (Ministry of Defence, 2021).

In addition, the One Member One House (SASaR) housing scheming is another initiative drawn by Ministry of Defence for the army. Three main projects will be developed in Malaysian Army camps in Sungai Besi, Kem Wardieburn, Setapak and Kem Genting Klang. This program includes 3,500 new units that are currently under development at the Sungai Besi Army Camp, 974 units at the Wardieburn Army Camp which expected to be completed between 2023 to 2025 and 6,400 units at the Genting Klang Camp between 2028 and 2034. This allows military personnel to own a house for a lower price compared to current market price (Ministry of Defence, 2021).

## Education Scheme for Military Personnel

The future battlefield environments put a pressure on developing leaders in rapid pace. The education is the key element in development of leaders, acquire the requisite abilities and army relies on a leader development system that compresses and accelerates development of professional expertise, maturity, and conceptual and team-building skills. Various program was initiate by the army for

development and preparation of human resource for facing the needs (Appel, John & William, 1952).

The *Skim Tabung Pinjaman Akademik dan Pengajian Tinggi Angkatan Tentera* (TAPAT) is one of education's scheme which provide helps for the military personnel who want to further study on part time mode. This scheme allowed military personnel to make education loan with zero interest in order to achieve the dream of furthering higher education in local university. This education funding can be applied when these personnel get offer letters from local university and the loan will be deducted accordingly with the service years through monthly payment.

Recognition of Prior Experiential Learning Program (RPEL) for Military Force is another initiative introduced by Ministry of Defence. It is designed for the Malaysia's Human Resources Development to uplift and accredited military personnel experience and award them with Level 4 DKM Diploma (Ministry of Defence, 2021). In addition, RPEL program approved and accredited working experience to increase education level and giving more opportunities for military personnel to progress through RPEL. This program is a collaboration between Ministry of Defence and National Defence University of Malaysia (NDUM) which focuses on military officers who do not have bachelor's degree and allowing them to attend Malaysian Armed Forces Staff College program for their carrier progression.

In summary, for the preparation of the increasingly demanding operational environments, army leaders must invest more time in the military personnel development. The multiskilled military personnel will acquire these capabilities to succeed across the spectrum of conflicts which is not only challenging, but critical. Education is the key factor and must be pursued during both institutional and operational assignments, which will prepare young generation toward future needs and leadership positions through lifelong learning.

### **Health Scheme for Military Personnel During COVID-19 Pandemic**

The Third Pillar of the Superior Order by Chief of Army also focuses on the health improvement, treatment, and rehabilitation of sick military personnel. Holistic health of military personnel will provide commanders with a comprehensive and integrated system that optimizes individual capability. The best practice is for commanders to maintain and achieve mission planning by engaging to cultivate health readiness for their military personnel. The

COVID-19 vaccination program for military personnel was one of well-being program which focuses on health was launch by Ministry of Defence at Hospital Angkatan Tentera Tuanku Mizan on 26<sup>th</sup> February 2021. This program was conducted in 3 phases, which first phase focus on military personnel and second and third phase focus on military personnel family member with veteran (Ministry of Defence, 2021).

Malaysian military force plays vital role during COVID-19 pandemic and deploy various program for Malaysian wellness. Establish the field hospital on heavy impact area was one such as Field Hospital ATM Kepala Batas, Pulau Pinang which cable 420 patients and 24 ICU unit while and Field Hospital ATM Sultanah Aminah Johor Baharu. Both these facilities were established in order to encounter higher usage on local hospital and provide health care to all military personnel at both regions. Back to School Program was joint venture initiate by Ministry of Defence with Ministry of Education was focus for vaccination military personnel children. This program was launch by Ministry of Defence on 26 February 2022 at Hospital Angkatan Tentera Tuanku Mizan which for aim 5,887 students in school in military camp.

The COVID-19 Drive-through Vaccination Program was launched for boosting vaccination rate among military family member and to utilize the facility in military camp in providing convenience and comfort for vaccination recipients of MAF personnel and their families as well as civil servants of the Ministry of Defence. Pilot vaccination plan started on 1<sup>st</sup> July to 5<sup>th</sup> August 2021 to ensure herd immunity among the Ministry of Defence and MAF is able to achieve the target of 100%. The Combat Medic Vaccination Team (CMVT) as one of the efforts to assist the National COVID-19 Immunization Program (PICK) by implementing vaccination services to rural areas. The CMVT action plan targets for 200 to 250 people to be vaccinated within 8 hours a day depending on vaccine supply (Ministry of Defence, 2021).

## **CONCLUSION**

In conclusion, a good leaders will provide purpose, direction, and motivation in the organization, according to mission and vision of the organization. The guidance will reshape the organization for leading people, develop their subordinates, organizations, and to accomplish their missions across the multiple spectrums of conflicts. The Third Pillar of the Superior Order of the 28<sup>th</sup> Malaysian Chief of Army enlighten the human basic need and the other core element as main factor that must be tackled in producing productive and quality



military personnel. From a scientific perspective, the Maslow Theory clearly indicated the basic need of human being and numerous problems which can be solved by fulfilling the fundamental need. The military housing scheme, health care program and education scheme which carry out by the Malaysian Armed Force with various other organization will fulfill military personnel needs. It is subjective as it is based entirely on the opinion of the researchers.

## **REFERENCES**

- Appel Kenneth E., John M. Mitchell, and William T. Lhamon, "Psychiatric Values in a New Method of Medical Education," American Journal of Psychiatry 109, no. 2 (1952): 102–7.
- Army Force of United State of America. (2010). The U.S Army Holistic Health and Fitness. The U.S Army's System for enhancing soldier Readiness and Lethality in the 21st Century.
- Chaplain (Col) Samuel D. Maloney (1981). Ethics Theory for The Military Professional Adapted from Air University Review 32, No. 3.
- Kenrick, D. T., Neuberg, S. L., Griskevicius, V., Becker, D. V., & Schaller, M. (2010). Goal-driven cognition and functional behavior: The fundamental-motives framework. Current Direct.
- Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370-96.
- Ministry of Defence. Laporan Tahunan 2021 Kementerian Pertahanan Malaysia. (2021) Unit Komunikasi Strategik MINDEF. <https://www.mod.gov.my/ms/penerbitan/category/laporan-tahunan>.
- Tiffany E. Ho, Danielle Burchett, Marie M. Osborn, Catina M. Smith (2019). Military Leaders' Use of Behavioral Health Resources: Barriers to Care and Possible Solutions. Defense Personnel and Security Research Center, Office of People Analytics.

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By LT KOL FITRI BIN FATHILAH  
ROYAL ELECTRICAL AND MECHANICAL ENGINEER CORPS**

---

### **INTRODUCTION**

"The soldier's heart, the soldier's spirit, the soldier's soul, are everything"

George C. Marshall

The Malaysian Army has reached its 89<sup>th</sup> anniversary on the 1<sup>st</sup> of March this year. Despite of the age, the Malaysian Army remain relevant as the main defender of this country. The ability of this organization to maintain its status as a competent and credible force is not just the effective leadership of the current and previous chiefs, but also the loyalty and comradeship of the officers and soldiers. It is not an easy task to gather and lead a number of personnel to march and put their life at stake to keep the security and peace of the country and its people. Not many people are willing to sacrifice their precious time to work at night or during weekends and public holidays. There are also many people who are not willing to leave their family for months or years to perform their duty. Fortunately, there are many of the army personnel who still have the high loyalty and morale to carry out their tasks and responsibilities regardless of the time and situation.

The current Chief of Army, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain realizes the importance of taking care the well-being of the soldiers, which results in the preservation of the personnel's well-being was included as one of the pillars in his order of the day. The focuses of the pillar are including the improvement of quality of life, facilities at the military quarters and accommodation, spiritual, health facilities, education and recognition. The intent of the Chief of Army is to maintain and enhance the engagement between the organisation and the personnel. In order to protect the well-being of personnel and improve performance, military organisations should prioritise strengthening relationships between soldiers and their commanders (Brooks & Greenberg, 2018). Therefore, it is the responsible of commanders at formation and unit level to ensure the intent of the Chief of Army is successfully achieved. The following sections in this

article will be concentrating on the possible action plans to be taken by the commanders at the unit level in order to fulfilled this pillar.

### ❖ Improvement of the Quality of Life

The performance of the army personnel is related with their quality of life. A person who enjoying a happy life will be highly motivated to work with good performance while a person who faced difficulties in the personal life might perform differently at work. In the other hand, the environment at work place could affect the life quality of personnel. Professional military personnel with lower level of burnout were less anxious, use mature defence mechanisms and have a perception of better quality of life. When burnout is diagnosed, psychological interventions require training through the adoption of mechanisms for overcoming everyday stress, which may affect the reduction of anxiety and the improvement of the quality of life (Vojvodić, Dedić, Dejanović, 2019).

It is important for a person to be able to manage between work, family and his personal matters. The failure to do such thing will results in the problem in any of those will cause negative effect among each other. Some people have the ability to manage and separate work issues with family or personal issues. For those who unable to do the same thing will have to be guided by either his colleague or superior. This is where a commander should play the role as a leader. The commander must be able to manage his life and set himself as an example to his subordinates. At the same time the commander must be close with the subordinates especially those who has problem with work, family or personal life. Some of the problem could be beyond the ability of the commander to be solved, however the commander could at least listen and guide the person to seek for possible options to solve the problem. The lack of quality in personnel life could lead into a worse situation such as poor behaviour and disciplinary violation.

The improvement of the personnel's quality of life is not necessarily focusing on the soldiers who has problem as discussed in the previous paragraph, but also includes all subordinates in the unit. There are several approaches should be considered by a commander to improve the quality of life as follows:

- **Empowering the Role of BAKAT**

The function of *Badan Kebajikan Angkatan Tentera* (BAKAT) is not only to exposed the wife of a military

personnel with cultural and creative skill activities. The BAKAT organization shall be used by the commander as a medium to have better relationship with the soldiers and their family. The soldiers' wives could also have the opportunity to know among each other and sharing informative and beneficial knowledge and experience related with household management and family matters. The commander could get to know more about the background of his soldier by conducting frequent visit to their house. Unofficial personal meeting in a leisure environment with the commander could make the soldier feel more comfortable to discuss about the personal matters.

- **Welfare Meeting**

The implementation of Regimental Command System requires the commander to conduct the welfare meeting in the unit at least once a year. This is an official medium to allow the soldiers to highlight their interest and expectation to have better work place and improvement in their quality of life. During the meeting commanders and officers at all level of command and related department should pay attention to all matters proposed or requested by the soldiers. Some of the proposal and request might not be possible to be fulfilled due to limited resources and financial constraint. However, the commander should use his wisdom to understand, analyse and give positive response to each proposal and request. Even if some of the issues highlighted by the soldiers could not be solved materialised sooner, at least it has been recorded in the minutes of meeting and will be considered by the commander.

- **Physical and Military Skills Training**

The well-being of personnel is also related with physical fitness and ability to perform related military skills. Some training programs have been implemented aimed at maintaining military personnel performance levels, something that several countries have recently prioritized in their defence policies (Silgo, 2013). Part of the roles and responsibility of the commander is to implement physical and military skills training as published in the directives and instructions by the higher commander. The importance of physical training is to ensure all soldiers maintained their fitness and Body Mass Index (BMI) at less than 26.9 as instructed by the army. The lack of physical fitness and higher BMI will affect the soldiers' career advancement. They will be not qualified to attend career

courses or not recommended for rank promotion. Apart from that, an unfit soldier is prone to health problem which will eventually reduce their performance and fitness. The training for military skills should include the basic military skills and specific skills which according to the role and function of the units. For example, the personnel in an Armour Regiment should be trained to operate armoured while the personnel in the workshop unit should be trained with the equipment maintenance and repair skills.

#### ❖ **Improvement of Military Quarters and Accommodation Facilities**

Most of the army personnel will served at more than one unit at various military establishment throughout the country. Moving from one place to another might not be a problem to a soldier who is a bachelor. Mostly accommodation for bachelor soldiers is available and sufficient, even though some of the accommodations are not in good condition due to damages. However, for a married soldier who moved to the new unit with the family will require suitable accommodation facility such as military quarters. The demand for military quarters will increase in developed area such as Kuala Lumpur where the cost to rent a house is expensive. Affordable houses for rental are only available at areas located far from the work place. In certain military camp, the availability of military quarters is reduced due to damages and limited financial allocation to repair or restore the building.

Most of unit commanders will try their best to provide better accommodation to their personnel but the challenge is they are not allocated with funds to build or repair damaged buildings. However, there are channels where commanders can submit report and application to repair, upgrade or build accommodation for the soldiers. The commanders should visit the military quarters and accommodation facilities regularly to identify damages or other issues that will affect the well-being of the personnel living in those facilities. At the same time, commanders should give instructions to the personnel to take care of their accommodation to reduce damages and preserved the building in good condition for as long as possible. Weekly or monthly cleaning activities like "*gotong-royong*" need to be conducted to improve co-operation among the personnel to keep the cleanliness and conducive environment at the military quarters and accommodation facilities.

### ❖ Spiritual Enhancement

The ingredients to develop a credible and competent soldier are not only comprise the development of fitness level, good attitude and discipline, enhancement of military skills and knowledge, but also the inculcation of spiritual values. The relationship between a human and the God has a significant impact on moral values and commitment to perform task and duty excellently. The importance of strong spiritual values among military personnel has been proofed by history. The first battle between the Muslim Army led by Prophet Muhammad and the Quraish Army from Mecca which was called the Battle of Badar on 13 March 624 or 17 Ramadhan in the second year of Hijri is one of the examples. The Muslim Army with the strength around 300 personnel was outnumbered by the nearly 1,000 personnel of the Quraish Army (Majeed, Saifee, & Qari 2019). Logically, a force with higher number of personnel which nearly three times of the opposing force should easily win the battle. However, the Muslim Army had shown greater fighting spirit supported by strong faith that they will be supported by Allah.

The conduct of religious activities at the formation and unit level is part of the Regimental Command System. Therefore, it is the responsibility of the commanders to ensure that religious activities have been planned and conducted according to the current directives and instructions from the higher commander. Even though the majority personnel in most of the army units are Muslim and various Islamic activities has been conducted, there is no indicator or measuring tools that could show how strong is the spiritual value of a soldier. Whenever a specific unit conducting religious activities, the commander would be happy to see majority of his personnel attending the events. However, the commander cannot deny the fact that the presence of the personnel to the religious activity was instructed in the Part One Orders of the unit. If the soldiers were asked to attend a religious activity without publishing the instruction in the Part One Orders, will the number of attendances be the same?

The conduct of religious activities to inculcate and enhance spiritual values among the soldiers requires the commitment and involvement of the commander. In other words, the soldiers need to be led by example and the commanders must walk the talk. For example, if the commander ordered the Muslim soldiers to perform the *Zuhur* and *Asar* prayers together at the unit's "*surau*", he also must be together with the soldiers. Of course, the commander might occasionally could not joined the activity because of other commitment, but whenever he is present at the unit, he should be

with the soldier. The strength of spiritual values within the soldiers is very important to develop positive attitude and discipline. This will reduce disciplinary issues in the unit and helped the commander to have better command experience. Research on the relationship between spiritual values and moral issues had identified that spiritual values can both mitigate and exacerbate moral issues, as well as be affected by it (Bremault-Phillips, Pike, Scarcella, Cherwick (2019).

### ❖ **Improvement of Health Facilities**

The Armed Forces is a unique institution that has various facilities by its own including health facilities. There are military hospitals where the soldiers can get health treatment from military medical experts for numerous kinds of illness and disease. There are also medical centres available at almost every military camp to provide out-patient medical treatment for the military personnel and their families. The soldiers are also provided with dental services by the military dental clinics. Other health facilities such as ambulance services, mobile clinics and field hospital is also available. With the medical facilities provided by the government as mentioned, the military personnel should be able to get easy access for medical treatment for themselves and their families.

Besides providing medical facilities, the Armed Forces has implemented an annual health monitoring system to evaluate the health and fitness level of the military personnel. Basic medical check-up such as blood test, x-ray examination and stress test will be conducted to every military personnel with different method depending on their rank and age. The health monitoring system is important to diagnose the health condition of military personnel and detect the possible occurrence of major health disease such as hypertension, diabetes, stroke, heart failure and others. The system has been developed; however, the success of its implementation requires support from the unit commanders. There are some cases where soldiers failed to report to nearby military medical clinics to undergo the medical check-up. Some of the soldiers are unaware that every record of medical check-up last for only a year and need to be renewed. It is not the responsibility of the military medical clinic staff to call and remind other military personnel to come for medical check-up. The presence of the soldiers at the medical clinics for medical check-up lies upon the responsibility of the commanders. The record of the last medical check-up attended by the soldiers will also inspected during the unit's Admin Inspection, Inspectorate Division of the Army and the Pension and Record Directorate. Therefore, the well-being of personnel could be fulfilled by the commander by

ensuring that his subordinates will undergo the routine medical check-up every year.

Strengthening the health facilities should also consider the psychological health of the military personnel. Continuous exposure to stressful situations impacts both the physical and the psychological health of the individual, even when off-duty. Additionally, severe work demands such as demanding physical training, irregular schedule and missions in foreign territories will alter the individual's feeding, sleeping or hygienic habits, which, together with the exposure to potentially traumatic, violent situations, may intensify the stress perceived by the military personnel (Schaubroeck, Riolli, Peng, & Spain, 2011).

### ❖ **Strengthening the Level of Education**

The importance of education is undeniable. The level of education achieved will dictate the possible career for a person. The entrance qualification to be military personnel also require certain level of education. In previous decades, the Malaysian Certificate of Education (MCE) is the minimum qualification to become a military officer. However, in recent years when the level of education in the society had increased, the qualification to join the military services had also increased. For those who wish to be commissioned as an officer must have at least a bachelor degree. The MCE can only be used as a qualification to apply for further study at the National Defence University of Malaysia (NDUM) and later on to be graduated with bachelor degree and commissioned as an officer. The promotion of the other ranks to fill special duty appointment such as the Quartermaster and Workshop Executive Officer (WEO) also requires bachelor degree as the qualification. The change in entrance qualification has been applied to the recruit as well when MCE was replaced with diploma.

During the service tenure of military personnel, there will be a series of carrier courses and functional courses to be participated. The courses are important to provide the personnel with knowledge and skills required to perform their task and duty. However, those courses are not enough to develop a competent and credible military personnel. Today many military forces directly tie career advancement to completion of educational requirements. Military educational programs tend to focus on the professional officer corps, leaders within the military structure (Guttieri, 2021).



The level of education acquired by military personnel should be upgraded with opportunities for further study. There are many fields of study available at the higher study institution locally and abroad. The establishment of the NDUM has offered more military related courses for further study at all levels of education under four faculties including Faculty of Defence Medical and Health, Faculty of Engineering, Faculty of Defence Science and Technology and Faculty of Defence Studies and Management. Numerous programs offered by those faculties which could be applied by military personnel through scholarship program sponsored by respective services or self-funded. Even though the opportunity for further study has increased, many military personnel not interested to apply. Some may feel that they are comfortable with their current status and do not wish to go for further study. Sometimes the army has difficulties to find suitable candidate to participate in a fully sponsored study program. At the same time, there are terms and conditions set by the army in selecting participant for higher education program. Priority was given only to those who were excellent in carrier courses and there is also age limit to go for further studies. This situation will limit the number of possible candidates for the study program and denied the opportunity to further studies for those who are interested but do not meet the term and conditions.

Strengthening the level of education does not apply to military personnel only but also to their children. In certain area, there are primary and secondary schools built inside or near the military camp. This will reduce the burden to the military personnel to look for nearby school for their children when they are transferred to the new units. The military personnel will be able to give more focus on work and less worry about their children. The time taken and the travelling distance to send and fetch their children from school will also reduce. The army do not neglect the importance of religious education especially for the Muslim children. At certain military camp, there are Islamic primary school available for the children to strengthen their knowledge and practice of the religion. The Armed Forces Religious Corps (KAGAT) also contribute in the Islamic education by organizing basic Islamic education at the mosque in the military camp. For the children of military personnel who were excellent in the exam, there are numerous prizes and scholarship program offered by the service and military related organization such as the Armed Forces Co-operation and Armed Forces Fund.

### ❖ Improvement of Recognition

Every year, the performance of military personnel will be evaluated by their immediate supervisor and commander. There are numerous parameters of evaluation with the rating of each parameter is between 0 to 10. The purpose of the evaluation is to identify the possible candidates for the Certificate of Excellence award and also for the carrier progression. Those who manage to get the average rating of 8.5 and above will be nominated to receive the Certificate of Excellence award which include a certificate and prize money of RM1,000.00. However, not everyone who nominated will get the award because in every year, the number of awards to be given is limited by a quota. The unit can submit as many as possible nominees for the award to the respective directorate which will make the decision based on the quota given to them by the Army Headquarters. The quota system might not seem to be a fair system because the number of excellent personnel could be more than the quota. Sometimes there's someone who manage to get the award more than once while the other only manage to get the nomination but never selected to receive the award even once until the end of the service. The reason for the implementation of the quota system could be because of the limited fund allocation. However, those who involve in the selection of the nominees should have better consideration. Everyone must receive the award at least once during the service tenure, because that's the only recognition at the ministry level to recognize the excellence of personnel.

The Certificate of Excellence should not be the only method to recognize excellent personnel. The commander should consider alternative method to value and acknowledge the excellence of his subordinates. Recognition by the commander is important to encourage military personnel to keep on working with high commitment and dedication to the unit and to the service. One of the methods to be considered is the letter of acknowledgement. The commander will write a letter to the personnel to acknowledge his excellent. The letter can be directly given to the selected personnel and the same time it can be displayed on the notice board at the unit so the other personnel can see it and indirectly encouraged them to work harder to get the same recognition. Another option is to replace the letter with a certificate and if there is some fund available, the commander might consider to give some prize money to the recognized personnel. The commander could also introduce the monthly award to the best personnel. The photo of selected personnel will be displayed on the notice board or specific board to announce the personnel as the "Employee of the Month". There are many other

options for the commander to award the recognition to his subordinates and it is up to the commander's creativity and wisdom. The most important thing is that everyone at the unit who always work with high commitment must be valued and acknowledged so that no one will feel undervalued or ignored which eventually will no longer committed to serve the unit and the army.

Several studies by scholars shown that recognized military personnel will give positive impact to the organization in term of positive work behaviours such as job satisfaction, organisational commitment, good levels of performance, lower staff turnover, less cynicism, absenteeism, and counterproductive work behaviours, and fewer work-related health issues (Abbas & Raja, 2015; Stratman & Youssef-Morgan, 2019).

## **CONCLUSION**

The Malaysian Army is very proud to have Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain as the Chief of Army who has put the well-being of the military personnel as one of his priorities during his command. Under his leadership, a few development projects for military quarters have been executed. He also gives special attention on the welfare of personnel and family who suffered with chronic illness by visiting the personnel and some of them were awarded with rank promotion to motivate and allow them to have better salary to reduce their burden. However, the Chief of Army's commitment to take care of the well-being of personnel cannot be fulfilled by himself alone. He needs support from commanders at all level of formation as well as the unit commanders. All commanders have to play their part and focus on the well-being of the personnel as well their family. This is not a new task because the responsibility of the commander to the welfare of the personnel and the family has been practiced by the army since its establishment.

The importance of taking care the well-being of the personnel is to encourage them to remain in the service with high commitment until the end of their service tenure. Everyone must have the motivation to serve the army and only retire at the specific term that will qualify them to receive the pension. Many retired personnel are having difficulties in their life because they decided for early retirement when the years of service is not eligible for pension. It is a big challenge to the commander to fulfil the third pillar of the Chief of Army Order of the Day because it requires high commitment and sufficient resources especially in term of financial. However, there are still other options can be used by the commander to support this pillar

which might not require large expenditure. This is where the commander should apply their intelligence, initiative and creativity within the capability and limitation.

## REFERENCES

- Abbas, M., & Raja, U. (2015). Impact of Psychological Capital on Innovative Performance and Job Stress. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de l'Administration*, 32(2), 128-138.
- Aleksandra R. Vojvodić, Gordana Dedić, Slavica Djukić Dejanović (2019), Defence Mechanisms and Quality of Life in Military Personnel With a Burnout Syndrome, *Vojnosanit Pregl* 2019; 76(3): 298–306.
- Guttieri, K. (2021). Chapter 9 Professional Military Education in Democracies. In T. Bruneau & S. Tollefson (Ed.), *Who Guards the Guardians and How: Democratic Civil-Military Relations* (pp. 235-262). New York, USA: University of Texas Press.
- Majeed, N., Saifee, A. & Qari, B. (2019). Intelligence Dimensions of Battle of Badr. *Habibia Islamicus (The International Journal of Arabic and Islamic Research)*, 3(1), 51-64.
- Samantha K. Brooks & Neil Greenberg (2018) Non-deployment Factors Affecting Psychological Wellbeing in Military Personnel: Literature Review, *Journal of Mental Health*, 27:1, 80-90.
- Schaubroeck, J. M., Riolli, L. T., Peng, A. C., & Spain, E. S. (2011). Resilience to Traumatic Exposure Among Soldiers Deployed in Combat. *Journal of Occupational Health Psychology*, 16(1), 18-37.
- Silgo, M. G. (2013). A Review of Evidence-based Resilience Programs in the Army. *Sanidad Militar*, 69(3), 182-194.
- Stratman, J.L. and Youssef-Morgan, C.M., 2019. Can Positivity Promote Safety? Psychological Capital Development Combats Cynicism and Unsafe Behaviour. *Safety Science*, 116, 13-25.

## **PRESERVATION OF THE PERSONNEL'S WELL-BEING FROM THE ASPECTS OF THE THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

**By LT KOL MASZURAIKY BIN MASDUKI  
ROYAL INTELLIGENCE CORPS**

---

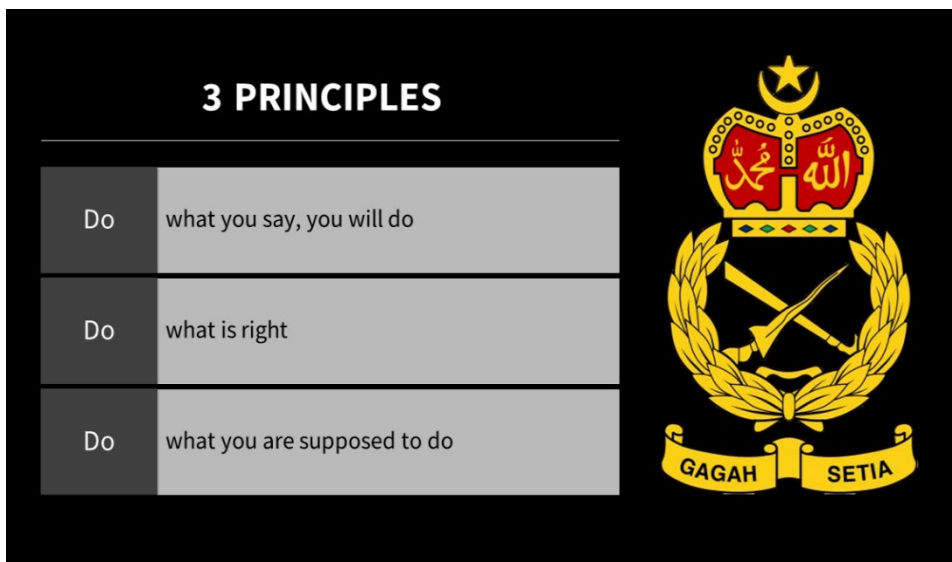
### **INTRODUCTION**

"In a democracy, the well-being, individuality and happiness of every citizen is important for the overall prosperity, peace and happiness of the nation."

– Dr. A. P. J. Abdul Kalam

Malaysian Army (TD) has embarked to its professional level since decades especially after the end of insurgency era with the signing of peace of agreement by Communist Party of Malaya (CPM) with Malaysian and Thailand government on 2<sup>nd</sup> December 1989 (Zahari, 2007). Ever since, Malaysian Armed Forces especially the TD has undergone massive transformations to ensure the role of Malaysia's premier security agency remains relevant to the society. With the current leadership under the command of 28<sup>th</sup> Chief of Army, Jeneral Tan Sri Dato' Seri Zamrose bin Mohd Zain, TD has renewed his commitment to all its personnel by the introducing of his Order of the Day, in the parade square of Pusat Latihan Asas Tentera Darat, Port Dickson, barely a month after his swearing as a Chief of Army after taking over the reins from Jeneral Tan Sri Dato' Seri Panglima Haji Ahmad Hasbullah bin Haji Mohd Nawawi on 11<sup>th</sup> June 2020 (Ruzaini, 2020).

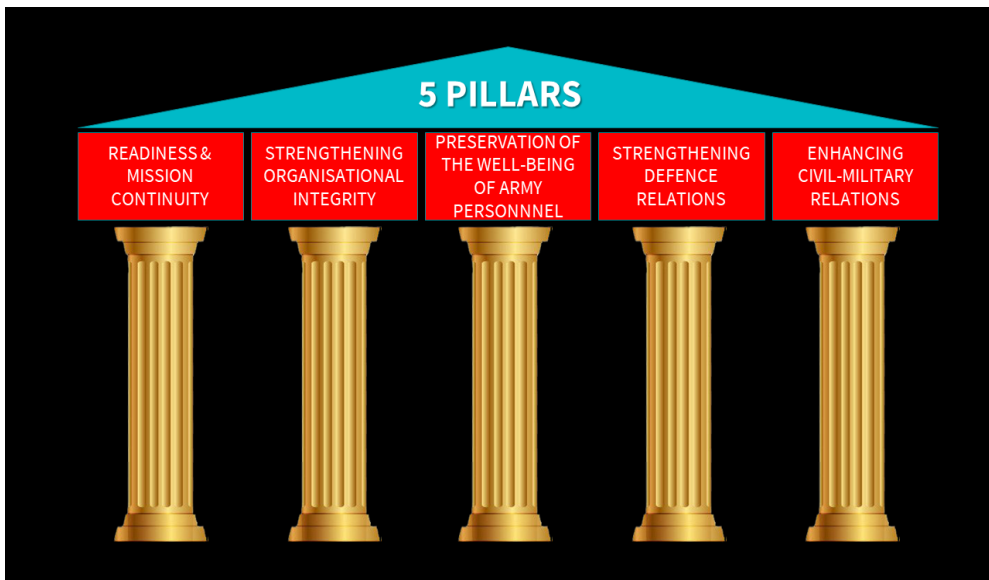
The Order of the Day of the 28<sup>th</sup> Chief of Army which emphasizes the 3 principles and 5 pillars (3P + 5T) concept that will serves as a guideline for all personnel of the Malaysian Army to be implemented. The main objective of the Order of the Day is to ensure the smooth flow of the administration as well as operational of the TD at every level of command.



**Figure 1: The 3 Principles Outlined by 28<sup>th</sup> Chief of Army**

The three principles are to implement what has been planned, to walk the talk and to do things right. For the first principle, each TD personnel has the responsibility to carry out their duties to ensure smooth running of the organisation and achieve the set mission. For the second principle, “walk the talk” attitude must be shown by all TD personnel as their commitment towards accomplishing their task perfectly. Meanwhile as for the third principle, the efforts to achieve the mission and fulfil their responsibilities are deeply dependent on each TD personnel’s ability to do things right.

While for the 5 pillars that assembled in the Order of the Day, it underlines 5 main points that will develop the TD as a credible force. For each pillar, there are few areas that will be the focus in pursuance of achieving the objectives. Contemporary operational environment of military service is both physically and mentally demanding, given by a difficult working sphere define by its rules, responsibility and the nature of job. Therefore, in this article the author will only elaborate on the importance of the third pillar of the 28<sup>th</sup> Chief of Army’s order for the well-being of military personnel and their families in the Malaysian Army’s context.



**Figure 2: The 5 Pillars That Will Ensure the Malaysian Army as a Forces That Will Remains Relevant to Meet the Challenges of the Day and Be Ready for Future Demands**

### **THIRD PILLAR OF THE CHIEF OF ARMY'S ORDER OF THE DAY**

Well-being can be defined as a positive outcome of people for being comfortable, high live expectations, healthy and have an ability to manage stress (Drevitch, 2019). Being a military professional, the TD personnel could not avoid from the effect related to stress and hardship due to the nature of job that have implications for the well-being of military personnel and their families. Some factors such as social support, coping strategies, resilience and leadership can influence the impact of these stressors and therefore, the importance in managing well-being and preventing psychological problems is crucial to enhance soldier readiness and retention in the context of military operations.

In line of this circumstance, the third pillar of the Order of the Day highlights five focal points that need to be accomplished by all command in the TD namely, to Improving the Quality of Life, Improving the Armed Forces Accommodation (RKAT) and Facilities, Strengthening of the Spiritual of the Personnel, Upgrading of Medical Healthcare, Empowering the Education and lastly, Boosting the Recognition among the TD personnel.

### ❖ Improving of the Quality of Life

In order to get better understanding on the global perceptions of quality of life, it is often that any military organizations to use models of action in determining whether personality, situations, events and environment affects their quality of life, as a whole. With that, the organizations will be able to better identify philosophical approaches that will drive the current policy. For example, should the TD attempt to facilitate and implement initiatives to improve more positive perceptions of life domains, some combination of both or some other approach? Frequently, studies of quality of life and ratings of life satisfaction use two primary models of action namely, bottom-up and top-down models (Diener, 2009). It stated that, most researchers tended to assume that life satisfaction is a weighted average of satisfaction with different domains of life such as working life, family life, accommodation, salary and etc.

In other words, quality of life is a multi-dimensional concept that encompasses physical, psychological and social well-being and its related each other. Thus, quality of life can be considered as one of the essential elements in maintaining high state of personnel and unit readiness in the TD. In fact, improving quality of life for service members, families and dependents has been a priority of Malaysian Army leadership since its inception in 1933. What varies from the message of all these military leaders is a matter of the strategies and measures taken on how will the service mitigates the quality of life to meet the needs of TD personnel and families at present.

While the strategies to facilitate quality of life among the personnel in the TD varies, they all have one common goal, which is to support Malaysian Armed Forces (MAF) commitment to all service members and their families, including the veterans. Therefore, it is vital for the TD to always preserve the needs of its personnel in order to support MAF's well-being initiatives. For this criterion, various measures have been stressed out by the current Chief of Army in order to alleviate the objective. As of now, all level of TD's command has intensified in improving the quality of life of its personnel especially in providing the welfare needs of the personnel and families. As a results, activities such as donations and welfare visit to those unfortunate service members are common practise by all level of leaders in the TD today.





**Picture 1: Jen Tan Sri Dato' Seri Zamrose bin Mohd Zain Handover the Contribution Package for the Flood Victims of the Army Area of Responsibility Fourth Malaysian Infantry Division, First Battalion of The Royal Malay Regiment (1 RAMD) on 28<sup>th</sup> Jan 2022 (Nazif, 2022)**

#### ❖ Improving the Armed Forces Accommodation (RKAT) and Facilities

TD with the standing service members around 80,000 personnel have the most numbers of personnel amongst the other two branches of the MAF. Therefore, it is essential for the TD leadership to always highlight on the importance of having quality atmosphere of its accommodation. Even though the Armed Forces Accommodation (RKAT) has undergone massive transformation over time, there are still room for improvements. For the record, Ministry of Defence has introduced Armed Forces Accommodation Blueprint 1.0 ever since 2017. The goal of the blueprint is to ensure that the welfare of personnel of MAF and their family members continues to be protected in regards of the housing issue.

Under the blueprint, thousands of multiple type or class of *Rumah Keluarga Malaysia Angkatan Tentera* (RKMAT) will be built around the country. In addition to the fully furnished accommodation, RKMAT will also be equipped with other facilities such as playground, gymnasium, *surau*, community centre, nursery, multipurpose hall, grocery store and other basic needs for the community. These vibrant, safe and ecologically sustainable housing project will

definitely improve the daily life of its occupants hence boosting the morale of the personnel and families, as well as portraying an excellent image of the army in appreciating its personnel in public. In return, living in such conditions will indirectly channel the service members into mission ready status forces at any time given. To ensure the continuity of the blueprint, the Armed Forces Accommodation Blueprint 2.0 was launch in 2019, followed by Armed Forces Accommodation Blueprint 3.0 in 2022. By the end of 2030, it is expected a total of 28,033 units of RKMAT will be built across the nation in line with the Third Pillar of the Chief of Army's Order of the Day.

### ❖ **Strengthening of the Spiritual of the Personnel**

In today's demanding lifestyle, a person must not only be physically and mentally fit, but it must be balanced with its inner spiritual strength as well. In the perspective of TD, strengthening spiritual is through motivation, setting an achievable goal and abiding to the teaching of one's religion is one of the fundamental set-ups by the TD leaders since decades. In order to produce a strong and formidable army, the right formula to form a truly capable and competent forces should be paid attention by the TD leaders. Aspects of training such as disciplining, training skills using weapons, shaping the morale of members to obey instructions and not committing any misconduct are something that needs to be stressed. Therefore, in order to strengthening the army as a whole, some important aspects of psychology need to be given attention such as religious appreciation among the personnel.

Numerous studies indicate that there is positive significant relationship between psychological well-being and the religion appreciation, when comes to positive impact towards human being personality. In other words, the higher the appreciation of religion, the higher the level of psychological well-being can become (Che Amat, Mokhtar, Wan Othman, & Zainudin, 2020). As an organization traditionally centred on religion beliefs, the TD personnel cannot separate the needs of spiritual and physical strength. The core of army's combat power should not only focus on military capabilities and intelligence alone but must also extended to spiritual aspect. In line of that awareness, the strengthening spiritual of the personnel has been one of the strategies to support the Third Pillar of Chief of Army's Order of the Day.

Even though Islam is the official religion in the MAF and the army, the freedom in practicing other religion such as Christian, Buddha and Hindu are widely exercised by all service members. The TD always encouraging any religious functions and activities regarding the spiritual including breaking fast ceremony and *khatam* Al-Quran ceremony for the Muslims and special prayer for the Christians and other religion as well. All these programs should be done regularly and to be continued because the spirituality of the individual followed by the nature of piety will be able to form a positive or psychology well-being of TD personnel, thus will form a better soldier.



**Picture 2: Some of the Religious Activities Conducted by Malaysian Army's Personnel in Order to Uphold the Third Pillar of the Chief of Army's Order of the Day**

### ❖ Upgrading of Medical Healthcare

Healthcare service in the MAF is one of the largest and essential service provided by Royal Medical Corps of the Army which has a tri-service role in providing the healthcare to the Royal Malaysian Air Force (RMAF) and the Royal Malaysian Navy (RMN) as well. In general, the Malaysian Armed Forces Healthcare Service

(MAFHS) is a backbone of the forces for providing healthcare service to all families of the service members, civilians and veterans.

The establishment of *Hospital Angkatan Tentera Tuanku Mizan* (HATTM) and other military hospital around the country is one of the examples of the determination of the MAF and the army to elevate the medical healthcare for the service members, families and veterans. In fact, these medical facilities play a major role in providing medical healthcare services during crises. COVID-19 pandemic which struck the world and the nation, proves that the services provided by the MAF was valuable and lifesaving.

### ❖ Empowering the Education

Education can be defined as a process of transferring knowledge and information to bring up and shape the individual talent and his or her inner potentialities. Many scholars have explained the importance of education for the humankind. According to Imam Al-Ghazali, education is a process which enable an individual to distinguish between the true and false, the good and bad, the right conduct and the evil doing. While Aristotle has said, education is a process of creation of sound mind in a sound body. Overall, the process of education is not only self-realization of the individual, but it is also to bring into action the potential in any person. Because of those reasons, the Third Pillar of the Chief of Army's Order of the Day also has put emphasis on the needs for the TD to empowering the education among its personnel for the benefits of the organization and the individual itself. Many programs have been introduced to encourage the personnel of the TD to further their studies. The organization also provides opportunities for all service members to pursue their studies either on a full-time or part-time basis at selected higher learning institutions locally and abroad from Diploma level to Doctor of Philosophy (PhD) level across various fields, in order to enhance the competency of human resources in TD.

In 2021, a total of seventy-seven members including officers and other rank (LLP) were selected to pursue their educations in various subjects with the allocation being channelled around RM3.57 million. For 2022, another RM1.57 million has been allocated for this purpose (Bakri, 2022). With the knowledge and academic qualifications, they will be able to make a more effective contribution and increase the overall competency of the TD. The qualifications they have gained also could be useful for them once they retired and step out to the non-military working environment in the future.



**Picture 3: Chief of Army Showing His Recognition to TD Personnel During Breaking Fast Ceremony in Tactical Headquarters 749, Kem Banding in April 2022**

### ❖ **Boosting the Recognition**

Realizing the value of personnel's motivation in driving productivity in the organization, TD has taken the initiatives to appreciate its personnel by introducing the agenda on boosting recognition among its personnel. Praising someone and recognizing them is a certain way to show that they are valued by the organization will ultimately raise their job satisfaction and output. There are a lot of benefits of having a such of good rewards program in the organization. It will encourage them to go for the extra mile in whatever fields that they are involve. When you show them their efforts and their demanding work is important and worth rewarding, it will give them the immense job satisfaction and give them a feeling that they are always welcome by the organization. Furthermore, rewarding their hard work would generate loyalty and help the team develop an exciting connection with the organization.

For example, TD always prioritize the promotion of its personnel whoever qualified with its various discipline along the career path. The army always encouraging its personnel to push forward in order to excel in the fields that they are engaging with. The Chief of Army as well as with the leaders of every level of command in TD always trying to give their level best commitment by ramping up efforts to address concerns regarding on the administration, operations and logistic by paying a site visit to their troops on the

ground. Those efforts indirectly will boost the morale of the TD personnel.

## **CHALLENGGES AND LIMITATION**

To build a successful outcome from the initiatives in preserving TD personnel's well-being, there are certain limitations and obstacles to be overcome by all TD's leaders. Since Malaysia is not a military spending nation, the funding of the programs will be one of the main challenges. Each year, Malaysian Government spent less than 5% of its gross domestic product (GDP) for its defence spending, thus will make it challenging to balance the spending of military operations and the well-being of its personnel.

As TD's leadership and planners work to improve the state of personnel and their family's well-being, the effectiveness of these programs in terms of their impact on the personnel's lives, needs to be continually evaluated from time to time. Over time, it also needs to be adjusted and improvised to suits to the current situation. It is often to see the direction of one leadership will change whenever the leadership are changing. It is vital to maintain the direction of those initiatives that will support the Third Pillar of the Chief of Army's Order of the Day, to achieve the objectives.

## **CONCLUSION**

With all the preserving personnel's well-being initiatives underway and being implemented at all level command of TD, a concentrated effort towards the success of the Third Pillar of Chief of Army's Orders of the Day must be put in order to understand the effect and the outcome for the organization. Investing in military personnel and their families is one of the cost-effective ways in maintaining a capable army, especially for military with an all-volunteer force that depend on the organization's ability to be an employer of choice for people in a competitive work force.

Educating TD's leadership at all levels regarding the value of preserving personnel's well-being are imperative issues that cannot be taken for granted. The dynamic sphere of the well-being in military must be professionally manage to maintain the operational effectiveness in any military organization such as TD. The continuous and concentrated efforts also should be focus by all parties involved to ensure the fruitful of the objectives of the Third Pillar of the Chief of Army's Order of the Day could be realized. As quoted by the renowned aerospace scientist of India, Dr. A.P.J. Abdul Kalam in the



beginning of this article, the successful of the organization is associated with the well-being of its people. If the well-being of the employee could be preserved, the organization will benefit the fruitful of the workforces.

## REFERENCES

- Bakri, M. (2022, March 1). *Utusan Malaysia*. Retrieved from <https://www.utusan.com.my/nasional/2022/03/kebajikan-tentera-darat/>
- Che Amat, M., Mokhtar, M. O., Wan Othman, W., & Zainudin, Z. N. (2020). Religious Appreciation and Psychological Well-Being Among Malaysian Army. *International Journal of Academic Research in Business and Social Sciences*, 238-240.
- Drevitch, G. (2019, Jan 2). *Psychology Today*. Retrieved from <https://www.psychologytoday.com/us/blog/click-here-happiness/201901/what-is-well-being-definition-types-and-well-being-skills#:~:text=Wellbeing%20is%20the%20 experience%20of%20health%2C%20happiness%2C%20and,meaning%20or%20purpose%2C%20and%20ability%20to%2>
- Nazif, M. (2022, January 28). *Berita Tentera Darat Malaysia*. Retrieved from <https://btdm.my/index.php/2022/01/28/td-komited-bantu-anggota-dilanda-musibah-banjir/>
- Ruzaini, N. (2020, July 11). *Berita Tentera Darat Malaysia*. Retrieved from BTDM: <https://btdm.my/index.php/2020/07/11/perintah-ulung-ptd-ke-28/>
- Waldstreicher, D. (2017). *The Diaries of John Quincy Adams 1779-1848: A Library of America Boxed Set*. Library of America.
- Zahari, S. (2007). *The Long Nightmare: My 17 Years as a Political Prisoner*. Cheras, Kuala Lumpur: Utusan Publications & Distributors.

## **PEMENANG ARTIKEL TERBAIK SOROTAN DARAT SIRI 79 EDISI DISEMBER 2021**

---



### **ARTIKEL TERBAIK**

#### **DEFENCE WHITE PAPER – A CONTINUANCE OF TRANSFORMATION STRATEGIES**

Kol Dr Nizlan bin Mohamed, RAR



### **ARTIKEL KEDUA TERBAIK**

#### **DEFENCE WHITE PAPER – STRATEGIES UNDERTAKEN BY THE MALAYSIAN ARMY**

Kol Nazlee bin Abd Rahim, RMR



### **ARTIKEL KETIGA TERBAIK**

#### **DEFENCE WHITE PAPER – STRATEGIES UNDERTAKEN BY THE MALAYSIAN ARMY**

Brig Jen Mohd Tamam bin Jamioon, ROC



## PANDUAN UNTUK PENULIS

---

➤ Had panjang artikel adalah antara 4,000 ke 6,000 patah perkataan iaitu sekitar 8 hingga 11 muka surat. Penulisan hendaklah menggunakan *font* Arial bersaiz 12. Teks artikel hendaklah ditaip selang satu setengah baris yang menggunakan format kertas A4. Artikel boleh dimajukan secara bercetak dan secara *soft copy* ke Bahagian Pembangunan Doktrin, MK PLDTD (UP: Ketua Editor Sorotan Darat).

➤ 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.open subscribe. com/ worldlibrary /teks /7.html](http://www.open.subscribe.com/worldlibrary/teks/7.html). Capaian pada 30 Mei 2016

➤ Manakala gambar rajah, jadual dan gambar hendaklah digunakan secara terhad dan diberi nombor sebagaimana dicatat dalam huraian teks.

➤ Keperluan:

- ❖ Setiap artikel mestilah dimajukan bersama sekeping gambar penulis bersaiz passport, *soft copy* gambar dan juga biodata ringkas penulis.
- ❖ Setiap artikel mestilah dimajukan bersama synopsis artikel tidak melebihi 100 patah perkataan yang mengandungi hujah/pendapat utama dalam artikel.

**PERINGATAN:** ARTIKEL MESTILAH HASIL PEMIKIRAN DAN IDEA YANG TULEN DARIPADA PENULIS DAN BUKAN HASIL PLAGIAT.



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

