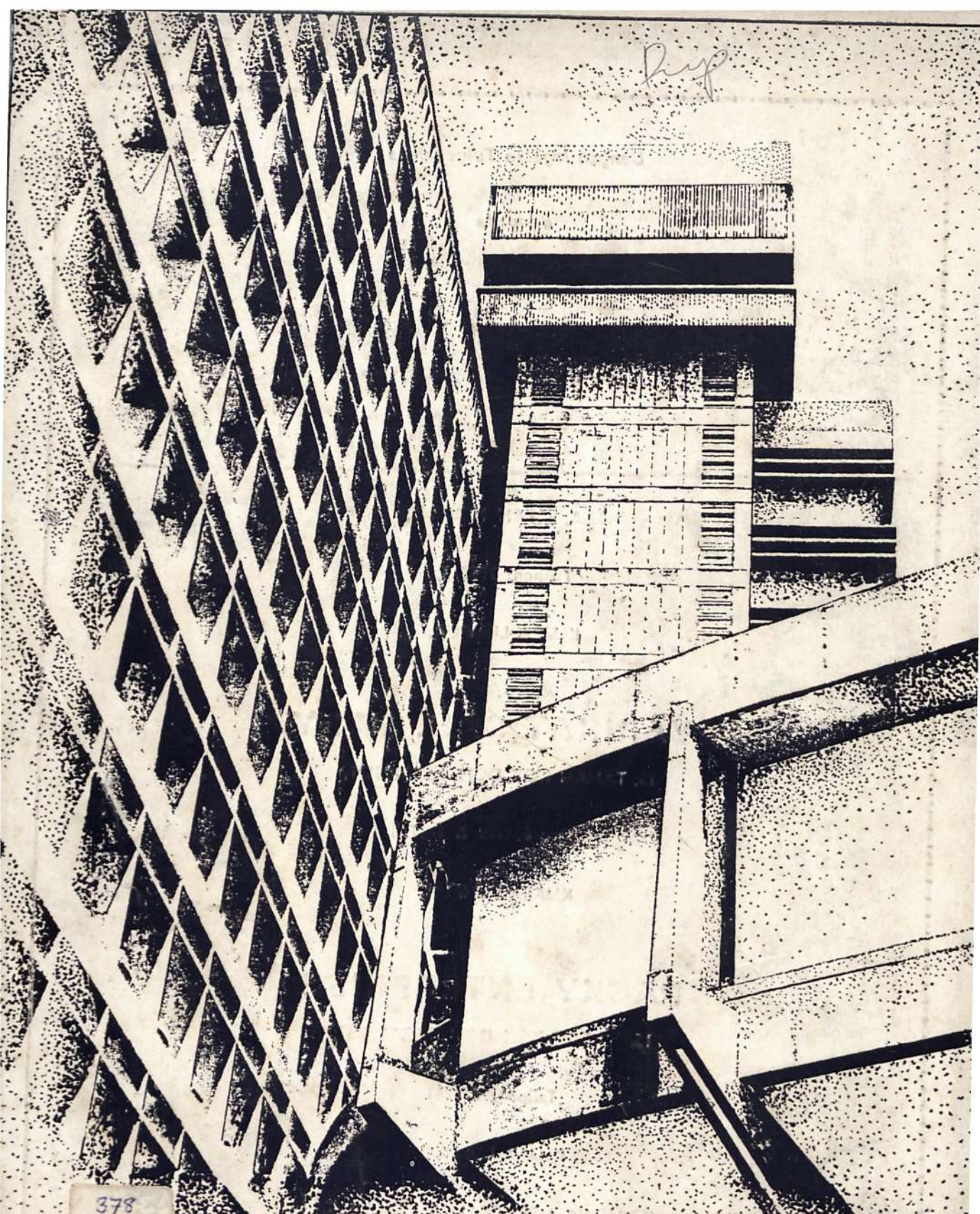




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di dapati yang halus dan sederhana.

 **Schwan - STABILO**

executive

BIL: 9
JUN 1973

KANDUNGAN

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Pengarang:
Idris Buang
Mohd. Maydien

Wakil Iklan:
Hamdanmahat

Setiausaha Penerbitan:
Dahari Amin

Jurugambar:
Mohd. Ghazali Yusof

KULIT LUAR:
Gambar sebahagian daripada kompleks
ITM di Shah Alam oleh Sdr. Hussein.

Segala Artikel-artikel yang muncul di majalah ini tidak semestinya melambangkan pendapat-pendapat KSITM.

Diterbitkan oleh Kesatuan Siswa Institut Teknologi Mara dan dicetak oleh Perchetakan Abadi, P.J.

Mazda 1000 Best Seller in its class

The Sunday Mail

Japan in top spot

Car sales surprise

Reign of
the
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The four-door Mazda 1000 chalked up 1,138 sales to emerge the top seller last year for cars below 1000 cc. It also claimed top spot for January with 150 units.

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*Bahagian Perancang Am,
Jabatan Perdana Menteri,
Jalan Datuk Onn,
Kuala Lumpur.*

Terimakasih banyak kerana menjemput saya untuk memberi sepatah dua kata di dalam majalah Tahunan 'Executive' ini.

ITM sebagai salah sebuah institusi tinggi di negara ini memainkan peranan penting dalam pembangunan negara dan tanggungjawab penuntut-penuntutnya adalah berat. Kita sedang giat berusaha untuk menyusun semula masyarakat — salah satu daripada matlamat Dasar Ekonomi Baru yang berilhamkan Rukunegara — agar wujud golongan bumiputera di semua peringkat dan semua bidang di sektor perdagangan dan perindustrian.

Di dalam konteks inilah ITM mempunyai satu peranan khas dan yang amat penting. Saudara-saudaralah apabila lulus nanti akan mengisi sebahagian dari kekosongan yang ketara di sektor tersebut. Saudara-saudara sekelian adalah antara mereka-mereka yang akan menjadi pelopor di sektor baru ini dan saudara-saudara haruslah menyedari hakikat ini. Ibubapa, ITM, dan Negara berharap benar kepada saudara-saudara dan kepada sumbang-an saudara-saudara.

Kepada semua saya ucapkan selamat maju jaya di masa muka.

Bersama kita 'Bina Malaysia'.

(M. Ghazali bin Shafie)

9hb. April, 1973.

BAGAIMANA **dapat dielakkan**

KESEMPITAN HIDUP
SELEPAS KESENANGAN?

KEPENATAN
SELEPAS REHAT?

KEHINAAN
SELEPAS KEMULIAAN?



HUBONGILAH
LEMBAGA PERANCANG KELUARGA NEGARA

BANGUNAN UMNO SELANGOR, JALAN IPOH, PETI. SURAT 416,
KUALA LUMPUR, TALIPON 22476/22477.



Sepatah Kata

Dalam perkembangan dunia yang begini cepat, penegasan atas daya pimpinan dalam sebarang perbuatan yang merbahaya telah menjadi semakin penting (bermakna). Pepatah lama iaitu "Pengetahuan ialah kunci kejayaan" tidak boleh lagi berpegang dengan sendirinya. Pengetahuan bersama dengan mutu pimpinan seperti keazaman, pandangan yang jauh dan sifat berani lah yang akan membezakan di antara orang biasa dengan seorang pemimpin yang dinamis. Perkembangan ekonomi yang pesat di Malaysia ini berkehendakkan orang-orang yang mempunyai keahlian yang seperti ini untuk membimbing kita.

"Executive" boleh menjadi sebagai satu alat yang berguna untuk pernyataan bagi membentuk idea-idea bagi keluaran kebangsaan. Ini boleh jadi bantuan dari KSITM untuk pemikiran yang positif. Idea-idea yang lancang ini mestilah disokong bukan sahaja dari keyakinan yang kuat bahkan dari faktor-faktor dan perbahasan yang logik.

Saya berharap agar penerbitan ini akan terus berjaya.

(Pengarah)

ARSHAD BIN AYUB
P.D.L.N.B.Sc., Hons. (Wales)
Dip. Business Admin. (IMEDE) (Lausanne)
Dip. Agric M.B.I.M.

UNIVERSITI TEKNOLOGI MARA
KUALA KANGSAR

Sekapur Sirih

Para-para intelek sudah tentunya menyadari bahawa KSITM mempunyai potensi yang paling besar untuk menjadi tenaga siswa yang amat berkesan dan paling diwaspadai sekali di negara ini, disebabkan beberapa faktor istimewa yang ada padanya, tetapi tiada pada persatuan-persatuan pelajar yang lain.

Kesitmewaan ini — jika berjalan di atas fitrahnya, lebih menggegar seluruh masyarakat dalam menghapuskan kestabilan, demi untuk menegakkan kebenaran mutlak yang menjadi idaman setiap insan yang siuman.

Sebuah institusi yang unik, ITM MEMPUNYAI SISWA YANG "HOMO-GENEOUS" YANG AKAN MENGUASAI POLITIK DAN EKONOMI NEGARA DI MASA YANG AKAN DATANG. Jika tenaga ini dapat disatu dan dipadukan, maka KSITMlah yang akan mendapat perhatian umum di dalam setiap langkah dan perincian yang diambilnya. Sungguhpun sukar dicapai dalam masa setahun, proses penyatuan dan perpaduan ini dianggarkan lebih senang diimplimentasikan di ITM berbanding dengan lain-lain institusi.

"KEBUMIPUTERAAN DAN KEISLAMAN" yang menjadi tema perjalanan KSITM pada tahun ini merupakan idealisma yang sedang kita tuju. Inilah fitrah yang tidak kunjung berubah maupun masa dan suasana beredar. Bumiputera ialah setiap insan siswa/siswi di institut ini — manakala Islam ialah Uagama Persekutuan yang harus dijadikan landasan perjuangan di dalam jangkamasa yang panjang. Islam sebenarnya ialah satu sistem lengkap yang merangkumi keseluruhan cara hidup yang mesti diperkenalkan kepada seluruh umat manusia. Inilah garis-garis penyatuan dalam mencapai matlamat yang diidam-idamkan.

Intisari majalah "Executive" ini merupakan sebahagian daripada hasil usaha siswa-siswi ITM yang sedang mengikuti lebih daripada 50 bidang kursus. Sekali lagi kita rasakan, seandainya siswazah professional daripada berbilang kursus ini dapat disatukan, ianya boleh dijadikan satu sistem yang kukuh untuk mengatasi berbagai masalah yang dihadapi oleh bumiputera khususnya dan negara amnya.

Muga-muga sekapur sirih dan seterusnya majalah ini akan merupakan sebahagian daripada bahan dakwah di kalangan cerdik pandai, pemerintah, wali-wali dan lain-lain pembacanya. Wassalamualaikum Wm. Wb.

Saudaramu,

**Zahari Awang
YDP KSITM 1972/73**

Intisari Dari Redaksi

Perkembangan yang dialami oleh dunia akhir-akhir ini dalam berbagai-bagai aspek kemajuan dan kehidupan manusia adalah amat pesat sekali. Ilmu pengetahuan itu bukanlah bagi hakmilik segolongan manusia berdasarkan warna kulit, kedudukan, keturunan dan kepercayaan.

Walaupun demikian jurang perbezaan di antara negara-negara maju dengan negara-negara mundur dan juga yang sedang membangun, golongan berada dengan yang miskin, yang terpelajar dengan yang jahil; masih ada lagi. Malah kerana kadar pembangunan yang berbeza-beza maka di antaranya telah menjadi semakin luas lagi.

Di sinilah letaknya tanggungjawab yang mesti dipikul oleh setiap anggota masyarakat untuk berusaha berlipat-ganda untuk merapatkan segala kejurangan dan perbezaan yang wujud.

Kalau dahulu sebab-sebab ketiadaan 'executive' bumiputera didasarkan ketiadaan ilmu pengetahuan, kemahiran dan kelulusan yang tertentu, kini sebab-sebab seperti itu tidak boleh diterima lagi.

Ideacita-ideacita untuk memperbanyakkan bilangan dan mempertinggi-kan taraf, nilai dan mutu cerdik pandai yang semi-profesyenal dan profesional kini telah digantikan dengan ideacita-ideacita untuk melahirkan 'entrepreneur bumiputera' yang akan bukan sahaja mengendalikan urusan organisasi-organisasi industri dan perdagangan tetapi memilikinya.

Sementara ideacita ini sedang dilaksanakan janganlah hendaknya ditutup fasilitas-fasilitas pengetahuan dan peluang pekerjaan kepada semi-profesyenal dan semua siswazah kita atas alasan-alasan yang disengajasengajakan.

Sayugia diingat bahwa 'executive' kita bukan lagi golongan yang mempunyai kemahiran dan kebolehan yang tertentu tetapi kebanyakan daripadanya adalah dwibahasa dan ramai yang gtribahasa. Kestabilan karakter dan personaliti hasil daripada ketegasan menitikberatkan pendidikan kerohanian dan jasmani, material dan spiritual adalah 'asset' yang positif dalam segala bidang pekerjaan.

Di samping itu 'Executive' bukan lagi media hanya untuk menyalurkan dan mengumpulkan aspirasi-aspirasi, pendapat-pendapat, pengkajian yang mendalam dan hasil ciptaan jenerasi muda kita tetapi suatu tindakan ke arah keadilan atas panji-panji jenerasi muda bertindak untuk keadilan. Tindakan inilah yang akan menelurkan tenaga dan usaha mengimbangkan dan merebut kembali hak-hak yang telah hilang sejak zaman-zaman yang silam.

'Executive' bukan sahaja suatu tenaga baharu tetapi suatu perubahan yang akan membawa segala idea-idea pembaharuan dan pembangunan, hasil karya dan ciptaan cendekiawan dalam semua bidang seni, perdagangan, industri, kejuruteraan, komunikasi ekonomi dan segala-galanya mengenai sains dan teknologi. Begitu juga halnya dengan ilmu-ilmu kerohanian dan keugamaan yang telah dilupai oleh dunia Barat dan juga segolongan masyarakat di sini.

UNION - MANAGEMENT RELATIONS

A. M. JOHN
Hon. Gen. Secretary,
National Union of Bank Employees,
West Malaysia.

CURRENT LABOUR SCENE

IT is agreed by those on both sides of the table there is no such miracle formula to ensure perfect harmony in Employer/Employee Relations.

It has been conceded all around, including reactionary elements in Industry and Government, that in an Industrial Democracy conflict between workers and employers will arise from time to time and no magic wand can eradicate these totally. Even totalitarian regimes had their share of labour riots.

The question is whether we can reduce these conflicts, frictions and tensions. We, in the trade union movement, particularly in the Banking Industry do say "yes". Whether enough is being done now to reduce these tensions is another question. In the light of this we are convinced that both labour and management must retain their opposing postures. They will have to do this to keep their identities, and therefore there will be areas of disagreement. Any union that is in total agreement with the management *all the time*, will destroy itself. Perhaps that goes for the management too.

I understand that according to some contemporary sociologists, the term 'con-

flict' need not necessarily denote a negative force. It can often take the form of peacefully bargaining over a number of issues, which is prominent nowadays as there are a few vexing issues awaiting satisfactory settlements. This will perhaps partly answer the second question I posed earlier — "Whether enough is being done now to reduce prevailing tensions and irritations."

We in our union examine a particular issue and state the case in a very simple manner, because we have not yet developed the employers' technique of confusing the other party by weaving a complicated web of high-sounding management jargon. But when they quote Peter Drucker to their advantage, we know the other qualifying passages have been conveniently omitted. We are convinced that issues of tension can be kept under control if there is mutual respect.

CONFLICTS & REMEDIES

Why industrial conflicts arise out of employer/employee relationship is a question for which no single answer can be provided. Industrial conflicts that arise in an establishment may be due to economic, non-economic, sociological or psychological reasons and perhaps due

to an interplay of all these factors. When a person enters the service in an industry, both the worker and the management have certain expectations from each other. Some of the expectations and aspirations of workers often run counter to those of the employers. High wages for workers may reduce profits or even cause losses. High security of employment may affect the flexibility on the scale of operations for the employers. The rigidity of certain rules of discipline may be convenient to the employer but will irritate the workers. Greater expenditure on welfare will mean reduced profits.

When one analyses the nature of demand normally raised by workers and unions, it will be observed that they are invariably either economic or non-economic or both. Economic demands arise because workers are interested to have such earnings and other facilities which may enable them to meet with their requirements like food, housing, clothing, medical, educational and recreational facilities. But trouble often arises as to what are these fair and reasonable requirements of the worker and his family. Some of the main ECONOMIC causes of conflicts are over matters of wages, fringe benefits, bonus and the various considerations related to them.

However, according to an analysis, non-economic factors are more important causes of industrial conflicts in West Malaysia. Some of the important non-economic causes of disputes are trade union connection, collective bargaining, disciplinary matters and unfair labour practices. Besides the above four important non-economic factors responsible for a number of disputes, strikes and lockouts, there are many other non-economic causes of labour unrest like dissatisfaction over working conditions and safety measures, lack of proper communication and welfare amenities, absence of a proper system for hiring, personnel grievances, lack of proper understanding between management and trade union etc. etc.

Labour dispute, as is clear from its definition, could only be raised in regard to employment, non-employment, terms of employment, and conditions of work of any person, and while raising dis-

putes, the following considerations have also to be kept in mind:-

- (1) The dispute must be an actual dispute capable of settlement by arbitration or adjudication,
- (2) One of the parties to the dispute must be able to give necessary relief to the other,
- (3) The dispute must be specific and
- (4) The parties to the dispute must have a direct or a substantial interest.

Where a dispute exists after due processing through the Grievance Procedure existing in the industry, it must first be referred to the Minister who will attempt to reconcile; if he fails which normally happens, the matter is referred to the Industrial Court. But the time taken here is also too long and in the mean time, the workers will have to seek the support of relations and friends, and if he has neither, he must starve. Finally the worker is forced to give in and accept some paltry sum as compensation.

While there are a number of issues emanating from collective bargaining, as if this is not enough, the government has widened the non-bargaining area by an abridgement of the bargaining fields. The restrictive amendments to the labour law give a free hand to the management on matters relating to retrenchment, suspension, promotion, dismissals, reinstatement, transfer and recognition of unions. These are considered as employers' prerogatives which the unions may not question. It is our view that this authoritarian provision can be very counter-productive. This has encouraged some unscrupulous employers to exploit the workers and weaken the unions. This has been one of the major sources of tension.

Some employers were paying sub-sistence wages taking advantage of the new provisions of the law, resulting in pickets, lock-outs and strikes.

It would be relevant, at this juncture if we recall the smug satisfaction with which the Minister of Labour & Manpower, Tan Sri Manickavasagam told the Parliament recently that in 1970 there were 17 strikes out of which only 4 related disputes concerned "management functions such as promotions, transfers, retrenchments and dismissals." The MI-

nister then went on to quote from that high priest of Management Science Peter Drucker saying that "that essence of management is its ability to deploy its manpower resources and skills in the most effective and most rational way." No one in his right mind will say that the most effective and most rational use of manpower will be to lock them out for attempting to form a union or asking for paid leave or overtime for extra work on holidays.

Be that as it may, it all boils down to the simple fact that there has been a serious break-down in communication between the workers and their employers in certain industries. And perhaps there is also deterioration in relations between Unions and the Government. The former situation could have arisen only by the gross complacency, arrogance and insensitivity of those employers who were warmly insulated by the pro-employer legislations. The latter situation may be due to the inefficient Industrial Relations handling system of the Ministry. Not all workers are blameless either, and they have given their share too. However, there is need for a thorough re-examination of the situation. We would be anxious to know how the Labour Ministry is going to remove the causes of industrial relations confrontation. The Workers' organisations will be eager to co-operate with the Ministry if they can demonstrate that they are impartial and remove the oppressive amendments.

PROTECTION-GAP FOR WORKERS

While it is noted that conflicts will be inevitable in both the bargaining and non-bargaining areas, there is yet a small corridor which can be termed a "no-conflict non-bargaining area". This is the area of common interests, where workers' welfare programmes and productivity can be discussed in a most friendly atmosphere.

While entrepreneurs are mostly concerned with high profit and high productivity, enlightened employers should give greater emphasis to people.

Workers should be treated as human beings, as individuals, and not as a means of production, as a unit of labour. Worker is a part of Society, he has feeling, aspirations, desires and problems.

Therefore ensuring smooth employer-employee relations, is the first step in discharging the social responsibility of an industrial undertaking, worthy of its name.

Executive decisions must be based on ethical behaviour and social responsibility. This also involves satisfactory collective bargaining, beyond which should be effective consultative machinery. It will be desirable if it can further lead to co-determination.

Physical conditions and amenities in the work place should be clean and pleasant. Sorry to say that many local and Asian entrepreneurs fail to provide clean wash-rooms, rest rooms and canteens. Employers must also ensure proper medical care and protection.

Outside the factory level, it is the responsibility of good and enlightened employers to provide for sporting and cultural activities. There are some good ones who even set up scholarship for worker's children.

On a community level they can contribute towards schools, clinics and libraries. Also take measures against pollution. Help in many civic programmes.

There are other views on the matter: well-known U.S. Management Consultant John Diebold believes that the responsibility of redressing all social ills is that of politicians and the government — and not that of the business enterprise.

But a British management journalist, Graham Turner says, "Management, like many forms of activity, is either bitterness-creating or bitterness-curing; and both have their impact on Society."

It is recognised that, for Society to benefit, it is the responsibility of business to pursue profit — (even Socialist governments concede this). The task of the government is to establish incentives and constraints in such a way that profit is made to do something for the Society that it needs.

Turner believes in profit as a necessary measure of efficiency but opposes "those who preach the maximisation of profits at the expense of a company's

wider responsibilities." He suggests that far from being neutral, managers should intervene in society by having the company take actions that will help solve social problems.

One Swedish manufacturing firm has started an education programme for the workers representatives in its Works Council so that they can be familiar with a basic understanding of the economic, production and personnel factors governing the administration of the company. This is done on a voluntary basis.

It would also be worthwhile for management to examine the qualities and abilities of their executive staff; and also gather the views of the staff on their executives and invites them to give their suggestions for better relations. While there is room for improvement in relations between the employees and management in the Banking Industry, we regret to note that there are odd pockets of confrontation.

It is ironic, that in a particular instance a tension was caused by the very man who was hired to look after the personnel department. He is even reported to have boasted that he was able to effect so many dismissals, obviously trying to impress the Directors and justifying his continued employment. Good management must make sure that persons given such posts are temperamentally suited for these jobs. Bully boys as personnel officers only create hostility and damage the image of the establishment.

According to a recent survey made by a special consultant to the Management Centre in Europe, *qualities rated highest in a boss* were given as below.

Replies to the questionnaire ranked the qualities in order of importance.

1. Able & efficient
2. Honest & just
3. Open-minded & willing to listen
4. Decisive, not vacillating
5. Cheerful with some sense of humour
6. Willing and able to explain
7. Considerate
8. Stands up for subordinates.

The same survey went on to find out from the staff "Why do you work for your present Company?" Respondents

ranked the factors in order of importance as below:-

1. Scope for initiative
2. Pleasant boss
3. Good salary
4. General working climate
5. Good hours
6. Career possibilities
7. Easy travelling to and from work
8. Social amenities
9. Stable and pensionable post.

Responsible and representative governments, while having a responsibility to see that industrial and commercial undertakings function effectively, they have an even greater responsibility to the workers, and that is they should protect them from exploitation.

A government that is committed to vast social reforms, restructuring society and ensuring and equitable distribution of income cannot be indifferent to the needs of the workers. While there is need to encourage capital formation to create more employment, there is no justification for allowing some unscrupulous employers to exploit the workers by paying sub-subsistence wages or hiring them in conditions that they will not join or form unions.

It has now become the fashion for many political parties to create labour bureaux. While their motives are not explicitly clear yet, we welcome their interests in the welfare of the workers.

Although many have some misgivings on the matter we in the NUBE is of the view that championing the rights of the workers is not the monopoly of any single organisation. We also note with satisfaction that the government is committed to the concept of industrial democracy and as such the interests of the workers should be the prime concern of the government. Perhaps the government has now realised that trade unions are about the best instruments of promoting national unity, as the trade union movement transcends race, religion, colour or creed.

DOMESTIC PROBLEMS OF UNIONS

Many unions face the problem of stagnation while some are threatened by disintegration. Clearly it is the responsibility

of the National Centre, the Malaysian Trades Union Congress, and other well-organised unions to come to the assistance of these smaller unions. More trade union education programmes are needed and better training for union leadership.

If unions achieve a steady membership and a growing membership, they should try to engage full-time employees to run the routine affairs of the unions. Lack of funds has been the usual complaint. Wherever possible, membership fee could be raised to enable the unions not only to engage administrative staff, but even specialists. We are happy to state that a few of the bigger and better-organised and wealthier unions are now staffed with Research Officers, public relations officer, and economists. These will give unions a better position at the bargaining counter.

SEEKING NEW HORIZONS

This brings us to the next phase in the expanding area for workers involvement in more economically gainful activities. There is a wide scope for venturing into Banking, Multi-purpose Co-operatives, Insurance and other educational and welfare activities.

As you are aware plans are well advanced to launch a Workers' Bank, and this may well serve as the hub of all future economic undertakings of the unions. We are happy that the government has welcomed our efforts in creating more employment and expanding the base of our economy. Many unions have launched housing co-operatives. Some have acquired plantations. One union has gone into a multi-million dollar textile mill in collaboration with an Indian industrialist and the Negri Sembilan State Gov-

ernment. Yet another Union is about to set up a Technoligical Institute.

The NUBE will be completing its trade union training cum holiday centre in Port Dickson which will be at the disposal of all unions and sister organisations. Unions have also set up scholarships and funds for children of members.

CO-EXISTENCE

It is therefore evident that trade unions are not just a bunch of workers constantly agitating for higher wages. They are a positive social force — and they are here to stay. Employers should accept this fact of life.

The trade union movement is interwoven in the fabric of our national life. It will remain so as long as the cherished principles of a parliamentary democracy and Rukunegara are kept alive. Management and employees can, and must co-exist in harmony. Workers can and should co-operate with the management in increasing productivity and ensure just returns for the entrepreneur, while management must mobilise the goodwill of the workers and regard them as partners in the process of production and the progressive elements should allocate a certain percentage of their shares to the employees to give them a sense of belonging.

Before I conclude, I would like to pose this question — which is "will a wage freeze or salary restriction be the sole criterion in solving the problem of inflation and checking the upward spiralling of prices of commodities? Or is it not necessary that wages and prices are essentially linked, that restricting only one, will create further complications."

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Student Unrest

by Hilarion BC Jengutt

HAVE you heard the Japanese students, in the midst of their nation's economic miracles, protesting against their traditional educational system? Have you heard the American students playing political ping pong with President Nixon during the time of confrontation between America and China leading to campus chaos and riots? And do you still remember the two-day demonstration against the Civil Rights Movement's aims of educational system in ITM here? Ultimately, are we, the students of today, much different from our counterparts in earlier generations? Or are we more articulate in making our demands? Is our society truly decadent? Or is it just wraped by tear? Are our demands for complete and total change unjustified? Or should they be tempered by an understanding of these tears? Is the society at large truly trying to understanding us, the meaning of our restlessness? . . .

It is the ills of society, real or imagined, miniscule or cosmic, that breed social protest in every age. This has reflected the state of its health. One may suggest, however, that this student phenomena is integral to the development of 20th Century history, an era which has unfolded in terrifying contrast unprecedented technological advances with a remarkable lag in concurrent social progress. It is extremely unlikely, then, that this group of intelligent young people are being manipulated by some outside malicious force. It seems that there must be some underlying sound causes driving the students to the path of protest.

Nevertheless, one message is clear: student unrest is a high-aiming, far-looking, and relevant movement. They have come to colleges equipped with great ideals, unbounded enthusiasm and an acute social awareness. They protest the "bourgeois" values and prefer the sim-

ple, natural life, rejecting the "complicating wants" of the "consumer society". They regard dress regulations, residence rules, and codes of conduct to be denials of personal freedom and institutional interference in their private life. They object to being fenced in and required to conform to traditions or to other's decision. They like to be entertained and to know is taking place in the field of their special interest: books, plays, sports, business, society, and the like. They demand recognition as individuals and the right to express their own ideas in their own ways. They demand the right of political activity, freedom of assembly, and social involvement. Beyond all these and in the area of social involvement, students feel that the college or university has a duty to be in touch with society.

There is no question that our revolutionary world has influenced the young student's mode in many respects. The unprecedented technological development, the unparalleled communication system, and the drastic changes in social, economic, and political life have undoubtedly contributed much to the improvement of human society, yet they enhance simultaneously the tension of the modern world in view of the destructive capacity that mankind has achieved. We need today, more than ever before, educational, cultural and political organizations to repair the damage done and to generate an atmosphere for mutual understanding. The present generation must think of what shall be the course of this planet in generations to come, must prepare the young accordingly. Remember: only through a sound and enduring partnership can there be a better society tomorrow. It is therefore, good that the old should resist the young, and that the young should prod the old; out of this tension, as out of the strife of the

sexes and the classes, comes a creative tensile strength, a stimulated development, a secret and basic unity and movement to the whole.

These are the issues that any modern society, not just an institution or university, has to face, despite the differences in nationalities, cultural background, technological development, and socio-political systems. We have come to a turning point from where a new end in both human education and human society is to emerge. The campus restlessness signifies a vital challenge of this new trend. Whatever may result from it, there is no doubt that our young generation is going to have a greater voice in the shaping of a future world in which we are to live.

Another great problem lies in the isolation of the university from society. Members of the "academic world", don't speak to the "outside world", don't feel their pains and anxieties, don't know their wants and needs. In consequence,

while the academician is speculating about life on Mars or Venus, the underprivileged citizen of the nearby ghetto is fighting death from starvation.

There are numerous ills in our present day society which prompt and kindle the spark of unrest among students. Segregation, racial hatred, religious fanaticism, clash of ideologies, suppression of basic human rights, never-ending nuclear arms race, an ever-increasing economic gap between developed and developing countries, militaristic adventurism of the big powers, and countless other problems come crowding into the minds. We feel stifled and become restless. This unrest is bound to grow not because it speaks the truth but due to the ever increasing proportion of the young in population. Facing the student unrest, people tend to react automatically by asking: What's wrong with them?

Woudn't it be better to reverse the question: "What's wrong with our society? What's wrong with us?"

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THE SUPREMACY OF THE CONSTITUTION

By TAN SRI SUFFIAN

ENGLISH constitutional lawyers speak of the supremacy of Parliament, which Dicey, a famous professor of law, considered the dominant characteristic of the British constitution from the legal point of view.

The British Parliament is indeed supreme. There is no law which it cannot make, repeal or amend. No person can declare an Act of Parliament invalid. It cannot legislate to prevent the repeal or amendment of its own enactments. In practice however there are many important practical limitations on the British Parliament's power to make law, but the three propositions that I have mentioned remain the basis of the legal concept of the supremacy of the British Parliament today.

Is the Malaysian Parliament also supreme, like the British Parliament? I submit that it is not. Our Parliament does not have unlimited power. Unlike Britain, Malaysia is a federation with a written constitution which is rather rigid. Our Parliament derives its power from the constitution which divides legislative power between the federation on the one hand and individual states on the other. It specifies clearly what are federal subjects concerning which the Federal Government is responsible and Parliament may make law, and what are state subjects concerning which State Governments are responsible and the State Legislative Assembly may make law.

The constitution also specifies what are concurrent subjects concerning which either Parliament or a State Legislative Assembly may make law.

Thus Parliament may legislate only on specific subjects, such as foreign affairs, defence, and education and the like. In this field where it enjoys legislative competence, it is supreme in the sense that there is no law which it cannot make, repeal or amend, that no person can declare its Act invalid, and that it cannot legislate to prevent the repeal or amendment of its own enactments.

But outside federal subjects Parliament is not supreme, and if it makes law on, let us say, local government outside the federal capital or on Muslim law, both being state subjects, that law may be declared void by the courts.

Even federal law on a federal subject may be declared void by the courts, if it is inconsistent with the Malaysian constitutions, not as to the whole of it, but only to the extent of the inconsistency.

Apart from dividing legislative authority between the federation and individual states, the constitution expressly provides that it is the supreme law of the land and that any law passed after Merdeka Day which is inconsistent with the constitution is, to the extent of the inconsistency, void.

Let us take an absurd example. The constitution says that any person born in the federation, after Malaysia Day (16th. September, 1963), of whose parents one at least is at the time of the birth either a citizen or permanently resident in the Federation — is a citizen by operation of law. Suppose Parliament passes an Act contrary to this — well, if the Act is challenged in the courts

it is certain to be declared void. Parliament does not have supreme powers.

If Parliament is not supreme and its law may be invalidated by the courts, are the courts then supreme?

I think that here again the answer is yes and no — the courts are supreme in some ways but not in others. They are supreme in the sense that they have the right — indeed the duty — to invalidate Acts enacted outside Parliament's power, or Acts that are within Parliament's power but inconsistent with the constitution. But they are not supreme as regards Acts that are within Parliament's power and are consistent with the constitution. The courts' duty then is quite clear — they must apply the law in those Acts without question, irrespective of their private view and prejudice. If judges are free to inject their personal prejudices into their duty, there will be grave disquiet.

Here I should mention that state law may be invalidated by the courts on one of three grounds — (a) if it is outside the power of the State Legislative Assembly, (b) if it is inconsistent with the Malaysian constitution, or (c) if it is inconsistent with federal law.

Who then is supreme in Malaysia?

Let us next consider the position of His Majesty the Yang di-Pertuan Agong. He is of course the supreme head of Malaysia, the object of every citizen's allegiance and loyalty; he is the symbol of the nation, head of Parliament, head of the executive, he appoints judges; he is commander in chief of the armed forces, and so on and so forth. But he too is subject to the restraints imposed by the constitution — he is a constitutional monarch and acts in accordance with Cabinet advice.

I think that there is no doubt whatsoever that in Malaysia there is no single institution that is supreme, corresponding to the British Parliament. I think that what is supreme in Malaysia is the constitution itself.

The legislative power of the various legislative bodies in the country must be exercised subject to the constraints of the constitution. The judicial power of the courts must be exercised subject to

the constraints of the constitution. The power of His Majesty as head of the three branches of Government — the legislative, the judicial and the executive — must be exercised subject to the constraints of the constitution.

I have already dealt with the limitations of the legislative power of Parliament.

Let me now mention some limitations on the power of the executive, that is the Government. When we hear the word Government we think of the Prime Minister or the Menteri Besar. In fact the Government, as regards the Federal Government, consists of His Majesty the Yang di-Pertuan Agong, the Cabinet headed by the Prime Minister, and the entire federal public service from the highest to the lowest, including of course the Police Force and the Armed Forces. As you can imagine, the Federal Government is a very powerful body — with authority to do a whole host of things that can affect the citizen. But powerful though it is, it must conform to the constitution, the supreme law of the land.

For instance, it must not banish a citizen or prevent him from returning to Malaysia. It cannot compel anybody to do forced labour. It cannot imprison anybody except in accordance with law. If it arrests anybody it must inform the person arrested as quickly as possible the reasons for the arrest, it must produce him before a Magistrate within 24 hours and thereafter it may not detain him further except with the Magistrate's authority, and it must allow him to consult and be defended by his own lawyer. There is a whole host of things in the constitution which Government must abide by.

Government like everybody else is anxious to do nothing contrary to the constitution; that is why it has a large team of lawyers employed full time in the Attorney General's Chambers to advise it. But sometimes it does something to a citizen who thinks that Government has no right to do it. Well, the citizen can take Government to court, and it is then the court's duty to consider his complaint. The court's duty is not to side with Government, nor with the citizen — the court's duty is simply to act impartially and to apply the law without

fear or favour and give judgement in favour of the party on whose side justice lies. If Government has indeed done something contrary to the constitution, there will be judgment accordingly.

So Government too is subject to the supremacy of the Constitution — in the

same way as Parliament is subject to the supremacy of the constitution.

I hope that I have said enough to convince you that the legal doctrine that applies in Malaysia is not that Parliament or any other body is supreme — but that we are governed by the doctrine of the supremacy of the constitution.



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“MOTIVATING THE DISADVANTAGED GROUPS TO UTILIZE THE PHYSICAL FACILITIES MADE AVAILABLE UNDER THE SECOND MALAYSIA PLAN TO THEIR PROFIT”

By ENCIK ARSHAD AYUB
Director
Mara Institute of Technology

THE Mara Institute of Technology, has been set up with the specific aim of training and equipping the Bumiputras to participate fully in national development, particularly in the field of commerce and industry. In this paper I shall have to outline the objectives of the 2nd Malaysia Plan, identify the Bumiputras as one of the disadvantaged groups, and clarify MIT's role in helping to motivate, train and equip the Bumiputras to utilize the physical facilities made available to them under the Plan.

The Straits Times issue of 31st August 1972, in its editorial analysis of Malaysia's political progress and emancipation has made general reference to the aims and objectives of the Government and has drawn particular attention to the role of the Mara Institute of Technology in the context of national development. As it is relevant to our discussions and would serve as a useful introduction to the subject I shall quote some of it:

“Malaysian” nationalism in the post-war period has undergone three stages: the battle for freedom from colonial rule, a period of national consolidation; after May 13, the nation has embarked in the struggle for a just society. The New Econo-

mic Policy and the Second Malaysia Plan are an attempt to “eradicate poverty among all Malaysians, irrespective of race, and to re-structure Malaysian society in order to correct the racial economic imbalance, leading towards the creation of a dynamic and just society”.

Restructuring Malaysian society has two action aspects. It means tackling *urban* as well as *rural* poverty, a task which lies on the shoulders of the Government and its agencies. In the *rural areas* irrigation and drainage systems are being constructed, double cropping of padi is being encouraged, low yielding coconut and rubber holdings are being re-habilitated and assistance is given among other things, to poultry, livestock development. In the *urban section* PERNAS, which has, as one of its important functions the promotion of Malay entrepreneurial skills, is in firm stride. *The Mara Institute of Technology is continuing its success in its feeder role and in creating a reservoir of middle level skills.* In November 1971, the Urban Development Authority was set up to quicken the pace of Bumiputra participation in commerce and industry. Its achievement so far have been significant but naturally enough still undramatic.

This catalogue of work uncompleted or recently undertaken and the list of quasi-government bodies, impressive on paper, do not necessarily constitute impressive progress. They have more than scratched the surface, it is true. Yet they are merely the first effective strides on a long road towards a more just society. There can be no pause in the corporate efforts of a nation reaching for unity.

Justice does not of course mean doing the right thing by any single community. It means eradicating poverty, whether it be in urban slums or the rural kampong; race has no meaning. The declarations that the have-nots must be helped regardless of race have not been mere words.

As clearly set forth in the editorial, our elected leaders have set for themselves the task of not only working towards a just society but also for a restructuring of Malaysian society. In pursuance of these aims they have set themselves the formidable task of providing education for all who seek it and to create jobs for them, so that every individual will become a useful, productive citizen, useful to himself, to the society to which he belongs and to the nation. The Second Five Year Plan has set a target of creating 119,000 jobs annually. The New Economic Policy of the Government hopes that "within a period of 20 years, Malays and other indigenous people will manage and own at least 30% of the total commercial and industrial activities in all categories and scales of operation." This is a formidable task and it should become the primary objective of every educational institution to equip the young with the necessary skills and techniques to meet the planned man-power requirements of the 2nd Five Year Plan and the other Plans that must follow.

The Mara Institute of Technology plays a contributory role by providing middle level management skills for one group of disadvantaged people, the rural Malays, who have in the past had neither the basic education, nor the professional training, nor the commercial skills necessary, nor the technical know-how, to venture into the fields of commerce and industry. The disadvantaged in Malaysian society, however, are not confined to Malays of the kampong. They are also to be found in the urban slums and re-

mote estates and plantations among Chinese and Indians. There are various agencies and ministerial departments to attend to these. The partners of the Alliance are no doubt concerning themselves with finding solutions to these national problems of poverty, illiteracy and unemployment.

Any individual conversant with the social and political set up in Malaysia will soon become aware of the realities in Malaysia — that the Malays are to be found in the rural areas, the Chinese in the urban and the Indians in the estates and plantations. The fishermen are Malays, the shop keepers are Chinese, the labourers are all Indians. One can add to this list to illustrate the structure of our society. An economist would quickly come to the conclusion that while agriculture is in the hands of the Malays, and labour is in the hands of the Indians, the economic power is in the hands of Chinese and British investors. Educational practice, in the past has contributed largely to this occupational stratification of Malaysian society, according to race and the language medium of education. The English educated have always had and still do enjoy the plums of the profession and plumes of officialdom.

The Mara Institute of Technology was set up specifically for the purpose of assisting the Government in its developmental effort — by providing training for adequate numbers of professional and sub-professional personnel. Since its inception it has made rapid growth to meet national needs. The multiplicity of courses provided, is geared towards meeting the nation's manpower needs. Our object at the MIT is to achieve the well-being of the Bumiputras by giving them the education and training that will ensure their entry and participation in the business and commercial sector. Instead of recklessly and senselessly pushing them into economic activity, we justify their participation by helping them to qualify for it. The MIT is working in its own small but effective way, to restructure Malaysian society, so that race is no longer identified with occupation. One of the functions of MIT is to make a major contribution to redressing the economic imbalance now prevalent in the country. Young Malays from the rural areas are brought into the MIT, given

the necessary skills and training to become useful citizens — useful to themselves, their society and the nation. In helping to increase their earning power, we are helping to increase the economic life of whole nation. An increasing number of young Bumiputras are now making their entry to different and diverse activities of national life.

From very modest beginnings, the MIT has branched into 12 schools (the latest being the School of Mass Communications), conducting more than 50 different courses of study, some of which are being taught at degree level. A number of our courses are being examined overseas, and some of the courses offered here are not available elsewhere in the

the Course in Library Science. We are planning to upgrade the existing courses like the Diploma in Accountancy and the Diploma in Public Administration and Local Government, and to introduce a new course — An Advanced Course in Business Administration from a 3 year programme to a 4 year one, providing for in-depth study.

In direct contrast to these courses, we have the School of Art and Design and the School of Architecture and Building Science. This represents our attempt to seek a balance in the types of courses offered. It also represents an attempt to exploit fully, what I see as a natural flair possessed by Bumiputra students —. I believe that ours is the only institution



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country e.g. the Institute of Cost and Management Accountants, the Chartered Insurance Institute and the Institute of Actuaries. Our locally conducted courses have been accepted by the private sector. In the school of Business and Management, for example, the Diploma in Business Studies and the Diploma in Banking have been accepted as entrance requirements to the University of Malaya. The Diploma in Business Studies has also been granted exemption by overseas professional bodies: viz; the Institute of Cost & Management Accountants, the Institute of Transport and Marketing and the Institute of Purchasing Supply Management. The Diploma has also been granted recognition at Associate Degree level in U.S. Colleges and Universities. Two new courses have been introduced; the Course in Mass Communication and

so far to develop skills in the artistic, to such an extent. Our courses range from Architecture to Three Dimensional Design and Fashion. While the School of Art and Design may seem irrelevant, in view of the national emphasis on Science and technology, it has proved profitable and successful. This School, particularly its department of Design and Fine Art, has been very productive. In line with MIT's policy of emphasising practical work in training, it has conducted a number of exhibitions — displaying its works, as well as selling some items. Hard work, both by students and staff has received public recognition of the standard and quality of their efforts. The success of these exhibitions testify to the wealth of creativity and originality displayed by students taking this course. The school is working on a

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plan to have its own Production Unit, which would provide for the regular display and sale of students' work. The public would have easy access and student training would not be confined to classroom instruction. Graduates of this School have a bright future before them, especially in the private sector. The demand for the School's graduates as Designers, Creative Art Consultants and the

like, is very high. They are even equipped to work independently as artists in their own right, or they can turn to teaching art, if they have an aptitude for teaching.

The \$45 million complex at Shah Alam is nearing completion. It includes among other things, a central Library, which is now functioning, a Computer Center, a Language Center, a Great Hall, and a

COURSES	1964	1965	1966	1967	1968	1969	1970	1971	1972	Total
Institute of Cost and Works Accountants	8	7	10	2	13					40
Association of Certified and Corporate Accountants						3	2	1		6
Diploma in Accountancy						4	15	25		44
Diploma in Business Studies			17	14	18	31	36	59		175
*Diploma in Office Management							13			13
Diploma in Hotel & Catering Management							17	18		35
Institute of Marketing							10	9		19
Diploma in Banking Studies							20	21		41
*Corporation of Certified Secretaries	19	6	22	14	28	14	16			119
Chartered Institute of Secretaries							1	7		8
Diploma in Public Administration and Local Government							19	20		39
*Institute of Purchasing and Supply						4	2	1		7
Stenography	21	28	26	71	119	120	29	10		424
Malay Stenography						33	9			42
Institute of Statisticians							1			1
Diploma in Planting Industry Management							14	21		35
*British Institute of Management	2	13								15
Associate of Library Association								3		3
Diploma in Forestry								7		7
Diploma in Industrial Chemistry								4		4
Diploma in Building Economics								19		19
Diploma in Fine Arts								3		3
Diploma in Valuation								8		8
Diploma in Graphic Design								6		6
Diploma in Fashion and Textile Design								6		6
TOTAL	50	54	75	101	178	209	204	248		1,119

*Courses discontinued

Sports Complex. Residential Hostels are being provided for 4,500 students. The advantages of having this complex are obvious: it will greatly facilitate administration, teaching and general communication within the Institute, which is at present functioning at three different parts of Selangor with students scattered all over Petaling Jaya and Shah Alam. Our student intake has increased from a mere 25 students in 1956 to 3,500 in July 1972. With the completion of the Shah Alam complex, it is envisaged that the student population will rise to 5,000 with an academic staff of 500.

According to current estimates the expenditure per student amounts to \$3,000/- per year. After completion of their courses of study, our graduates

The MIT students' educational and environmental background has been adequately dealt with in Mr. Ponniah's Monograph mentioned earlier. Our students come with a history of handicaps and in many ways we at the MIT are attempting to re-educate them, to bring about a change in their attitudes and value systems. We are not, I emphasise NOT, getting the academically oriented students, as they are awarded State and Federal Scholarships and directed to Form Six classes to increase, ostensibly, the number of graduates in Malay and Islamic Studies, to raise the level of the educated unemployed in the country! Our pass percentages are not as high as we would like them to be. Our drop-out rate is high, but many leave before completion of courses to secure jobs



Bangunan dalam progres.

from the School of Applied Sciences earn as much as \$600/- p.m. for a start. These graduates hold Diplomas in Planting Industries Management, Forest Technology and Industrial Chemistry. Our graduates with Diplomas in Statistics earn about \$500/- p.m. There are a number of others who earn more than \$800/- p.m. We have certainly increased the earning power and employability of one disadvantaged group of people.

As indicated in the table below, MIT has turned out a total of 1,119 graduates for the year 1964—1971. This figure, of course, does not include the many who have left before completion of their courses on securing jobs offering lucrative salaries.

which offer good salaries. Some of these, do continue their studies in Private Evening Institutes. This year the MIT Extension Education classes were started specifically for working officials in need of professional education. MIT "dropouts" who left for such lucrative jobs are now completing these diplomas in these evening classes offered by us.

In the last three we had embarked on an experiment to enrol Malay Medium Secondary School Students into the Institute. After a years' intensive course in English we have been successful in streaming these students into the various professional courses. We have had remarkable success. Their lack of command of the English Language is compensated by the high motivation displayed by Ma-

lay Medium students to study and succeed in life. In several cases, they have performed better than some of the English medium students. There is now an annual intake of 300 Malay Medium students. If there be a "disadvantaged group of students" we have certainly succeeded in providing a better and more hopeful future for them.

MIT has definitely earned a place for its graduates in the business world. MIT has certainly brought about a change in the life of the rural Malays. Where once a person was a non-entity, he is now somebody; where once he was doomed to subsistence living in the kampung, he now has a place in an organisation in a city, be it as a financial clerk or a Branch Manager. Better still, he is now a self-motivated individual with the necessary skill and training to improve his status in society. The MIT is continuing to do this every day — turning out middle-level managers — professional and sub-professional managers into the world of commerce and industry.

We are also proud of our achievements. One student took second place in Part 2 of the Institute of Cost and Management Accountants examination whilst another took first place in the first stage of the same examination. In recent years, the Silver Medal awarded by the Corporation of Certified Secretaries for the best student in the final examination was won twice by MIT students.

In order to keep our training down to earth, and to assist our graduates to find employment we have established at the MIT a Practical Training and Employment Unit. Institute term holidays are being utilized by our students for obtaining practical training experience in their particular fields of study and this is made part of their course requirements. In the process, they get to know the practical side of their training and the nature of the responsibilities they would be expected to assume. In doing so, they get to know their prospective employers. Many a graduate has returned to work in his place of practical training. The Placement or Employment Unit helps to bring the prospective employer and employee together. This Unit maintains a close liaison with members of both the private and public sectors from which we get regular enquiries. In most courses, practical training is part of the course work, and in a sense, this is our way of

assessing the relevance of our teaching programmes. The feedback we get is invaluable and changes are made where necessary. Employers keep in touch with us. In helping us, they are helping themselves too.

In early 1972 a Survey was conducted on our post graduates. Though the report on this Survey is not yet complete, it has yielded some interesting information, which throw some light on the background of our students and on the nature of our training programmes.

BACKGROUND OF PARENTS:

Level of Education:	Fathers	Mothers
No education	7.1%	29.2%
Only Religious education	13.2%	20.3%
Primary School (completed)	23.9%	17.4%
Primary School (Incomplete)	18.6%	25.7%
Attended Secondary School	16.8%	4.6%
Completed Secondary School	9.3%	0.7%

MEDIUM OF INSTRUCTION:

Malay	56.4%	56.1%
English	27.1%	6.4%
Arabic	5.4%	4.3%
Other	1.8%	0.4%
No School	9.3%	32.8%

It is obvious that a large number of mothers had little or no education.

INCOME OF FATHERS

- 32.1% of the total sample earn below \$200/-
- 47.9% of the total sample earn between \$200/-/\$799/-
- 4.6% above \$800/-
- 15.5% gave no information

Average number of people in a home: 8

PAST GRADUATES:

Distribution of graduates and non-graduates (1966—1968)

Year of Entry	Grads.	Non-Grads.	Total
1966	15	25	40
1967	66	51	115
1968	60	55	115

Grads = those who completed *all* parts of their course of study.

Non-grads = those who completed only some parts of their courses of study.

Note: Many students leave before completion of course when offered positions with attractive salaries. This is particularly true of students taking external courses.

EMPLOYMENT OF STUDENTS:

Unemployed	4.8%
Self-employed	1.1%

Govt. employee	26.8%
Semi-Govt employee	23.9%
Private Sector	30.0%
Further Edu/Overseas Training	5.4%
Other	2.9%
No. information	5.1%

Note: The majority of MIT graduates (50.7%) work in Govt. or Semi-Government organisations. Only 30.0% are in the Private Sector.

WAITING FOR EMPLOYMENT:

Waiting Period	% of Students
No. waiting	26.1
1 month below	13.1
1—3 months	28.6
4—6 months	11.1
7—12 months	6.8
12 months over	3.9
No information	9.9

Note: 68.3% of the students were employed within three months, the average period between examination and release of results. This may be indicative of the growing acceptance of MIT trainees.

TYPES OF POSITIONS HELD

Part-time	—	0.4%
Temporary	—	3.9%
Probation	—	35.7%
Contract	—	4.3%
Permanent	—	41.1%
Other	—	3.6%
No. information	—	11.0%

Note: 41.1% are in permanent employment

Average Income of graduates according to Courses
(See Appendix)

In the foregoing pages I have attempted to show how the MIT has become a major vehicle and force for helping the disadvantaged, by providing young Bumiputras with the necessary skills and training. Large sums of money have been spent to set up an Institute, equip it with the necessary educational facilities, like libraries, dining halls and hostels. Highly qualified staff have been employed to teach them. Food, accommodation, transport, pocket money, examination fees — all these have been provided for at public expense. Guidance and Counseling services are made available to them. Free medical facilities are also provided for. Practical Training and Placement Services are catered for. Free text books have been given to many deserving students. Special Courses are being run for students from Malay Medium Secondary Schools. Everything possible is being done to motivate and encourage these young men and women to give them a

professionally oriented training and education as opposed to an academic one.

All along I have been assuming that the physical facilities being provided are of the right type and in the right quantity. But this is a basic assumption that you have to redefine periodically. Just like the question "what is the right facility for a kampong, a mosque or a workshop for its youth?" The decision should reflect the priority of the basic goals. At MIT, the students we get for the Diploma in Business Studies have dissimilar socio-economic profiles when compared to that of those doing similar programme at other institutions. This necessitates a series of innovative arrangement, from the curriculum to the method of teaching in order to ensure the transformation of these rural youths who have volunteered to join us into energetic and capable professional people. This is our goal.

To a satisfactory level, we have consciously managed to do this but we believe there are still areas that should be improved. We must accept that we are not fully certain of the type of facilities provided being the most suitable for our type of students while the students (they) are not fully aware about their potentials and their weaknesses. No single group both foreign and local, so far can provide the right answer other than ourselves striving for the correct solutions. This process starts a series of additional problems. For example, from how to motive the multi-racial staff in motivating a disadvantaged group to utilize the facilities to the optimum level to questions like how to inculcate the right sense of priority and value system in the students? Although there are indications of a discernable tendency to become easily satisfied with mediocrity, lack of desire to excel, far too much time is spent in wasteful ways and old habits cultivated during their pre-college days are still being exhibited, we believe we are on the right paths in finding the appropriate answers, not encouraging them to develop a false sense of values.

Therefore, while it is true the disadvantaged need to be helped and assisted where possible, it should NOT be allowed to sap self-reliance and self motivated effort. External motivation alone, without self-motivated effort can be a double-edged sword that can self-destruct a whole society. Motivation can have within itself the seeds of demotivation. This then, is the message for this paper.

School	Type of Course	GRADUATES			NON-GRADUATES		
		No. of Res-pondents	Expected Salary on 1st Job	Received Present Salary Total	No. of Res-pondents	Expected Salary on 1st Job	Received Present Salary Total
1. Accountancy	External-ACCA ICWA Internal-DIA	2 — 19	500 — 476	292 — 331	25 5 7	371 460 236	312 377 208
2. Admin. & Law	External-CIS CCS New CIS (CCS+CIS) Internal-DPALG Stenography—English Malay	— 4 2 13 7 8	— 350 500 477 281 336	— 315 221 436 219 345	1 1 19 1 1 5	200 300 291 250 — 270	150 333 192 220 — 322
3. Business Studies	External-Insti. of Marketing Transport C.I.I. Internal-DBS Banking	5 3 — 21 10	450 694 — 453 426	380 485 — 328 412	9 12 1 3 1	381 373 — 267 350	340 372 200 219 400
4. Applied Science	Internal-Diploma Planting Industrial Management Diploma in Forest Technology Diploma in Animal, Health & Prod. Diploma in Industrial Chemistry	15 4 1 1 1	535 550 — 600 600	629 560 — 400 560	3 — — — —	500 — — — —	575 — — — —
5. Architecture & Design	Internal-Diploma Town & Country Planning Diploma in Building Construction Diploma in Fine Art Diploma in Graphic Design	— — 1 1 —	— — 400 350 —	— — 300 450 —	1 — 1 1 1	300 — — — —	199 — — 22 235
6. Hotel & Catering Management	Internal-Diploma in Hotel & Catering Management (3 yrs.) Cert. in Hotel & Restaurant Food Services	9 2	387 265	282 220	2 2	352 —	220 —

Note: Graduates: Those who completed the full course
Non-Graduates: Those who did not complete the course

SUMMARY

No. of Respondents	Percentage below \$100	100 to 199	200 to 299	300 to 399	400 to 499	500 to 599	600 to 699	700 to 799	800 to 899	Stated Not
Male	206	6.3	2.9	7.7	13.1	20.4	16.5	9.2	9.2	11.8
Female	73	10.9	4.1	10.5	23.3	20.5	2.7	1.4	1.4	15.2
Total	279	7.5	3.2	11.1	15.7	20.4	13.2	7.1	7.1	12.6

Note: In terms of present total salary, 8 persons or 2.85% of the total sample of the total number of respondents are earning above \$1,000/- p.m.

PLANNING FOR A COMPUTER INSTALLATION

By **FONG AH NGOH**,
Deputy Chief Accountant (Data Processing) National Electricity Board.

IN the context of this article, a computer installation means the whole Electronic Data Processing set-up and includes:-

- a) The computer system and related equipment
- b) The Staff

Therefore, this article is divided into two parts:-

- 1) Planning to Instal a Computer System
- 2) Planning for an E.D.P. Staff Organisation

PLANNING TO INSTAL A COMPUTER SYSTEM.

A computer system means an electronic data processing which comprises a number of electronic devices linke of together (on-line), and which only obeys stored alterable instruction. These instructions are compiled into computer programs which have to be read into the memory of the central processing until before a computer can start to work.

A typical computer system is made up of:-

- (a) A Central Processing unit — comprising of a control unit, arithmetical unit and high speed storage (called memory).
- (b) Input Devices — such as card readers, paper tape readers, optical character readers, keyboard entry devices such as console typewriters, video display units etc.
- (c) Output Devices — such as line printers, console typewriters, card punch units, video display units etc.

- (d) Intermediate Shortage — Disks, magnetic tapes, drums etc.

You have to plan the configuration best suited to handle the jobs you have in mind.

How Does One Decide to Instal a Computer?

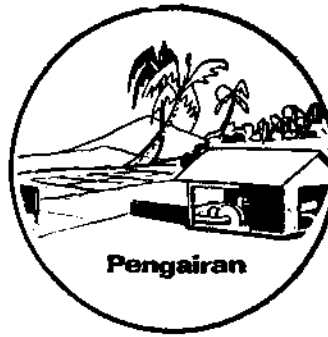
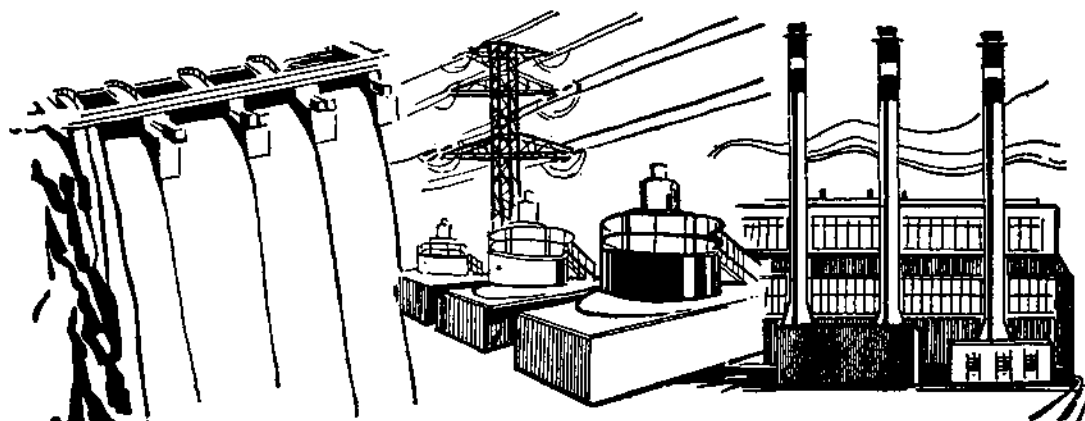
Organisations which have installed computers have been found to have arrived at their decision as a result of one or a combination of the following events:-

- (a) 'Keeping up with the Joneses'.
- (b) Policy direction from overseas head offices.
- (c) Result of visits abroad by management.
- (d) Pressures of rapid expansion — existing system cannot cope up with the work.
- (e) Existing accounting machines happen to come to the end of their useful lives — consideration required whether to replace with newer models of electro-mechanical machines, desk top computers or go to the whole way to general purpose computer.
- (f) Recognising the desirability to use computers to handle different types of applications. The types of applications depend on the individual organisation.
- (g) Result of Feasibility Study.

Feasibility Study

This is a study generally carried out to establish the applications most suited for computer processing and whether using a computer is justifiable, economically or for reasons.

TENAGA UNTUK NEGARA



**PEMBANGUNAN NEGARA DIBANTU OLEH
LEMBAGA LETRIK NEGARA — NATIONAL ELECTRICITY BOARD**
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The Cycle & Carriage Industries (Malaysia) Sdn. Bhd.

Composition of Study Team

The Study Team appointed to carry out the feasibility study may be from:-

- (a) Computer Manufacturers
- (b) Independent Consultants
- (c) Internal Staff
- (d) Combination of (b) and (c)

Sometimes, manufacturers are invited to submit proposals and consultants appointed to study these proposals. Usually the consultant will have to make a feasibility study of his own before he can comment on the manufacturers' proposals.

Scope of Study

This depends on the terms of reference laid down by management; may cover the whole organisation or specific areas of work.

Feasibility Report

This contains the results of the study and recommendations as to:-

- (a) Applications found suited for computer processing
- (b) Time table for conversion of each application
- (c) For each application information is provided as to:-
 - (i) End results i.e. reports, analyses etc. required to be produced.
 - (ii) Master records required to be created and maintained to hold the pieces of information
 - (iii) Input data — volumes, sources, frequencies of transmission etc.
 - (iv) Programs required to be written to handle the application.
 - (v) Cost savings (if any), benefits to be derived from computer processing.
- (d) Equipment required — the proposed configuration.

Decision by Management

This Feasibility Report must be studied carefully by management before deciding to computerise or not. If the decision is to computerise, whether to acquire a computer, to use service bureau or use shared services.

Suppose it has been decided to acquire a computer, from whom should the computer be acquired? This depends on the organisation. If an organisation gets po-

licy direction from overseas head offices, the make of the computer system may have been decided for it. If you are to make your own decision then, it will be wiser to take the steps which will be described, because there are several manufacturers represented in Malaysia now. The older established ones are IBM, ICL and NCR; Univac. Fujitsu and Nippon Electric Computers also have representatives here, although the latter two Japanese manufacturers have not installed any computer in Malaysia yet.

TENDER SPECIFICATIONS

In order to aid selection of the computer most suited for the jobs you have in mind and to obtain better competitive pricing and support services, it is advisable to set out tender specifications and invite manufacturers to submit their proposals. Once you have done that you will have to expect the manufacturers (invited to tender) to visit your organisation to study the situation for themselves so that they can put up suggestions which they feel may be beneficial to you.

It will be natural to appoint the Feasibility Study Team to put up the tender specifications which should cover the following items.

Broad Specifications of Equipment Required

These specifications should include the types of input devices, output devices, intermediate storage and the size of the Central Processing Unit. It will also help if you can also specify the speed range of each type of device e.g. 1000 cards per minute reader or 1100 lines per minute printer etc.

What services are expected to be provided by the Manufacturer to Support the Installation

Manufacturers will be asked whether they will provide free of charge or if charged what the charge will be for each of the different support services:-

- (a) Software — operating systems, control programs, utility programs, packaged programs, compilers etc.
- (b) Customer Education — training staff to man the installation, provision of reference manuals.

- (c) System Engineering Support — technical help to customer's systems staff.
- (d) Customer Engineering — preventive maintenance.
- (e) Replacement parts.

What Applications are expected to be converted

A list of the applications expected to be computerised should be provided.

Time-table for Putting each Application on the Computer

Depending on the number of systems analysis and programmers that you may have, you should be able to lay down a time-table for conversion of each application. From my own experience if an application is expected to take 4 man-years, e.g. 2 systems analysis and 2 programmers working one year, it is safer to add at least 50% to your estimate, because problems will definitely crop up at detailed design or implementation stages. This time-table is useful to the manufacturer to suggest a computer configuration which can be expanded in phases to meet the expected processing power requirements. This will save the customer some money, particularly, if the computer is to be rented.

Details of Each Application

It is advisable that for each application as much details as possible be provided such as:-

- (a) Volumes of data to be processed — these volumes must be the likely volumes at the expected time of conversion. The estimated yearly increase should also be given.
- (b) Sources and timing of data — where the input data will come from, how transmitted and frequency of transmission e.g. daily, weekly etc.
- (c) Size of master records, number of master records for each Master File — here again number of master records should be the estimated number at the expected time of conversion. Annual growth rate should also be provided.
- (d) Types of reports, analyses, etc. expected to be produced and when these should be produced.
- (e) Frequency of processing — whe-

ther daily, weekly or monthly. Method of processing — sequential, random or indexed sequential.

- (f) Programs required — if possible a system flowchart or a run summary should be provided.

Any Future Applications

If possible, a list of future applications to be computerised together with the probable time of computerisation should also be given. (You may want to plan 5 or 10 years ahead).

TENDERING CONDITIONS

The following can be among the tendering conditions laid down to the manufacturers:-

- (a) *Closing Date* — this should be at least 3 months after the date of invitation to tender, to allow sufficient time for the manufacturers to study the tender specifications etc. and put up a proper proposal.
- (b) *Alternative Configuration* — the tenderer may be allowed to suggest an alternative configuration or propose different types of devices from those specified provided he can satisfy the customer that his configuration will be capable of handling all the work listed by the customer. He should submit details of the capabilities and limitations of each device proposed by him.
- (c) *Standard Forms for Setting out Prices* — may be provided to the tenderers to submit the prices asked for each type of device. This will allow easier comparison to be made.
- (d) *Separate Quotations* — tenderers may submit separate quotations — one for outright purchase and one for Rental Basis, with or without option to purchase.
- (e) *Other Charges* — other charges (e.g. for software and other support services), which customer has to pay should be separately stated.
- (f) *Equipment Delivery Date* — can be specified by customer or asked for from tenderer.
- (g) *Terms of Payment* — customer can indicate how he proposes to pay, or tenderer requested to

state, for outright purchase, whether full payment is required on delivery or whether extended credit terms are available.

- (h) **Lowest Tender** — to advise tenderers that the lowest tender may not necessarily be accepted. This is to allow proper weights to be given to other factors besides cost of hardware at evaluation time.

EVALUATION OF TENDERS

Evaluation Committee

In order to study the proposals submitted by the manufacturers (these are usually contained in a number of volumes) it is advisable to appoint a committee. This committee can be comprised of:-

- (a) The technical experts — i.e. the Feasibility Study Team
- (b) A representative from the finance department
- (c) A representative from each division whose work is to be computerised
- (d) If possible one user of each of the tenderers' equipment

FACTORS TO BE CONSIDERED

(a) Hardware:-

- (1) Whether configuration proposed by tenderer is adequate to handle the applications?
- (2) To what extent can the configuration be expanded?
- (3) Is the configuration well balanced?
- (4) What are the multiprogramming capabilities?
- (5) What are the speeds of the Central Processing Unit and each peripheral device?
- (6) Tenderer may also suggest and give quotes for data preparation equipment which can be linked direct to computer system. This has to be separately considered with other types of data preparation equipment supplied by non-computer manufacturers.

(b) Software:-

- (1) Operating System, supervisory programs provided
- (2) Language Compilers
- (3) Utility Programs

- (4) Packaged Programs
- (5) Which are free and which have to be paid for?
- (6) Can Programs written for proposed configuration be used on a more powerful computer system by the same manufacturer in future?

(c) Customer Education:-

- (1) Extent of education to be provided. Free or for fee?
- (2) Where are the experts to conduct the education?
- (3) Reference Manuals.

(d) System Support:-

- (1) What is the extent of systems support to be provided?
- (2) Free or for fee?

(e) Customer Engineering:-

- (1) Preventive maintenance
- (2) How available to attend to breakdowns?
- (3) Availability of replacement parts.
- (4) If equipment is purchased, what will the maintenance charge per year be?

(f) Conversion:-

- (1) In the case where there is an existing computer system working and the tenderer's equipment is not compatible with the existing system, who will bear the costs of conversion of existing master files and programs?

(g) Back-Up:-

Which other organisation have similar configurations proposed by the manufacturer?

(h) Comparison of Prices:-

This is a very difficult task and you have to be aware of the following:-

- (1) Central Processing Unit — different architecture employed in building the memory e.g. IBM used 9 bit bytes, ICL uses 24 bit words, so a 128K IBM CPU is very different from a 128K ICL CPU. Processing power is also different with different makes and

even with different models of same make.

(2) Other devices — here again you may encounter different speeds and capabilities for each type of device.

(3) Channels — Different computers have different types of channels of different speeds linking the devices to the C.P.U.

(4) Bench marks.

Applying Weights to the Factors

Different weights may have to be given to each factor to reflect to the importance of each factor to the customer.

Report of Evaluation Committee

The report of the Committee together with recommendations will have to be studied by management who will make the final decision as to which make to buy or rent. In recommending whether to buy or rent, the committee must consider the customer's organisation and the probable development of new models of computers and equipment.

Drawing up the Contract

When drawing up a contract it is advisable to make sure that you have in writing which type of support will be provided free of charge and which will have to be paid for. As the computer system will take some time to be delivered, try to negotiate for some hours for testing programs on the manufacturer's machine or if the manufacturer has no compatible machine, on someone else's. These testing hours will have to be paid for by the manufacturer.

Planning

In between the time of order and arrival of the computer you have a lot of planning to do e.g. planning for the physical installation of the computer system.

PHYSICAL INSTALLATION CONSIDERATIONS

(a) Site

- (1) Where to set up the E.D.P.
Considerations:-

Closeness to source of supply of input, communications, space etc.

- (2) Where to set up the computer room?

Considerations:-

Power supply, accessibility for delivery of equipment (lifts large enough, strong enough to carry the equipment etc.) get details of sizes and weights of each individual piece of equipment to see whether these can get into building (quote instance of breaking wall etc.)

(b) Planning for Installation in Computer Room

- (1) Power Supply
- (2) False Floor
- (3) Air-conditioning — stand by set
- (4) Dehumidifier
- (5) Architectural alterations if necessary
- (6) Tape Cabinets
- (7) Disc Pack Cabinets
- (8) Magnetic Tape Trolleys
- (9) Scheduling Board
- (10) Thermohygrograph
- (11) Others — stationery racks, run manual cabinets etc. furniture.

(c) Planning for Installation of Data Preparation Section

- (1) Equipment required — key punches, verifiers, keytapes, direct data entry devices
- (2) Power Supply
- (3) Space for Expansion
- (4) Punched card cabinets, tape or disk cabinets
- (5) Desks for Key Punch Operators

(d) Planning for Other Equipment

- (1) Vacuum-cleaner
- (2) Forms handling equipment — burster, decollator
- (3) Trolleys

(e) Planning for Store-rooms

- (1) Store rooms for cards and stationery
- (2) Store room for used cards etc.
- (3) Store room for Back-ups — masters, programs etc.
- (4) Customer Engineer room

PLANNING FOR AN E.D.P. STAFF ORGANISATION

It is usual to include in the Terms of Reference to the Feasibility Study Team

to look into the E.D.P. Staff Organisation that is required to be set up. It is vital to know that the E.D.P. activity is a technical operation requiring highly trained, technically competent, and in many cases, creative personnel. It takes a long time to find trained E.D.P. people or to train selected staff in E.D.P. techniques. It also takes a long time for an application to be designed and put into operation. You may have heard of organisations being caught with a computer system on their hands but with no properly trained staff and/or application ready to use it.

In carrying out the Feasibility Study, the Study Team will establish the Applications (both immediate and future) to be converted to computer processing and the data processing objectives of new E.D.P. set-up. From these and from the data processing functions listed below, the various posts and job classifications for an E.D.P. staff organisation will be worked out. There are many different types of data processing functions and these come under three main groupings as follows:-

- (a) Planning Functions listed below in order of sequence:-
 - Installation Planning
 - Application Selection
 - System Analysis and Design
 - Programming
 - Testing
 - Documentation
 - Conversion
- (b) Operating Functions covering:-
 - Data Preparation
 - Input/Output Control
 - Computer Operation
 - Maintenance of Tape & Disk Libraries
 - Program Maintenance
- (c) Management Functions covering:-
 - Supervision and Administration
 - Reporting
 - Long range planning and project control
 - Maintenance of Standards
 - Liaison

The main job classifications which are encountered in an E.D.P. installation are as follows:-

- (a) Systems Analysts
- (b) Programmers
- (c) Computer Operators

- (d) Data Preparation Equipment Operators
- (e) Control Clerks
- (f) System Clerks
- (g) Various types of supervisors

To work out the number of posts within each of the above main job classifications the following factors will have to be considered:-

- (a) Size of the E.D.P. activity
- (b) Class of computer installation
- (c) Environmental factors

The task of setting up the E.D.P. Organisation will usually fall on the Study Team who will carry out the job in the following sequence of steps:-

Step 1 — Selection of a Data Processing Manager

This is the first and most critical task because it not only entails selecting the most suitable man but also the placing of this post in the most appropriate level in the company's hierarchy. If the Study Team includes one member of the staff from within the organisation it is likely that this person will have a sound knowledge of the Company's business and probably already trained in E.D.P. techniques, and therefore it will be logical to appoint him as the Data Processing Manager designate. Whether he will accept the post will depend on the proposed rank of the Data Processing Manager's post in the company's hierarchy and if this rank is higher or the same as the rank he is in now, the chances of him accepting the job will be good. If the company has no staff who are trained in E.D.P. techniques, it will have to decide on whether to select a staff who knows the company's business well and has passed the aptitude tests and train him on E.D.P. techniques or to select a technically competent person from outside the company and let him learn the company's business. Once a Data Processing Manager is selected, he can usually be left to carry out the other steps.

Step 2 — Selection of System Analysts

If the Study Team includes more than one staff from within the company then it is quite logical to select systems analysts from these remaining members. However, if more system analysts than

the number available from the Study Team are required, the problems of whether to select from within or outside the company have to be resolved. It all depends on the situation existing at that time, e.g. the existing departments may not be able to spare the staff to join the E.D.P. Department.

Step 3 — Selection of Programmers

Selection of programmers can be made from the company staff who have passed the aptitude tests or from qualified programmers in the labour market. In this case, it is not so absolutely essential to insist on inside staff but if inside staff are available, the task of selection will be made easier.

Step 4 — Selection of Computer Operators

Step 5 — Selection of Data Preparation Staff

Step 6 — Selection of Control Clerks

Step 7 — Selection of Supervisors

All these can be done gradually as systems analysis, design and implementation of applications are in progress and at a time nearer to delivery of equipment.

TRAINING OF STAFF AND TIMING OF THE TRAINING

It is essential that as soon as the Feasibility Report has been accepted the selection of the Data Processing Manager, the system analysts and the programmers be carried out. By the time the selection is completed it is likely that the evaluation of the computer tenders has taken place and probably the order for the computer system has been given. It normally takes one year or more for the computer to be delivered and during this period there will be frantic activity and training of the selected staff is one vital activity.

If the selected staff have no E.D.P. knowledge, they will have to be given courses on computer fundamentals, programming, systems analysis and design

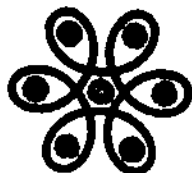
and on the operating systems that will be used with the computer installation. In this phase, both the manufacturer and the customer must work very closely to see that adequate courses and proper training are provided to the selected staff. It may be necessary to send staff overseas for more intensive systems analysis training. It is essential for the Data Processing Manager designate and systems analysts to know the types of work performed by every class of staff. They must be able to do programming so that at a future stage even when they do not have to write programs they will be able to write proper specifications to the programmers. Similarly, they must understand the other levels of work otherwise they will not be able to produce the necessary operational manuals to guide such staff in carrying out their duties.

There are different types of courses for the different levels of other staff and similarly to the above, a higher level of staff must be educated to know and understand the work that is to be performed by the lower grades, e.g. a programmer must be taught to know computer operation and key punching. The reason for this is that programmers may have to come in at odd hours to test their programs and they must be able to know how to use data preparation equipment to correct their programming errors and also to operate the computer when no operations are present.

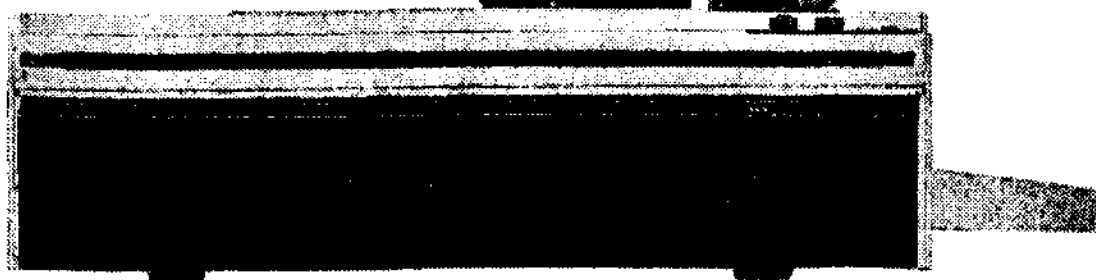
Once the Data Processing Manager and systems analysts have been trained, the systems analysts should proceed to work on their applications assigned to them. There is a lot of work to be done before one application can go on the air and you will be lucky if you can have an application ready to use the computer when it is first installed. The manufacturer must co-operate and provide technical advice and help during the systems design and implementation stages. For this reason, support services provided by a manufacturer have to be given their due weights during the evaluation stage.

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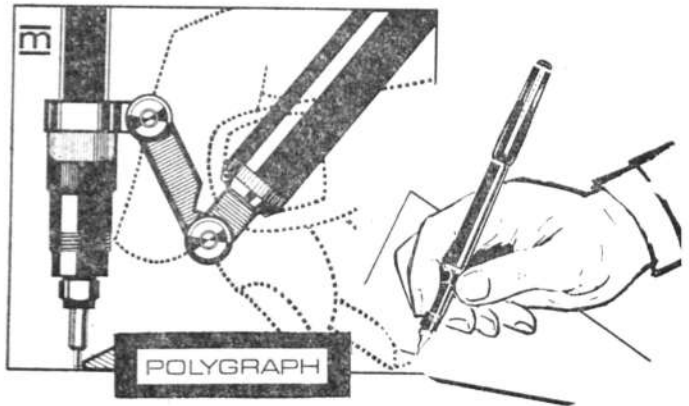
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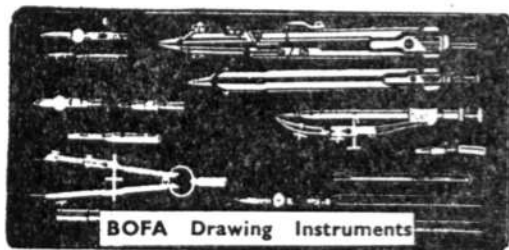
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The organisation theory and its structure.

What is meant by good organisation.

By: **JOHARI B. SULAIMAN** School of Business & Management

ORGANISATION theory, as a distinct area of study and research arch, has recently emerged from a combination of several academic disciplines. It is not yet sufficiently mature for the content and research methods to have jelled into coherent, readily apparent whole. Deeply rooted in the behavioral sciences, the new fields represent an attempt to explain and predict human behaviour in organisations.

People involve in management and administration. Some of the earliest works in the subject predate ancient Rome. The distinguishing feature of modern organisation theory is the attempt to make the study of organisational behaviour more scientific, drawing upon the areas and research methods of fields such as psychology, sociology, anthropology applied mathematics, operation research and economics.

It has become a field for the scientific study of how organisations and people in the organisations do and can behave. This is in contrast with the huge volume of literature on how they should behave, based primarily on the intuition and specific experiences.

The following subject headings may serve to indicate the range of subjects which are currently being studied by people engaged in research which has potential relevance to organisation theory:- Organisation structure and Process; Leadership & Morale; Communication; Control & Evaluation; Decision-making; Interaction theory; Work Flow, Small Group Behaviour; Game Theory & Coalition Formation; Productivity & Performance Measurement; Growth of Organisation; Attitudes; Incentives; Effects of Socio-Cultural Environment on behaviour.

Most current research in this field can be described along the following dimensions:-

(1) Focus or level.

This can range from primary concern with the behaviour, feelings, attitudes of individuals to primary concern with whole organisation.

(2) Research and method.

This can range from primarily speculative work or formal theorising, through experimental laboratory work, to field studies in operating organisation.

(3) Kinds of Data.

This can be confined to consideration of only the outward manifestation of behaviour-particularly those things which can be counted or measured or it can include internal data such as feelings, attitudes, needs, motivations etc.

(4) The specific phenomena.

This may include decision making, morale, communication, influence relationships, leadership.

(5) Degree of abstraction.

This can range from primary verbal description to highly mathematical description or models.

Organisation structure varies from company to company, even in the same industry, and within a given industry, especially if it is a large size, the relationships of function or sub-function usually undergo continuing change to conform to changes in environment, objectives and needs. There are five principal organization types.

1) Line 2) Line staff 3) Pure function 4) Line functional staff 5) Line, functional staff and committee.

a) Line Organization.

It is the simplest form of structure and is the framework of which a more complex organisation may be built. It assumes a direct line of responsibility and control from the chief executive to intermediate "line" executives, to foremen, supervisors and operators.

b) Line and Staff Organization.

It develop in industry in recognition of the need for assistants to line staff executives in large and complex organization to handle function on research,

planning distribution, public relations and industrial relations. As the activities of the assistant increased, staff department, supplementing the line staff.

c) Pure function Organization.

The concept strongly advocated by F. Taylor, involved the complex re-organization on a functional basis, requiring the staff authority and responsibility for supervising his function.

d) Line and Functional Staff.

It combines the advantages of the line and staff departments are given responsibility and authority over specialized activities, such as inspection, time study, employment, purchasing. These functions are performed by specialized personnel apart from the line operators, who are responsible to their own line supervisors. The staff department direct its function in the operating units, but if the agreement arises, the matter is taken up with the administrative head over both production and staff units.

Large, multi-plants organisations may have decentralised staff functions, where separate operating units have their own staff departments responsible to the local operating head, with the central headquarters, retaining staff departments serving in an advisory and resource capacity to the local staff functions.

e) Line, Functional staff & Committee.

It involves the addition of committees usually in large organisations to facilitate co-ordination and co-operation. Committees are established for special duties and for permanent or "standing" committees or set up for a temporary need only.

Urwick's ten principles of organisation:-

1) Principle of objective.

Every organisation and every of its part must be an expression of the purpose of the undertaking concerned or it is meaningless and therefore redundant. We cannot organise in vacuum, we must organise for something.

2) Principles of specialisation.

The activities of every member any organised group should be con-

finied to the performance of a single function.

3) Principles of authority.

In every organised group a supreme authority must rest somewhere. There should be clear line of authority from the supreme authority to every individual in the group.

4) Principles of responsibility.

The responsibility of the superior for the acts of his subordinate is absolute.

5) Principle of Definition.

The content of its position both the duties involved, the authority and responsibility contemplated and the relationship with other positions should be clearly defined in writing and published to all concerned.

6) Principle of Correspondence.

In every position the responsibility and the authority should correspond.

7) The Span of Control.

No person should supervise more than five or at most six direct subordinates whose work interlocks.

8) Principle of Balance.

It is essential that the various units of an organisation should be kept in balance.

9) Principle of Continuity.

Reorganisation is a continuous process, in every undertaking specific provision should be made for it.

In order to have good organisation, It must have the following considerations and factors namely:-

i) Definite and clear-responsibilities should be assigned to each executive, manager, supervisor and foreman.

ii) Responsibility should always be coupled with corresponding authority. No change should be made in the scope or responsibility of a position without a defi-

nite understanding to the effect or the part of all persons concerned.

iii) No executive or employee occupying a single position in the organisation should be subject to definite orders from more than one source.

iv) Orders should never be given to subordinates over the ear of a responsible executive. Rather than do this, the officer in question should be supplanted.

v) Criticisms of subordinates should be made privately. In no case should a subordinate be criticised in the presence of executive or employees of same or lower rank.

vi) No dispute or difference between executive or employees to authority or responsibility should be considered too trivial for prompt and careful adjudication.

vii) Promotion, wage changes, and disciplinary action should always be ap-

proved by the executive immediately superior to the one directly responsible.

viii) No executive or employee should be assistant to and at the same time a critic of the person he is assistant to.

ix) Any executive whose work is subject to regular inspection should, whenever practicable, be given the assistance and facilities necessary to enable him to maintain an independent check of the quality of his work.

In conclusion, an organisation will have a sound operation, efficient administration, and good relationships between the top management and the lower brackets if the above factors are put into consideration.

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PERSONAL MANAGEMENT/INDUSTRIAL RELATIONS

By **TAN PENG SIEW**,
Industrial Relations Officer
(Personal Department Malayan Banking Berhad)

I do not wish to dwell at length on the introduction to this subject but suffice to say there are three 'Ms' in management — men, money and materials. When we talk about personnel management/industrial relations let us never forget that we are dealing with men or women or both and they are HUMAN BEINGS with feelings. They have blood running in their veins. They have feelings of joy and sorrow; of happiness and grief; of love and hatred. Therefore, the key words in management are "Be human and humble at all times". I do not expect everyone to accept these key words as the gospel truth. But, as time goes on, in carrying out our day-to-day duties, we will realise that to act without taking into consideration the human aspect of each case is to court trouble.

DEFINITIONS

There are many definitions of Personnel Management but the one I like best is *"Understanding well the people you manage/supervise so that you can manage/supervise well the people you understand"*.

From the human aspect of management, I feel this is a good definition of personnel management.

STATUS

What is the status of a personnel manager/personnel officer? In my opi-

nion, it should be advisory. Merely advise and or recommend to those he is responsible to and advise those he is responsible for.

ADVANTAGES

The appointment of a personnel manager/personnel officer is no guarantee of good personnel relationship within the organisation. However, the following advantages might be reasonably expected:-

1. Specialisation.
2. Top executives are relieved of the personnel function.
3. More time can be devoted to personnel and their needs.
4. The gap between management and personnel is bridged.
5. Improved communication, such as, airing complaints and setting up joint consultative machinery.
6. Improved industrial relations.
7. Improved health, welfare and safety.
8. Less time is lost through sickness and accidents, consequently, production increases and profits are greater.
9. Personal problems are more promptly attended to.
10. Better public relations.

DUTIES AND RESPONSIBILITIES

1. Education and training.
2. Interviewing, transfers, dismissals, recruitment.
3. Health and safety.
4. Joint consultation.
5. Salaries and proposed incentive schemes.
6. Welfare.

IMPORTANCE OF PERSONNEL DEPARTMENT

Its importance has grown in the last ten years. More and more personnel managers/personnel officers are being employed by well established and not so well established organisations. Although some employers are not paying their personnel managers/officers a salary commensurate with their job and status, I feel this will be rectified in the near future — that is, if top management consider their personnel managers/officers from the human angle.

The importance of personnel managers/officers and their department cannot be over-emphasized due to the following reasons:-

- (a) Size of business organisation tends to increase and due to this, centralisation of authority has become intensified; the gap between management and employees has widened.
- (b) *Specialisation*: The personnel managers/officers are specialists and there is greater emphasis on specialisation.
- (c) In conditions of full or nearly full employment, personnel must be encouraged to stay. The offer of higher wages, from the human aspect, is *not* necessarily a complete remedy.
- (d) Employment of married women creates domestic and psychological problems and these require careful handling. In such cases, the personnel manager/officer has to play the role of a psychologist or psychiatrist.
- (e) The "education" of management in communication techniques.
- (f) Trade unions are increasingly active and ever demanding for a dialogue. The personnel manager/

officer plays the part of a liaison officer.

- (g) Staff shortages due to many factors such as employees' reluctance to move from one town to another. Here the personnel manager/officer plays the role of a "chess master".

RECRUITMENT AND SELECTION OF STAFF

This is an important function. Choose the right man and you may have a General Manager. Choose the wrong man, you may have to take two panadol's a day.

Where are you going to get your recruits? From one of the following places:-

- (a) Employment exchange
- (b) Newspaper advertising
- (c) Private agencies
- (d) Management consultants
- (e) Schools
- (f) Colleges
- (g) Universities
- (h) Existing staff

Record the results obtained through the various sources. File them for future reference and classify the applicants.

SELECTION

The aim must be not only to select people with the necessary attributes but also to get people who will stay — this may depend upon promotion policy, opportunity for training and other important considerations.

The Seven-point plan as approved by the National Institute of Industrial Psychology are as follows:-

- (a) Physical appearance
- (b) Attainments
- (c) General intelligence
- (d) Outstanding aptitudes
- (e) Interests
- (f) Disposition
- (g) Domestic circumstances.

There are, of course, other methods of scientific selection. The seven-point plan could be improved as you gain more and more knowledge and experience in selecting and recruiting staff.

INTERVIEWING

Do not interview the applicant in a noisy atmosphere. Do not interview him in a place where he cannot talk freely. Do not ask him to sit on a wooden bench while you sit in a cosy chair.

Environment factors are important, for example,

- (a) a proper sitting room;
- (b) an interview room away from all the noise, ears and eyes of the curious "cats".
- (c) friendly atmosphere so as to put him at ease so that he may talk and converse freely.

INTERVIEWING PANEL

Not more than three, with one as the chairman. After the interview, communicate with all the applicants. They should be told of the results.

LETTER OF APPOINTMENT

It was the past practice not to give letter of appointment. The reason is obvious. To hire and fire at the whims and fancies of the employers. From the human aspect, this practice should not have been observed. The fact that the employers now give letter of appointment is proof that they no longer treat their new recruits as cattle.

The contents of the letter should cover:-

- (a) Name and address;
- (b) Duties and responsibilities;
- (c) Discharge;
- (d) Duration of probationary period;
- (e) Any extension of probationary period;
- (f) Termination of service;
- (g) Remuneration;
- (h) Quote relevant agreement with union, if any, on fringe benefits, wages, etc.
- (i) Prerequisites.

TESTIMONIAL AND REFERENCE

A testimonial usually starts with the words, "To Whom It May Concern".

A reference is a document in which the referee expresses his opinion concerning the subject of a specific enquiry.

LEGAL POSITION

An employer can refuse to give a testimonial or reference to, or in respect of, an employee or ex-employee. If at all he gives one, he must be careful that it is not defamatory. He writes only what he truly knows. He must NOT state an employee is honest when he has embezzled the company's funds.

TRAINING

My colleague, Mr. Yeoh Oon Sain, will deal with staff training, suffice to say that training is to supplement the trainee's academic qualification or to train him for a higher appointment.

It is important that training should be given, say, to a new recruit on the work of a paying out or receiving shroff before he is placed inside the "cage". If he is not given any training, the results may be disastrous.

Induction training is a must. A new employee must be introduced properly to the organization so that he can fit in nicely into the organization. He must know the history of his organizations, its structure, the various departments and what they do, the company's policy, his work and to whom he is responsible to and responsible for, etc.

JOB GRADING

Means assessing the value of a job by considering experience required; initiative required; skill needed; measure of responsibility and supervision and/or direction needed.

MERIT RATING

Means assessing or appraising the staff's performance over a period of time. An appraisal form is required. Thoroughness is a must in assessing the performance and quality of each staff. He is to be informed in the privacy of a closed room the areas he is weak in. He is also to be told of his good areas.

Søren T. Lyngso



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PERSONNEL RECORDS

It is no use having 2,000 staff without keeping personnel records. It is useless having 2,000 staff and a personnel manager but without maintaining personnel records. The recording of personnel statistics is essential to the implementation of personnel policy.

Individual records may be as follows:-

- (a) Name, age, date of birth.
- (b) Citizenship, race.
- (c) Positions held previously with dates and reasons for changes.
- (d) Marital Status, children dependents.
- (e) Educational/academic qualifications.
- (f) Special abilities and interests.
- (g) Hobbies/sports.
- (h) Annual leave, sick leave, maternity leave.
- (i) Salary and annual increment.
- (j) Merits and demerits.

INDUSTRIAL RELATIONS

WHAT IS INDUSTRIAL RELATIONS?

It is the relations between employers and employees in an industry.

To make it easier the relations between a man and his wife or a boy and his girl friend.

In all the above stated relationships don't forget that all are human beings and their need is COMMUNICATION.

So long as there is a dialogue, everything will go well. If communication breaks down, the saucers start flying, doors start banging; the atmosphere becomes tense. Whether it be in the factory or in the home, no one is happy. When everyone is unhappy relationship becomes strained. The Union leaders call for strike. The wife goes to her mother's house to cry her heart out. Or the boy looks at the stars and wonders where his girl friend has gone to.

Good industrial relations demands good human relationship. They go together, hand in hand. Again, understanding of each other is vital in order to foster good relationship. One can say a million words but if there is no understanding, the million words fall on deaf ears.

Good industrial relations officers are like good public relations officers. They are not made in one day, one week, one month or one year. It takes years to be a really good industrial relations officer because he must be:-

- (a) Experienced;
- (b) Matured;
- (c) Qualified;
- (d) Humble;
- (e) Good mixer;
- (f) Ever helpful;
- (g) Good speaker;
- (h) Good negotiator;
- (i) Respected;
- (j) Honest, sincere;
- (k) Fair, yet firm;
- (l) Able to turn tears into laughter (or, in other words, has a sense of humour);
- (m) Philosopher, psychologist, psychiatrist — all in one.

Duties and responsibilities of an I.R.O. is to maintain peace in his industry. His duties are to be in close touch with the rank and file; hear their grievances and advise the management on what action to take.

He is the management eyes and ears and it is his duty to see that grievances are settled quickly and amicably.

He is the 'trouble shooter' of the company, that is, he goes where there is trouble, listen to the parties concerned, and settle the grievances to their satisfaction.

In the discharge of his duties, the IRO should NEVER forget the human aspect. He should be as humane as possible without selling the company's interest down the drain. At the same time, be fair and yet firm, if firmness is required.

Industrial Relations Officer does not concern himself with the recruitment and selection of staff but after the recruitment and selection is over, he sees to it that all the staff get along well with the new staff. He is concerned with their work, health, safety and, of course, he sees that they are paid according to their grade and salary scale.

Apart from the said duties, his main job is to negotiate with the unions of the industry for a collective wage agreement.

A negotiation may take one month, or six months, or twelve months or even more. It taxes the patience and tolerance of both parties — management and union.

If you are a negotiator, you should observe these DO's:-

- (a) Do analyse every proposal to determine what it will cost now and in the future;
- (b) Do remember that collective agreement is a two-way trade;
- (c) Do make effective use of the counter-proposal;
- (d) Do analyse, review suggested clauses carefully before agreeing to avoid "give away" clauses and "sleepers".
- (e) Do understand that unions are elected organisations and take into account their neck/face — saving devices.
- (f) Do stick by your position with courage when you know you are right.
- (g) Do get legal advice before you sign the agreement.

LABOUR LAWS

There are more than a dozen labour laws in this country. But the important ones are: The Industrial Relations Act, 1967; The Employment Ordinance, 1955; The Social Security Act, 1969; The Employees Provident Fund Ordinance.

E.P.F. ORDINANCE

Briefly under the EPF Ordinance, all employees and their employers are liable to contribute 5% of the wage payable by the employer. The employees can only get the full contributions at age 55. At age 50, they can withdraw one-third of their total contributions. This applies to female workers too.

In West Malaysia, there is no limit on the contributions. If 'A's salary is \$1500/- he contributes \$75/- and his employer contributes \$75/- to the E.P.F. In East Malaysia, the maximum is \$25/- or 5% on \$500/-.

Can an employee withdraw his total contribution? Yes, if he has attained 55 years of age, or in the event of total incapacity, or his departure from Malaysia/Singapore for good, or in the event of death, his nominee gets the full contribution.

OBJECTS OF THE INDUSTRIAL RELATION ACT, 1967

- (a) Protection of the legitimate rights of employers and employees;
- (b) Procedure to be followed in the submission of claims and collective bargaining;
- (c) Provision for speedy and just settlement of trade disputes by conciliation or arbitration if not resolved through direct negotiation;
- (d) Power for the Minister of Labour/Manpower to intervene and to refer disputes to the Industrial Court. Awards by the Industrial Court are binding.
- (e) Management functions pertaining to promotions, transfers, retrenchments, etc., are not negotiable.

EMPLOYEES SOCIAL SECURITY ACT, 1969

This is administered by the Social Security Organisation or SOCSO.

It aims to provide benefits to employees in case of:-

- (a) Employment injury including occupational diseases.
- (b) Invalidity.

Initially the Act applies to all industries employing *not* less than 5 workers.

A person who earns more than \$500/- p.m. is *excluded* from the Act.

Once the Social Security Scheme is fully and completely implemented, the workmen's compensation automatically ceases.

EMPLOYMENT ORDINANCE

Those earning more than \$500 are not covered by this Ordinance. Salient clauses in this Ordinance are:-

1. Contracts of service;
2. Payment of wages;
3. Deductions from wages;
4. Employment of women;
5. Maternity Protection;
6. Employment of children and young persons;
7. Rest Days, hours of work, holidays and other conditions of service;
8. Registers, returns and notice boards;
9. Inspection;
10. Complaints and inquiries;
11. Procedure;
12. Offences and penalties;
13. Regulations and
14. Repeal and saving.

THE IMPACT OF AUTOMATION ON GOVERNMENT, MANAGEMENT AND WORKERS

By RAMLI ESA
School of Business and Management

AUTOMATION can be defined as "any continuous, integrated operation of a production system that uses electronic computers or related equipment to regulate and coordinate the quantity and quality of what is produced".

Automation is not technical in character. It is primarily a system of concepts and its technical aspects are results rather than causes. Mechanization is not, however, automation itself. It is only the result of automation. Techniques, tools and gadgets are thus in automation. Above all, automation is a concept of the organization of work. One purpose of this is to offer a hypothesis as to how automatically affects human contribution to production tasks. Does automation raise skill requirements or does it merely serve as a threat to the existing labour force especially to the unskilled and semiskilled one.

Automation was first introduced in 1936 by D.S. Harder who was then with the General Motor Corporation in the United States. He defined it initially as "the automatic handling of parts between progressive production process". The object of automation is thus, to make the best possible use of the available resources, man, material, money and machine.

CONTRIBUTIONS

Some jobs cannot be done without automation. Because of their speed of operation automatic machines, electronic computers and other automation equipment perform tasks that otherwise cannot be accomplished no matter how much power is used or how well the work was

organised and managed. Automation focusses on the process aiming to arrive at the best process i.e produce something at lowest minimum effort. This resulted in greater efficiency and overall cost savings for companies and consumers have benefited from prices on a wide variety of products.

EFFECTS ON WORKERS AND JOBS

In the Industrial Revolution of 18th. century, machines replaced human labour and many people were thrown out of jobs. This resulted in widespread industrial unrest unemployment.

Automation improves working condition in several ways. Safety is improved by means of mechanised material handling; elimination of the most hazardous jobs and the reduction of the number of persons in direct production areas through the use of remote controls. Generally, it improves working conditions by permitting plants to be cleaner, easier and more pleasant.

Automation, by increasing the human span of work, makes for many more supervisory jobs and bring into being new skills. Problem of redundancy will arise. The recent dock strike in England resulted because the Docks Board were trying to introduce the container system where machines will take over the loading and unloading work. This will throw thousands of workers out of their jobs. Many found themselves unemployed and the Union call for strike of all members which paralysed the shipping industries and created economic chaos. Redundancy must be handled systematically and proper planning should be undertaken. There

is a pressing need from some Trade Union of change their attitude toward retraining.

Although automation has increased factory output enormously the total number of production workers in the factory has declined. The number of workers in factory production in United States decreased from 40% to 30% of the labour force from 1950 to displacement of labour takes several forms:-

- i) a worker may be laid off permanently with loss of seniority and other job rights.
- ii) it involves transfer of displaced workers to another department.
- iii) indirect displacement may arise when automation makes large plants so much more efficient but so much costlier that smaller firms are forced out of the market by competition.
- iv) hidden unemployment caused by downgrading of jobs — obsolete and dilutes other skills by further division of labour.

From the worker's point of view, they have accepted the idea of automation but what they actually oppose is the method of introducing it. Actually, automation will employ more people who are highly skilled and highly trained. Indeed, the major obstacle to the rapid spread of these changes will almost certainly be the lack of enough trained men. The worker no longer do the repetitive routine chores of machine feeding and material handling. We must preserve the fundamental insights of Scientific Management — just as we must preserve those of Human Relations.

EFFECT ON MANAGEMENT

The effects of automation on management make an interesting study. The speed of communication have to be increased; much more emphasis has given to research, (particularly production research) development and planning. Management has always sought methods of reducing cost especially production and

labour costs which go together. Here, there is a conflict between management and workers on wage problems. Various techniques such as market research and operational research become vitally necessary and management training is important. Management cannot stand in isolation but should provide training programmes for their respective employees.

Management stands to make more serious errors in wage policy, employment standards, personnel recruitment, union relationships and training program planning because of misunderstanding of the impact automation.

EFFECT ON GOVERNMENT

The government is also worried on the impact automation because it creates social problems like unemployment, industrial unrest and low standard of living; especially in a rapidly increasing population. Therefore, the government can play an important role in providing training programs and facilities to the existing labour force so as to ensure the political stability in the country.

In conclusion, the three parties viz; union, management and government should work together in the determining the question of acceptance of the concept of automation. It will not necessarily bring happiness but also a higher standard of living. Heavy capital investments involve a high level of saving. The economy will become tautened or more highly tuned and there will be greater need for skilled direction. It requires totally different workers who are actually much closer to the professional and technical specialist.

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LAND DEVELOPMENT-SCHEMES OF INTEREST TO THE NATION

by FAUZI ABDUL AZIZ
(Land Surveying) School of Engineering

SINCE independence, the percentage of land opened up for people to work and live has increased several fold. What was once the haven of tigers and elephants are now prosperous farmlands and industrial estates.

Malaysia, now in its third year of the Second Malaysia Plan, is accelerating fast with land developments. A Ministerial post has been created for this purpose. In its first Five-Years Plan we have seen the completion of the Muda Irrigation Scheme, the Kemubu Project in Kelantan and the implementation of a large number of resettlement projects by the Federal Land Authority (FELDA).

The Jengka Project in Pahang has carved out of the forests an agricultural region and new townships with communities brought in, comprising people who are previously living on the verge of poverty.

The tasks of opening up the country are done through joint ventures of the private and public sectors. Each state in Malaysia has its own body to land schemes. For example in Selangor we have the Perbadanan Kemajuan Negeri Selangor (PKNS). Throughout the state this authority is participating in development programmes, both in urban and rural areas. The new capital of Selangor, Shah Alam, is the most ambitious project it is undertaking.

The private sector, comprising land and housing development firms, not only concentrate their activities around towns but also exploit remote areas, particularly for the purpose of tourism.

In Johore, the state is busy with the Johore Tenggara. It is a multi-million dollar scheme converting the state's central plain into agriculture. The processing

of local products will be its major industry.

Extensive surveys are now being conducted assessing the potentialities of the region.

The biggest development project in the country is the 2.5 million acres Pahang Tenggara, occupying a third of the state. By 1990, the area is expected to be populated by half a million people. Thirty six towns and villages are to be created under this scheme, and industrialisation will go up in stages.

The towns of the scheme will be mainly agricultural centres. An average town will comprise between 10,000 and 15,000 people. A number of them is now going up but their completion will not likely meet the target date. Surveys of these township have been completed but due to shortage of town-planners, their progress is delayed.

During the earliest stages of development, large-scale manufacturing industries may face a number of difficulties. However low-capital light industries will be able to get good returns.

In addition, the Malaysian Agricultural and Research Development Institute (MARDI) is establishing an agricultural research station within the region. The Pahang Tenggara Development Authority (DARA) is persuading investors to participate in joint venture in tea-growing and cattle rearing.

The first prefabricated housing project in the country will be implemented in Pahang Tenggara. A joint enterprise between DARA and Lockwood Building Ltd., of New Zealand for this project will soon commence operation.

ducts Company, and Mentiga Forests Products. There are 850,000 acres of forests to be exploited.

Youth have their own schemes; Youth schemes are set up with the co-operation of the Ministry of National Development and the Ministry of Culture Youth and Sports. Successful ones like the Merbau Berdarah, Bukit Goh have brought dividends to the participants. Rural youth unable to employ their skills in towns should be given more land for them to work on. This is one way to beat the drift to unemployed youths into towns.

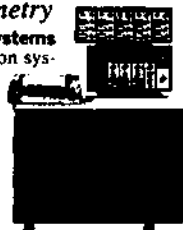
With these ambitious schemes, the country is expected to be able to contain unemployment at least until the end of the century.

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Liquid Scintillation Spectrometry

Multiple-User Liquid Scintillation Systems

Three new 200-sample liquid scintillation systems offer the advanced capability of multiple-user programming. The LS-235, LS-245, and LS-255 are each designed to accommodate up to six individual counting groups at one time. Each group is equipped with a three-channel program with independent PRESET TIME and ERROR. Each investigator has direct and independent access to his specific program and can count any isotope in any channel. The Multiple-User Systems are available as two- or three-channel, parallel-counting instruments and offer the highest performance specifications available: Tritium E^2/B greater than 120 and tritium efficiency better than 60%.



beta-Mate II A low-cost single-sample research liquid scintillation counter. beta-Mate is a bench-top, single-channel spectrometer with a five-digit glow tube display and a cpm log rate meter. This manually

operated research counter is ideally suited to research support, flow cell applications, photon counting, and health physics monitoring. Accessories for the beta-Mate II include a Discrete Sampling Flow Cell, Auxiliary Timer, Digital Printer and ten-inch Laboratory Recorder. beta-Mate II offers tritium figure of merit (E^2/B) > 75 and tritium efficiency > 57%.



Nuclear Education Pack

Designed to familiarize the college student

with the theories and method of nuclear spectroscopy. The pack consists of the beta-Mate I Liquid Scintillation Counter; two education accessories, the Planchet Detector and the Gamma Detector; and a supporting laboratory experiment manual. The low-cost instruments are simple to operate and can easily be transported from classroom to classroom. Beckman also offers all the supplies necessary to perform the experiments in the manual.

Liquid Scintillation Data Reduction System A practical solution for cutting data reduction costs, this program is available on existing time-sharing services. It reduces considerably the time span between the acquisition of the raw instrument data from liquid scintillation counters and the achievement of the final results. The program provides for quench calibration and DPM calculations for both dual and single label experiments.

Gas Chromatography



GC72-5 A low-cost, general-purpose, laboratory gas chromatograph that is capable of handling most critical GC applications.

The GC72-5 is a compact, bench-mounted chromatograph that features a direct-reading pneumatic control panel, or two column inlets, and full proportional temperature controllers for detector and column compartments. Sixteen different models with seven options are available with specified combinations of the following detectors: Flame Ionization Detector, Thermal Conductivity Detector, Electron Capture Detector, and Helium Ionization Detector. The GC72-5 lends itself to all laboratory applications requiring low-cost but high performance separation.

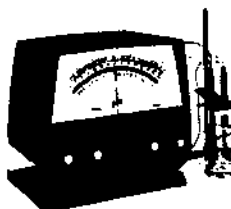
GC-45 A highly sensitive laboratory instrument capable of handling the most demanding applications. Designed to simplify and reduce preoperation setup time, the GC-45 features state-of-the-art developments that provide precision and reliability required for optimum GC analyses. All gas flows on the GC-45 are direct reading. The column oven door exposes two walls of the oven for quick and convenient column change. The GC-45 accommodates two detectors, two U-shaped glass or metal analytical columns, and two on-column inlets simultaneously. GC-45: one of a complete line of Beckman gas chromatographs for every need.



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THE APPROACH TO TRAINING IN BANK NEGARA MALAYSIA

By ABDUL HALIM REJAB

INTRODUCTION

Bank Negara Malaysia's training philosophy is that training is a crucial factor in its development because it provides the needed manpower to ensure its growth and the smooth functioning of its operations. Central to the Bank's training philosophy is a growing awareness of the fact that Bank Negara, as an important national institution, must strive continually to provide service of the highest order to this country. Its ability to do this and its development in the future will depend on the quality and the calibre, the professional and technical competence, the integrity, and the ethical and social values of its staff. Given that these qualities are relevant and desirable to the bank, its task will be to develop to the fullest extent, all those who will be contributing their talents in the service of the Bank, in the confident expectation that, as a result, the Bank will be more than capable of discharging its responsibilities efficiently and competently on a continuing basis.

Since the Bank was established in 1959, there have always been various types of training activities. The more important of these activities are as follows:

1. Induction and orientation courses for its new staff.
2. In-service training courses for specific skills for its clerical and executive staff.
3. Participation in external courses and seminars.
4. Awarding scholarships to staff.
5. Granting of educational study leave.
6. Providing bonus for staff who passes certain recognised professional courses through self study.
7. Providing assistance for night classes to improve their educational standing.

A SYSTEMATIC APPROACH TO TRAINING

In order for training to bring about the desired results, it is necessary that it should be approached in a systematic way. In general, the training in the Bank is approached in the following ways:-

1. The training needs are identified
2. Training policy is formulated against the needs identified.
3. Implementation of the training policy.
4. Assessment of the effectiveness of training.

THE IDENTIFICATION OF THE TRAINING NEEDS AND FORMULATION OF TRAINING POLICY.

In this first step in the approach to training, the Bank's need for trained manpower, both for present and future are identified. This is done by determining what sort of jobs are to be done in future and how many people will be needed to do them. These are determined by finding out how the Bank expects to develop in the short to medium term, taking account of existing trends and the effect for the staff position of such factors as future expansion and the rate of staff turnover.

Such plans for example could indicate that certain jobs in the Bank are changing, that certain departments may be expanding or shrinking, and that new departments may be introduced thus requiring certain new skills. In this way, it is also possible to know the skills required in the main occupational categories of the Bank, after having estimated the present and future staff requirements. The requirements of individual jobs are also kept under review so that training can be adapted to the needs of the Bank as they arise.

The training needs in the Bank are examined at three levels; the organiza-

tional level, the occupational level and the individual level. The needs at the organizational level mean the general weaknesses in the organization when training is most needed. The needs at occupational level mean determining what are needed in terms of skill, knowledge and attitude, to carry out the various duties related to a particular job. The needs at individual level mean determining who needs training in what; that is to discover deficiencies in particular skills, knowledge and attitudes of the individuals in the Bank.

The identification of training needs at organizational level involves looking for the symptoms and indication of a problem. In this approach, managers themselves must recognise that a problem exists and that realising the possible value of training, will call in the training specialist to assist. The function of the training specialists in this approach is merely to advise the managers as to the nature of the problems and solutions and later to work closely with the managers in implementing the training and non-training solution to the problems.

The identification of the training needs at occupational level is undertaken by the process of analysing the job. This process is approached systematically by enlisting support of all concerned, examining the job, describing the job, analysing the training requirements and planning a program to suit this requirement.

Since the effectiveness of any training will depend on the commitment of everyone involved, consultation with the people concerned is essential. Support must also be enlisted at all levels. The support of Senior Management is essential as their involvement will give encouragement to all levels of trainers and trainees. The support of departmental managers and supervisors is required to determine acceptable methods of operation and standards of performance. They will confirm that the analysis is based on the best possible practice and not just the best practice any one individual in the department under review. They also need to take a controlling interest and an active part in the training. By providing a constant assessment of the progress of the trainee, they will check the efficiency and the design of the training program.

The support of the trainees is also essential as it is the skill and knowledge of his job that are being analysed and built into the training program. The need to examine the job under review is to find out in broad outline what is involved in its successful performance.

A process of identifying the training needs at job level, the job is described in the job description, which is simply a broad statement of the purpose, scope, duties and responsibilities of a particular job. The training requirements for this job are then analysed by the identification of the knowledge and skill required to do the job, and making a detailed breakdown of these skills and knowledge.

The training needs of individuals, on the other hand, are done by determining who needs training in what, that is to find deficiencies in particular skills, knowledge and attitudes of the individuals. The training needs are then determined by comparing the requirements of his job by the appraisal of his performances in the job.

The training policy was therefore formulated the background of the amount and type of manpower required and available in the short and medium term. As far as possible the training undertaken should match as closely as possible to the manpower available and the present and future needs of the bank. Where there are a number of needs, and priorities are clearly established.

IMPLEMENTATION OF TRAINING POLICY

In order to achieve the training objectives, all the training programmes are carefully planned, organized and implemented. The training programs are designed only after having analysed the types of training required. In order to ensure the effectiveness of the training, the instructional techniques and training method are carefully selected to ensure that the requisite skills are appropriately developed.

The techniques and methods used include practical exercises, lectures, demonstrations, group discussions and the use of case-studies.

THE MODULAR APPROACH TO TRAINING

The Modular Approach to Training may be regarded a break-through as far as

our training efforts in the Bank are concerned as this, more than any other method, meets specifically our actual requirements. It also offers at least three very desirable advantages:

- (1) The cost factor is expected to be reduced considerably as the duration of each training modules or groups of modules will be shortened, in many cases lasting only a day;
- (2) Participants need only be taken away from their work for brief periods, thus causing as little interruption to their normal work as possible; and
- (3) The system is self-sustaining in that once it is properly launched, it can be used repetitively, requiring updating and minor modifications only occasionally.

The adoption of the Modular Approach has been possible because of the development of a number of basic management tools and techniques — tools which are absolutely essential in enabling us to launch our training efforts from the "muddling through" stage to an organized and systematic pattern based on recognised management principles. Such tools as Job Description, Job Specifications, Personnel Inventory and Succession and Development Plans are prerequisites.

The Modular Approach really begins with an analysis of groups of jobs with a view identifying the basic elements involved. These elements are then separated and put into self-contained sections or modules.

The modules are not designed for individuals, but rather for groups of individuals who need to acquire certain basic skills and knowledge in order to do a job effectively. The needs of individuals, once identified, will be taken care of by providing "on the job training".

METHOD OF TRAINING

The selection of trainees for these courses depends upon the particular needs of the individuals, based on his present job and his level of performance in the job. The trainee attends only the training module or modules which are of immediate value to his or her work. In cases where a person is expected to assume a position of responsibility in

the not too distant future, he would then be expected to go through an accelerated training program. For an average of three to four years to go through all the training modules. This is to maintain continuity of his training without causing too much interruption to his department when he goes for training.

The duration of each modular session will vary according to the subject and the skills and knowledge required to be included in the training. Some modules may require only a day or half-a-day. But, there will also be some others that may require two, three or even four weeks of training. In such cases, this training module will be broken down into a series of "sub-modules" of very short duration and spread over a period of time. This is to enable staff to undergo training without any undue interruption to the departmental routine.

For each training module, detailed notes relevant to the needs of the Bank will be prepared by the lecturer or training officer concerned. These notes will be handed out to the participants at the end of each training session. In this way it is expected that as the trainee progresses through the various training modules, he will have acquired a comprehensive and detailed set of notes which could assist him in the performance of his job.

BANK NEGARA MALAYSIA STAFF TRAINING CENTRE

This Centre was officially opened on May 1971 and the first course was held in July of the same year.

Although the Centre is intended primarily to service the Bank's training and educational requirements, its facilities will, from time to time, be made available to the local banking community as part of its contribution to the development of sound banking education and practice in this country.

In addition, the Bank has offered its training facilities to Central Banks in Southeast Asia for the training and development of their officers. The first of these regional courses was the SEACEN Course held in April, 1972 followed by the SEACEN Banking Course held in June 1972.

COURSES OFFERED AT BANK NEGARA MALAYSIA STAFF TRAINING CENTRE

The Course offered at the Centre are designed for management, supervisory and clerical staff. The courses for management supervisory staff cover the main aspects of management and all other subject areas which are related to the functions of such level of staff in the Bank.

The management courses, in particular, consist of a structured series of modules, representing a sequential and comprehensive management training program that can be undertaken over a period of time lasting, depending on the participants progress from two to three years.

The management and supervisory courses incorporate three basic approaches, i.e.

1. Introducing and providing information on management concepts and practices.
2. Developing knowledge of principles, techniques and functions of management.
3. Improving management and supervisory performance by the development of skills applicable and transferable to the work situation.

Each of the management modules builds on the next. Unnecessary duplication is avoided in planning the different levels of management training.

COURSES FOR MANAGEMENT TRAINING

1. Induction Course

The purpose of this course is to acquaint the newly appointed management and supervisory staff with the organisations, rules and regulations of the Bank, and to instil a feeling of belonging and acceptance.

2. Junior Management Course

This Junior Management modules are designed to assist junior management staff in understanding the structure of management. These modules emphasise the resources used by management in the performance of managerial jobs, particularly the management of people at work.

These modules are also suitable for other levels of officers who have not had any formal training in management.

3. Middle Management Course

This course is designed to assist participants of middle management level, or those lower management staff with several years experience, in the performance of their management functions.

On completion of the modules, participants should be able to: define the elements of management process and understand their relationships; and to apply specific techniques relevant to the different elements of the process to the problems they face in their daily work.

4. Senior Management Course

This course comprises seminars designed to provide senior management with an appreciation and understanding of particular problems of management.

5. Banking Course

The banking modules are designed to provide participants with basic knowledge of the operation of a commercial bank. This banking course particularly emphasizes the practice of banking and the elements of the law most relevant to it; the routine foreign banking transactions and the practice of all types of foreign exchange transactions which is related to the operation of a commercial bank.

6. Accounting Course

These accounting modules are designed to provide officers who have had no formal training in accounting with basic concepts of accounting; the usefulness of accounting information for planning, control and decision-making, and some background knowledge and tools of analysis that are essential for portfolio analysis and investment.

7. Economic Course

These modules are designed to expose officers to certain important aspects of economics which are relevant to the overall functions of Bank Negara Malaysia.

8. Functional Management Course

The modules in this group consists of a variety of subjects related to Banking, general management, financial management and personnel management. These courses are designed to meet spe-

cific needs of staff in specialist functions. Some of these modules can also be used for remedial purpose to supplement the courses in the previous modular groups.

COURSES FOR CLERICAL TRAINING

The basic training course for Clerical Staff comprises modules on Basic Clerical Functions, Banking and Elementary Accounting and Basic Economics.

1. Basic Course

The modules on basic clerical functions are to provide participants with basic knowledge of the general duties of a clerical officer. Emphasis is placed particularly on clerical duties in relation to banking operations.

2. Banking and Accounting Courses

The modules on banking are designed to provide participants with a basic knowledge of the essentials of commercial banking operations. The course on elementary accounting is to provide training to clerical officers who have no basic knowledge of accounting.

3. Economic Course

The course on basic economics are designed to provide clerical officers with an understanding of certain important aspects of economics which will enable them to perform their jobs more effectively.

The types of course offered are as shown in the Appendix I attached.

Appendix 1

MANAGEMENT TRAINING COURSE

INDUCTION COURSE

GROUP No. 1	Induction Module
IN 1.01	Induction For Executives

JUNIOR MANAGEMENT COURSE

GROUP No. 2	Junior Management Modules
JM 2.01	Introduction to Management
JM 2.02	The Supervisor as a Trainer
JM 2.03	How to Organise Effectively
JM 2.04	Effective Leadership
JM 2.05	Human Relations in Supervision
JM 2.06	The Supervisor as a Planner
JM 2.07	Effective Communications

MIDDLE MANAGEMENT COURSE

GROUP No. 3	Middle Management Modules
MM 3.01	The Organisation — Theory and Practice
MM 3.02	The Management Process
MM 3.03	The Human Aspects of Management
MM 3.04	Delegation
MM 3.05	Action-Centred Leadership
MM 3.06	Planning — A Managerial Function
MM 3.07	Management by Objective
MM 3.08	Management Development and Performance Appraisal
MM 3.09	Communications in Management

SENIOR MANAGEMENT COURSE

GROUP No. 4	Senior Management Modules
SM 4.01	Organisation Planning
SM 4.02	Corporate Planning
SM 4.03	Establishing Systematic Communication
SM 4.04	Target-Setting for Results

BANKING COURSE

GROUP No. 5	Banking Modules
B 5.01	The Role and Practice of Banking
B 5.02	Finance of Foreign Trade and Foreign Exchange

ACCOUNTING COURSE

GROUP No. 6	Accounting Modules
AC 6.01	Basic Accounting
AC 6.02	Management Accounting
AC 6.03	Portfolio Investment

ECONOMIC COURSE

GROUP No. 7	Economic Modules
EC 7.01	The Malayan Economy

FUNCTIONAL MANAGEMENT COURSE

GROUP No. 8	Functional Management Modules
FM 8.01	Analysis and Interpretation of Financial Statements
FM 8.02	Credit Analysis and Administration
FM 8.03	Bank Examination Course
FM 8.04	Budget Planning and Administration
FM 8.05	Office Administration
FM 8.06	Chairmanship
FM 8.07	Report Writing
FM 8.08	Some Important Aspects of Personal Administration
FM 8.09	Performance Appraisal and Interview
FM 8.10	Training Staff On-the-Job
FM 8.11	Essentials of Industrial Relations
FM 8.12	Essentials of Effective Supervision
FM 8.13	Developments in the International Monetary Scene
FM 8.14	The New Banking Legislation
FM 8.15	The New Economic Policy

CLERICAL TRAINING COURSE**INDUCTION COURSE**

GROUP No. 1	Induction Modules
C 1.01	Induction

BASIC CLERICAL COURSE

GROUP No. 2	Basic Clerical Modules
C 2.01	General Clerical Functions in the Bank
C 2.02	Financial and Office Procedures in the Bank
C 2.03	Staff Relations

BANKING AND ACCOUNTING COURSES

GROUP No. 3	Banking and Accounting Modules
C 3.01	Introduction to Money, Credit and Banking
C 3.02	Basic Accounting

BASIC ECONOMIC COURSE

GROUP No. 4	Basic Economic Modules
C 4.01	The Malaysian Economy
C 4.02	Non-bank Financial Institutions
C 4.03	International Financial Institutions

TRAINING PROGRAM FOR MANAGEMENT AND SUPERVISORY STAFF

<u>LEVEL OF TRAINING</u>	<u>SUBJECT</u>	<u>MODULES</u>
INDUCTION TRAINING		GROUP 1 MODULES
BASIC TRAINING	JUNIOR MANAGEMENT	GROUP 2 MODULES
	MIDDLE MANAGEMENT	GROUP 3 MODULES
	SENIOR MANAGEMENT	GROUP 4 MODULES
	BANKING	GROUP 5 MODULES
	ACCOUNTING	GROUP 6 MODULES
	ECONOMICS	GROUP 7 MODULES
SPECIALISED TRAINING	FUNCTIONAL MANAGEMENT	GROUP 8 MODULES
ADVANCED TRAINING		EXTERNAL COURSES LOCALLY OR ABROAD

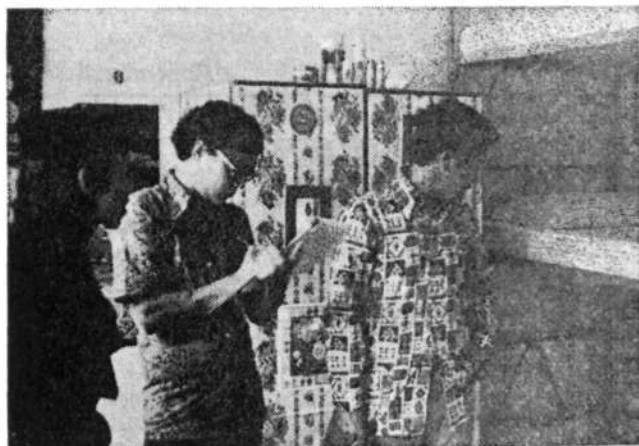
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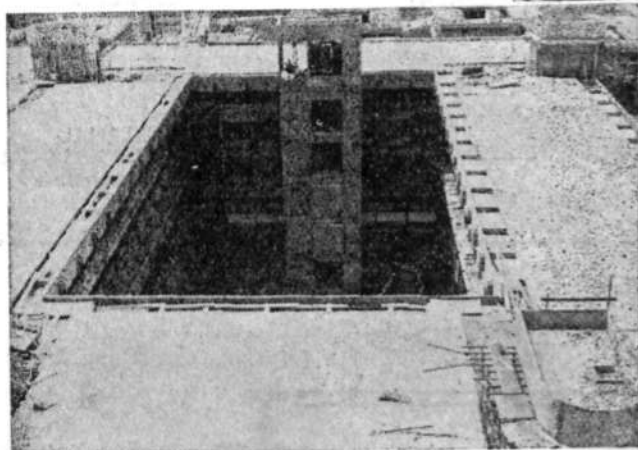
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Pandangan dalam Perpustakaan Tun Abdul Razak — semasa menyusun buku teks.

Perbincangan di antara Setiausaha Parlimen Kementerian Kembangan dan Luar Bandar dengan Encik Arshad Ayub, Pengarah ITM dan Ahli Exco KSITM.



Bangunan Perpustakaan Tun Abdul Razak dari atas.

TOWARDS A DECAY OF CIVILISATION

MOHD. TAUFFICK MOHD. ALI
(Transport Final)

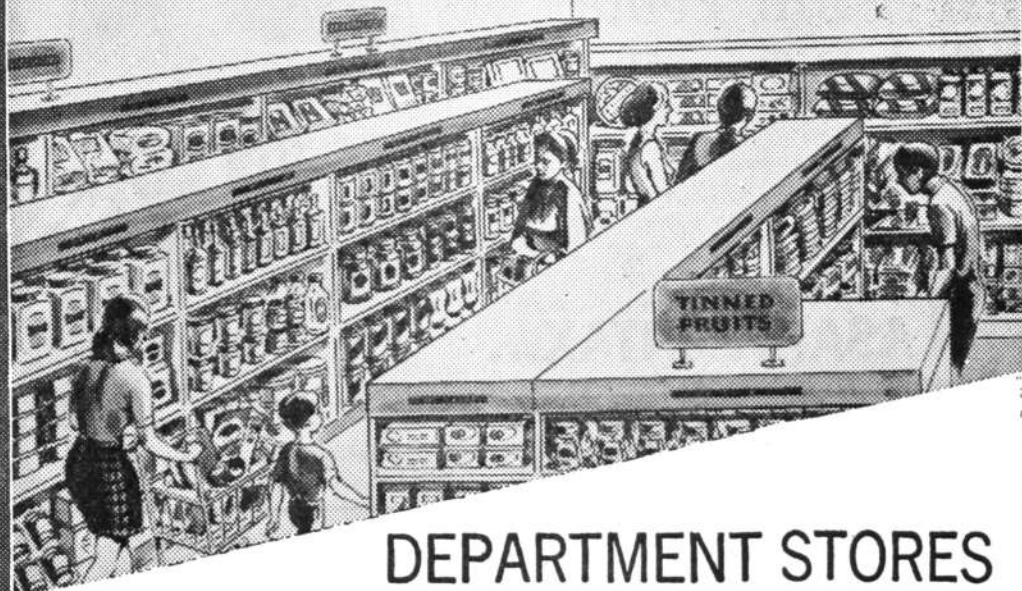
THE proliferation of hostility, enmity, jealousy, racism, 'new morality', political conflicts, precipitates to the adverse effects of mankind. Global disasters with its catastrophic effects have come to a saturation point where the mess is too gigantic to be washed away. This centuries-old earth is facing a predicament where there is no return to the original setting. War, poverty, hunger, apartheid and the generation gap pervades the world-wide situation every now and then. There is no point of escape though some 'escape' through their pipe-dreams and their own 'world'. The problems facing the world is multifarious, complex, plentiful, entangled and comes from every angle of human activities, and it is not intended to up-lift eyebrows to say that international order is now on the brink of collapse. Never in the history of mankind has there been a turmoil as we witness today. Since the Second World War never has the situation been so compelling, urgent, and never before has man to face a dilemma which is prevailing now, and that war which was to end all wars never been a reality.

No one would expect that the later part of the twentieth century world would have to face such disparities. The volume of hatred, jealousy, hostility, coupled with other promiscuous events has reached to an unprecedented level, and each day, is steadily mounting at an accelerated speed. Hatred and jealousy runs down to family affairs which is in fact a watershed of world-wide disorder. Hatred and jealousy have resulted in wars, both civil and international. Civil wars are prevalent in many countries and differences in political ideals have enhanced this situation. The plight of mill-

ion of refugees is very much in despair. Resurrection and coups are features of this centuries-old world. Insurgencies have added colour to this entire situation. In no long a time have many governments changed hands. People with their own ideals which is often led by a few perverse leaders fight and struggle to champion their own ideals at the expense of the country. Small nations are always the victims of the so called 'super powers' and too often their countries are made the battle grounds for the super powers to release their tensions and frustrations. This is axiomatic of Vietnam whose people has never known peace and kindness. The effects are terrific; the economy is in a state of disarray being crippled by the war, there is not so much to talk of economic development.

Apartheid is another 'development' of this day and there are laws to safeguard it. South Africa and Rhodesia are the champions in advocating this policy and quite recently Portugal has joined the club. With these countries as the forerunner there are a few more who are expected to join the 'ranks'. Racial prejudice and racism have been a disease of our people and its growth has already reached epidemic proportions. A soccer confrontation has led to a war between two neighbouring countries in Latin America. And glory be, racial riots are now a predominant feature in many countries. Hypocrite leaders (those who reign over this doctrine) have to some extent been successful in propagating their ideas. Violence has been a major cause to this upheaval. Though there have been attempts in the past to embargo and stop this but there are unco-operative nations, which acts as an impediment to this.

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believing**



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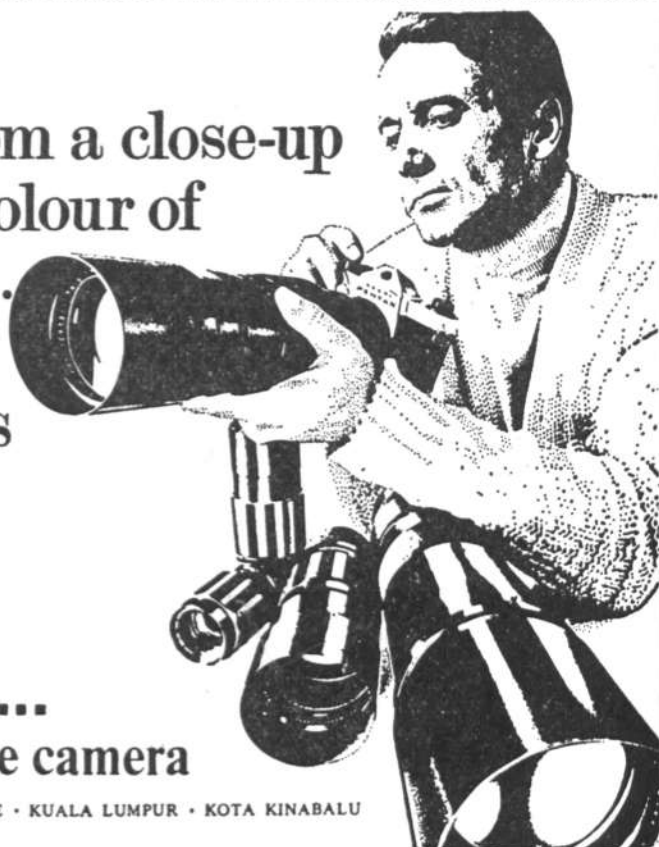
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How many nations have been cooperative in this programme to erase this eyesore situation.

International situation has therefore been relegated to a state of decay and disrepair. Arms race and military build-up are another pastime of the affluent nations. Nuclear testing is almost a yearly tradition. Consider the effects of all these, where ecologists summed up that the present earthquakes and volcanoes are the result of all these, befalling poor nations. If formerly arms-race is restricted to affluent and developed nations, but now the concept has changed. Other less affluent and still not developing countries are joining the race too. Annually public expenditure are poured towards equipping the countries with arms. In order 'to safeguard against unforeseen events', was the underlying reason.

Political domination is prevalent in most African, Asian and South American countries. Political dominations take in many forms; the most apparent being outside intervention much evident from the Russian rape of Czechoslovakia and Hungary, another being under the veil of 'safeguarding and defending the interests of the concerned nation'. For a long time Asian countries has been a favourite spot in the game of big powers. Political domination is already an old issue but the existence up till now denotes that small nations will all the time being overshadowed by their big brothers. It follows, should any small nations escape this, then there is the economic domination to pester and harass them. Economic domination is a follow up of political domination which leaves the fate of small nations at the mercy of their big brothers. Consider the ever fluctuating prices of raw materials from small nations when compared to the ever increase price of finished product from the big developed nation. Why should there be such a disparity? What is called a 'Common Market' is actually a merger of a few group of countries to take opportunity of being a giant economic power. This is in fact contrary to the system of free trade. Now that these mergers have been grouped into trade zones which in some respects resemble the political groups and alliances. The prevalence of a free trade system is interrupted by the so much groupings and special tariffs in existence. It has

been a phenomena that some unfortunate countries by virtue of their position, size, economic growth and other factors, have been a dumping ground for some countries. The so called economic aid is merely an attempt to enrich a particular under-developed country so that her people are better off to purchase the much expensive goods from the developed countries. This is the main motive of the so called economic aid by the affluent countries but are there any aid given in the form of investment or lending to countries of serious hardships and whose investment there may not be fruitful?

Crisis-ridden and war-torn countries had been suffering under extremes of pressure and never did any aid come to relieve these in toto. Half-hearted donations have been wrapped nicely and been called as expressing 'sympathy'. Floods, typhoons, earthquakes and other natural disasters befall unfortunate nations. Again the plight of the refugees is another problem and authorities concerned have rarely looked into the matter seriously. Not to forget that there are many more of the same fate as the result of civil wars. Ravaged environment after the wars have caused much destruction to the livelihood of the people whose source of income depends heavily to the agricultural produce.

A new concept of 'morality' is now introduced to the young people. The advent of the orgy films and shows, group sex, lurid literature, erotic advertisements and pornography have flooded into the market and is going public. The world of permissiveness has enabled such 'development' to stay. There are even laws to back it. The practice of group sex, homosexual, lesbianism coupled with strip shows are common within our societies. Even these groups have formed unions to safeguard their interests and this is further encouraged by the government drafting legislations to preserve it. In certain places oral-genital sex is permissible. Our cities are filled with bars and entertainment places giving the emphasis on sex. Topless and bottomless shows flourished our cities. 'Blue Films' and pornography overnight have become a lucrative business. Now sex has penetrated into advertisements. It is believed that Sweden and the Scandinavian countries were the first to embark

on this massive programme on giving the sex taste to public. This has spread to many other countries after momentum has been gained. The spread of all these is now being felt in Asian countries and it is a matter of time before all these collect reputation and momentum.

The missing dimension in sex exemplifies human sins that have been committed, and magazine-article captions read; *Swinging* — (wife swapping) couples — a modern phenomenon, Group nudity called cure for loneliness, and Britain's sex supermarket opens in London today. Leading the parade of public advocacy of promiscuous sex are the doctors, psychoanalysts, psychologists, and even sociologists. The world is becoming sex-drunk. Morals have suddenly taken a plunge into the cesspool. Even the doctors are lending a professional aura of respectability to adultery, promiscuity and abortion. Of late bestiality, nudity, classification of 'X' films, plus the crushing torrent of the sex related materials and lurid pictures glorifying incest, saw the sex wave swept over most nations without signs of retreating. Premarital sex is a conception found high in co-ed higher institutions of learning and practising marriage without license also shares this philosophy. Local experiences and evidences culminated in a showdown of the nature witnessed recently. Indeed there is no area of obscenity which is left untouched.

Restrained parental relationship is thriving among Western societies. This is also the price of the twentieth century. Careless attitude towards the child during the upbringing must have the parents to be blamed. The generation gap is often cited and are always used as an excuse.

Teenagers and youngsters today desert their parents and branded them as 'snakes' for they feel that their parents have not given love and affection necessary for the station of life. The parents themselves adopt a wrong attitude and neglect their responsibilities which has resulted in a strained relationship between both parties. The revolution of women going to work together with men has left the children in the cold and where love and affection are absent, this breeds in adverse family relationship. The problems do not end here, instead

it produces a chain reaction whereby children left their homes frustrated, in quest of a new life. And it is here that they are misled. The encroachment of hippism or hippie culture stems from this very fact. Hippism associates itself with drugs, free love and all other activities so long as it enables them to enjoy life and feel what happiness is about. They used the stereotyped word 'peace' without giving a forethought of what peace is about. The drug menace has now become worldwide problem and the danger of being exposed to small kids is now an immediate concern. The so called drug 'travel' is a way of escape for them into another world. This form of escapism is only transient and the effects are very disastrous. Drug addiction is a by-product of all these. The preverse way of life are very dangerous to community living and there are fears that the influence is dissembling effectively. To name a few, heroine, marijuana, morphine and LSD have flourished in the so called underground market to cater for those addicts. Local experience has proved the fatality but development is rapidly taking place.

Crimes and violence have reached unprecedented levels in community living today. Recent reports reveal that most of these criminals are under thirty. Political assassination has grown to a very alarming proportion. Hijacking and sky-jacking have been a very profitable business. Travellers suffered from fears and phobias and airline companies are facing serious difficulties due to all these. The growth rate of crime is increasing each day. Theft, robbery, rape, assault are some of the offences committed by our generation today. Sexual crimes are also a serious trouble in today's new list of crimes. National dailies now give a large coverage on rape cases, murder; all these are the hot topics of the day. But there are still a great volume of sadism, molesty, theft, seduction and pilfering which are unreported. All these adds to a very alarming result. Political assassination is fast catching up with all other crimes and most political leaders live under threats and duress, as such their actions are much restricted. Violence is another result of discontent, dissatisfaction and hatred towards a particular group or establishment. Riots and demonstrations have much caused havoc to lives, property and belongings. Police

have found difficulties in putting these to an end since most of the riots are well organised with rioters armed with all sorts of weapons. They carry slogans such as 'freedom', the so much prostituted word without care for any circumstances.

Student unrest and student apathy are two opposing features found in the kaleidoscopic life of the campus community. Extremes of student unrest results in revolt and violence. The quite recent killing of the four Kent State University students by the National Guardsman, is evident of the extent of violence, though the shooting hit the wrong students who did not know of the actual situation. In the United States, Britain, Japan and in many other countries student unrest is also a problem. Destruction of buildings, cars and public property is the net result of such activities. While others resort to peaceful measures some resort to violence, or should such peaceful measures failed then the only course of direction to take is to resort to violence.

On the other hand student apathy has also its drawbacks. Extremes of student apathy has resulted in many failures to the projects elicited by the student unions. It is the uncooperativeness of all these students that many of the projects which are aimed at improving community living, have come to a failure. The wrong attitude of these students who believe that coming to a college is only to get a degree and to dismiss other activities, merely made them graduate with only paper qualification. So long as this continues we will be producing graduates who are only skilled in theory but are unable to apply to the actual situation, for they will lack the qualities of ability, flair, dedication, initiative and spirit plus the experience necessary for a good leader, administrator and the like. Investment in education will turn out to be a flop if our graduates are such. The college life which is the most suitable training ground for our future graduates are being neglected with the disease of student apathy still dominant.

Global pollution is a threat facing the world now. Its menace and nuisance cannot be over-emphasised. The most industrialised nations are first to feel the threat. The unbalanced ecological life has culminated into what is known as

pollution of the world. The environment of ours is now facing a crisis which can never be restored to the original position. Man's selfishness of his own use of his environment, and his negligent use has been the cause of this ravaged environment. Nuclear testing has produced poisonous particles which is harmful to human as well as animal life. The condition of the flora and fauna is now endangered by the excessive dumping of garbages and other waste products into improper places. The large ocean which is the last resort of man is also polluted by obnoxious chemicals, garbages and other particles. Marine life has already been jeopardised in some areas. Air pollution is made up of violent gases and fumes, together with smokes from industries. Land pollution suffers from fumes, smog and last but not the least is noise. Noise is another nuisance, and the roaring of jet planes automobiles and a host of other engines have enhanced the situation which is deteriorating. Our cities are now facing toward decay, archaic and not a nice place to live any longer. The slums which bring in crime, diseases, and the ever congested streets filled with an endless stream of automobiles in which the presence of noise and polluted air and accidents are giving the populace a headache. In most big cities situation have been deteriorating and the victims of air pollution are increasing each day. The city which is the centre of all human activities is no longer a nice place to live. Plagued with all these difficulties more and more people are seeking to escape to the country sides but their careless use of nature will again result in the same problem. Uncareful deforestation can result in soil erosion and floods. Although laws have been enacted but the damage has been done where restoration is almost impossible. And this is the price paid for advanced science and technology.

As we moved towards the later part of twentieth century the population explosion forms yet another problem to be solved. The rapid growth of population saw many consequences affecting mankind. Can this centuries-old earth support the teeming population and can food production meet all the stomachs? Although wars have been fought and many are killed, population still grows by leaps and bounds making an all time record. India and China are facing this problem

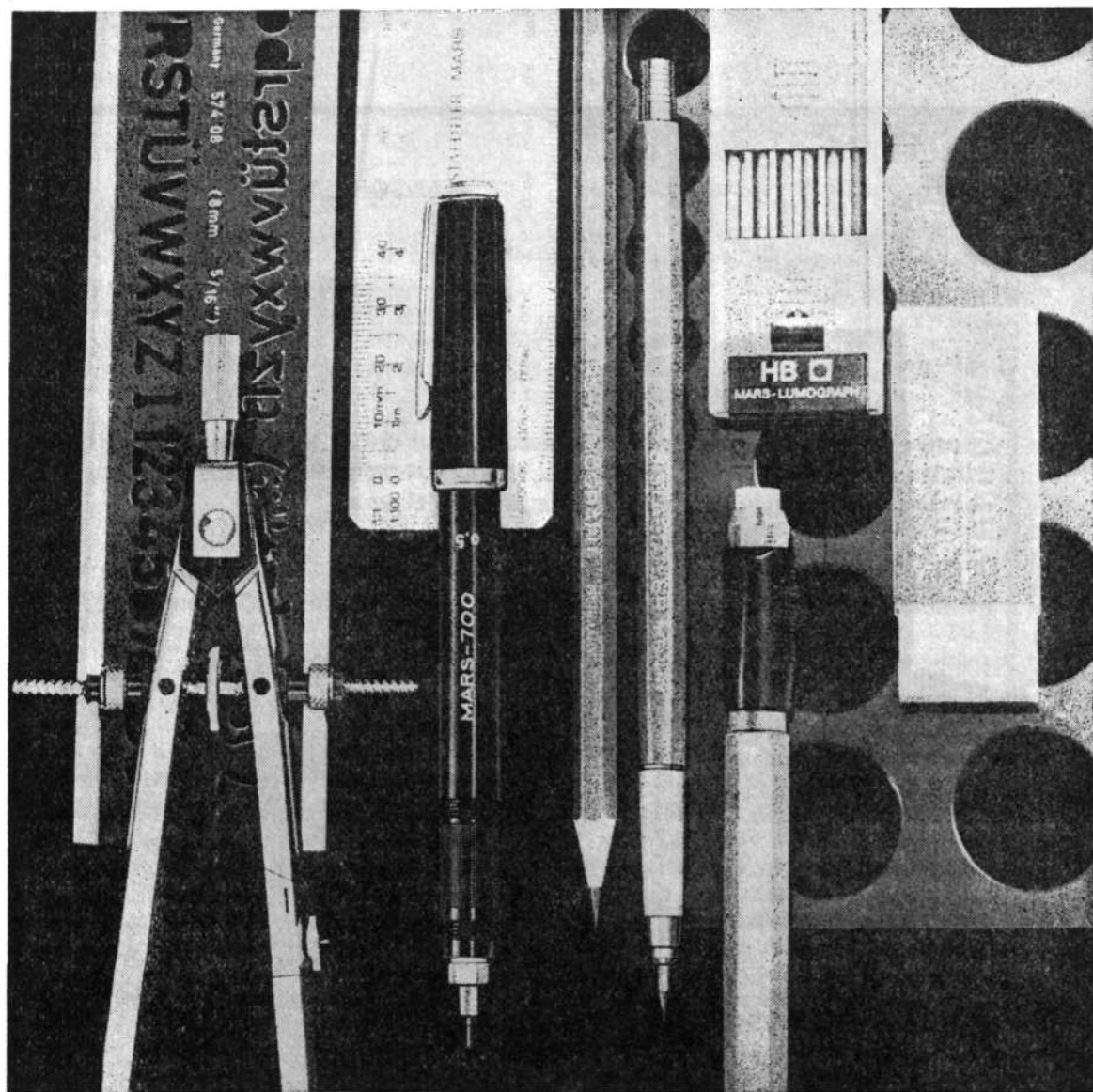
acutely and critically but their leaders are more interested in building arms rather than solving the real problem underlying them. The by-products of over-population are many; poverty strikes at those countries who are poor, even the world's most affluent nation faces this problem too. Hunger and malnutrition are the results of poverty. Look at the children in the poverty stricken areas and notice their physical build up, and a glance will explain the type of food they get. Observe their bellies and notice how diseases such as kwashikor easily spreads. Maimed children are the by-products of poverty, hunger famine and malnutrition, all of which is a chain reaction. Has the earth the amount of food to feed the teeming millions each day? Some how, some day the amount of food shall deplete due to man's over-exploitation of the earth to feed the teeming population, without leaving any. Man shall look into the vast ocean as the last resort for food, even at present there are nations cultivating and farming the ocean in search for new and extra food. But have we forgotten that the ocean has already been polluted to a great extent. Marine life has been threatened and there is a possibility of extinction of some or all species due to pollution and man's over-exploitation of the ocean. The end result is very appalling and dreadful. Scientific discoveries have unearthed some of the ways to increase food production but how much have they met with success?

Another by-product of the population explosion are the social ills. Suicide is a common feature in over-crowded cities. The result of emotion, loneliness, surrounding pressures and frustration culminated in the uneasiness of the minds which led to frustration and finally suicide. And suicides too take in many forms. High rate of accident in cities is also another result of all these. Corruption, bribery and nepotism are now features in today's community living and the people are forced and lured into these fields by the pressure of the times. Part-time prostitution and massage parlours grew and exhibit their popularities in an attempt for easy and quick money. Sports

which formerly is a form of recreation and a test of skill has become part of gambling. It started with horse-racing but now spread to all other games. Corrupted officials and bribed players had turned the game to be dull, and as a source of income. The true spirit of sportsmanship has been defeated. Nepotism is another form of malady inherent in our social system today. The administrative machinery of the social system today. The administrative machinery of the social system is no longer efficient or reliable, instead weak and inefficient due to the unqualified and unabled personnels in it. What we get today are people incapable of performing their duties in the administrative machinery. A high degree of corruption is prevailing in these system. The greed and lust for power is the main reason for the ills in our social system.

What had happened to man's early civilisation built along the Mesopotamia, Babylon, Ganges Valley of India, the once mighty empire of the Pharoahs, or the Chinese Valley, or even the Islamic civilisation and its golden days? All of these have been eroded by the times as we emerge into the modern age; an age of science and technology, an age of push button gadgets, an age filled with abundant leisure and luxury and an age of four-day a week working. But where are the remnants of the early civilisations to itenerate us to the right and correct path? Where are the religious teachings of our great prophets and the holy Koran in this modern world? Their teachings are now 'obsolete' and 'hackneyed' by the times as we seek in a new 'world' full of revolution and we as revolutionaires are proud to sit back with pride and satisfaction, and our sky-limit ego to boast of our 'achievements'. But unconsciously the civilisation that our great grandfathers built centuries ago are spearheading towards decay and collapse only in a matter of time. Perhaps it is not an exaggeration to say that we are living towards the end of this worldw.

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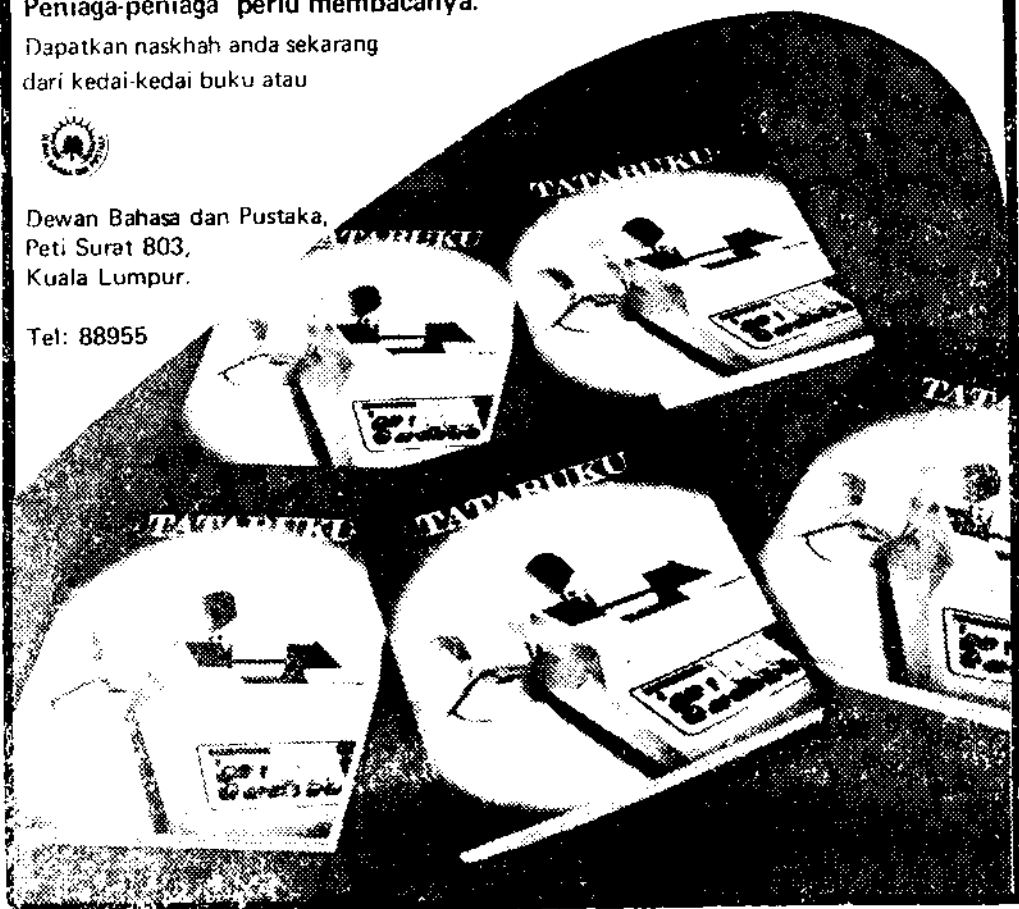
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di Universiti Malaya, pada 2hb. April, 1973

Oleh: ZAHARI AWANG, Yang Dipertua KSITM 72/73

Mukaddimah

SEBENARNYA, tajuk kertaskerja yang diberikan kepada KSITM ini mempunyai dayacara yang luas dan boleh dipersembahkan di dalam berbagai gaya dan penekanan. Penulis yang mahir boleh mengupasnya satu persatu kandungan material dan spiritual yang dikehendaki. Yang lainnya boleh ditekankan ke arah keperluannya di dalam lapangan pelajaran, politik dan sebagainya. Walau bagaimanapun, Kertaskerja ini hanya akan membentangkan falsafah-falsafah di sebalik material dan spiritual, dan mengkaji fitrah manusia yang sebenarnya. Setelah membuktikan satu persatu tentang fitrah manusia (yang berasal daripada material dan spiritual), lalu dibuat konklusi bahawa manusia ini tetap perlukan perseimbangan di antara kedua-duanya. Dan sesuatu yang tidak berjalan di atas landasan fitrah itu hanya sedang menunggu saat kehacuran semata-mata.

Falsafah Materialisma dan Idealisma

Jika kita menganalisa dengan teliti tentang alir pemikiran manusia, nyata sekali bahawa di sana ada dua sistem falsafah yang berbeza, yang sering membahaskan tentang kedudukan alam yang kita kini berada. Tiap-tiap satunya saling menafikan kebenaran yang lain. Alir pemikiran ini bukanlah suatu perkara baru, malah telah pun dilahirkan sejak manusia ini mula mencapai tamaddun, sebagaimana yang terdapat di dalam sejarah manusia. Persoalannya akan timbul bila sahaja dibahaskan tentang konsep-konsep “mind” and “matter” iaitu roh dan benda).

Satu daripada aliran itu menyatakan bahawa seluruh alam ini hanya dipenuhi oleh roh (mind) dan pemikiran-pemikirannya. Manakala benda (matter) atau alam luar itu hanya merupakan imajinasi sahaja, yang tiada pada hakikatnya. Alir pemikiran ini sentiasa melihat sesuatu itu hanya daripada sudut yang sempurna. Segala yang sementara itu hanya dianggap sebagai lakunan. Oleh kerana dunia dan benda-benda yang nyata ini hanya sementara, maka kesemuanya itu dianggap sebagai mustahil. Apa yang menjadi idaman atau yang diakui sebagai kewujudan mutlak adalah segala yang sempurna — Tuhan, Hari Akhirat (yang kekal), pra-penentuan (pre-determination), dan seterusnya. Falsafah seperti ini biasa dipanggil IDEALISMA. Banyak agama-ugama (iaitu sistem-sistem hidup) sebelum kedatangan Islam itu terkandung di dalam fahaman idealisma.

Dalam menolak falsafah idealisma ini, ada satu aliran yang menyatakan bahawa seluruh alam ini hanya dipenuhi oleh benda (matter) sahaja. Manakala roh (mind) itu adalah suatu impian yang mustahil. Falsafah ini hanya membenarkan apa-apa yang dapat dilihat atau yang dapat dikesan oleh pancaindera manusia sahaja. Segala-gala yang ada di dunia ini adalah hak mutlak manusia, yang tiada dapat ditentukan oleh orang lain. Masalah ketuhanan, syurga dan sebagainya itu dianggapkan hanya sebagai impian bagi orang-orang yang cintakan kesempurnaan. Bagi aliran ini, baik atau buruknya dunia ini adalah terletak di tangan penggunanya. Inilah satu falsafah yang biasa dipanggil MATERIALISMA. Di an-

tara fahaman yang berbentuk materialisma ialah Komunisma dan Kapitalisma.

Pendirian Islam

Sebelum diperkenalkan kacamata Islam terhadap alam ini, perlu ditegaskan bahawa Islam bukan meniru mana-mana falsafah dan bukan pula mengkompromikan aliran-aliran falsafah yang telah ada. Sebagaimana yang diterangkan oleh Al-Quran dan Sunnah Rasul, bahawa sistem yang dibawa oleh Muhammad itu adalah sambungan lengkap yang berbentuk kesimpulan terhadap syariah Rasul-rasul yang terdahulu daripadanya. Oleh itu, jika ada sistem-sistem yang hampir sama dengan sistem Islam, maka mungkin sistem-sistem tadi juga telah datang daripada pencipta yang sama⁽¹⁾. Di sebaliknya, jika ada sistem-sistem yang bertentangan, maka mungkin sistem-sistem itu telah dipengaruhi oleh anasir-anasir luar yang jahat — samada nafsu atau syaitan; atau mungkin ianya telah diubah atau dipinda oleh manusia lain yang hidup selepasnya. Pada hakikatnya, segala-gala yang datang daripada Allah itu, tetap mempunyai konsep dan motif yang sama.

Islam tidak menerima, dan tidak juga menolak pada keseluruhannya kedua-dua falsafah idealisma dan materialisma tadi. Di sebaliknya, idealisma itu diterima pada bahagian yang mempunyai kebenarannya, manakala materialisma juga diterima pada seks-seksi yang menjadi kenyataan. Turut komen kacamata idealisma dan materialisma terhadap alam ialah Bertrand Russel, yang berkata: "Idealists are virtuous and materialists are wicked"⁽²⁾.

Kebenaran tentang wujudnya benda atau dunia ini nyata sekali banyak diperkatakan di dalam Al-Quran dan falsafah Islam. Di antaranya ialah:

"Dia (Tuhan) menumbuhkan kamu (umat manusia) dari bumi dan menyuruh kamu memakmurkannya"⁽³⁾.

"Katakanlah ya Muhammad: Perhatikanlah apa-apa yang ada di langit dan apa-apa yang ada di bumi"⁽⁴⁾.

Sesungguhnya tentang kejadian langit dan bumi dan pertikaian di antara malam dengan siang itu adalah menjadi tanda-tanda di atas kekuasaan Allah bagi orang-orang yang mempergunakan akal fikirannya"⁽⁵⁾.

"Untuk memperoleh ilmu pengetahuan tentang nilai kebenaran sejauh mungkin, manusia harus melihat alam dan kehidupan ini sebagaimana adanya, tanpa meletakkan padanya kualitas-kualitas yang bersifat ketuhanan. Sebab sebagaimana diterangkan di muka, alam diciptakan dengan wujud yang nyata dan objektif sebagaimana adanya"⁽⁶⁾. Kebenaran tentang wujudnya roh atau bidang spiritual juga banyak dinyatakan di dalam Al-Quran, juga daripada falsafah Islam dan bukan Islam.

"Mereka itu bertanya kepada engkau tentang roh. Katakanlah! Roh itu urusan Tuhan sahaja, tiada kamu diberi pengetahuan melainkan sedikit sahaja"⁽⁷⁾.

Satu-satunya Sekolah Falsafah yang terkenal di dalam Dunia Islam ialah Ikhwān-us Safa (Saudara Suci). Berikut ialah sebahagian daripada isinya: "Lembaga-lembaga atau rupa-rupa bentuk yang kamu lihat di dalam alam kebendaan (alam nyata) itu adalah bayangan kepada yang wujud daripada alam kerohanian. Lembaga-lembaga dari alam kerohanian ini dicahayaikan oleh roh (maka adalah lembut), sementara yang berada di dalam alam kebendaan itu adalah redup dan kotor. Sebagaimana juga gambar biasa yang mempunyai pertalian luarbiasa dengan manusia asli, yang mana gambar inilah lambangnya yang sebenarnya. Keadaan yang sama jugalah, bahawa manusia ini ada pertaliannya dengan bahagian rohnya yang tinggal di dalam alam kerohanian. (Dengan lain perkataan, segala yang ada di dalam alam kebendaan itu mempunyai bahagian yang sama tepatnya dari alam kerohanian). Lembaga-lembaga di dalam alam kerohanian adalah lembaga-lembaga penggerak, iaitu mereka boleh menggerakkan lembaga di dalam alam kebendaan. Sementara lembaga-lembaga di dalam alam kebendaan itulah yang bergerak, iaitu apa-apa yang digerakkan. Lembaga-lembaga di dalam

(1) Kesimpulan Surah Asy-Syura: 13 dan Surah Al-Ahzab: 40.

(2) Lihat Russel, Bertrand: "History of Western Philosophy" m.s. 663, b. 7.

(3) Maksud Surah Had: 61.

(4) Maksud Surah Yunus: 101

(5) Maksud Surah Al-Imran: 190

(6) N. Majid, S.A., S.M., "Nilai-Nilai Dasar Perjuangan", ed. Yayasan Anda, m.s. 10.

(7) Maksud Surat Israk: 85.

alam kerohanian itu tidak akan mati manakala mereka yang di dalam alam kebendaan itu akan mati⁽⁸⁾.

Manusia sebagai potensi makhluk tertinggi (untuk memerintah dunia)⁽⁹⁾. Telah dijadikan Allah di atas kedua-dua unsur rohani dan jasmani dengan im-bangan yang sama. Kekurangan roh akan menyebabkan manusia itu didorong oleh hawa nafsu. Maka segala-galanya akan menerima tarikan daripada keperluan jasadnya sahaja. Seterusnya suasana akan mempamerkan kehidupan tanpa sistem yang lengkap. Dan ini akan merendahkan nilai manusia kepada sifat kehaiwanan yang nyata. Di sebaliknya pula, kurangnya keperluan material akan menyebabkan manusia itu menafikan kenyataan yang beliau sendiri melihatnya.

Turut menyokong falsafah roh-benda dan juga konsep manusia sebagai khali-fah di muka bumi (sebagaimana Islam) ialah Hegel. Sungguhpun Hegel tidak bertujuan hendak menyokong Islam, tetapi pendapatnya mengenai ini menyamai kehendak Islam. Sebahagian daripada teorinya bermaksud:

"Semacam raksa yang menyalurkan roh, pemikiran itu sebenarnya pemimpin bagi manusia dan dunia; dan roh sebagai iradat yang rasional dan perlu bagi penyalur itu, ialah dan telah menjadi pengarah kepada sejarah dunia... Tentang kejadian roh boleh difahami apabila dibezakan dengan lawannya iaitu benda (matter). Intipati kepada benda ialah "gravity"; manakala intipati kepada roh ialah kebebasan. Benda ialah di luar dirinya, manakala roh mempunyai pusat di dalam dirinya. Roh adalah makhluk yang lengkap"⁽¹⁰⁾.

Kini konsep alam di dalam Islam telah pun jelas dan nyata. Ianya terbentuk di atas dua unsur-unsur asas. Pertama-nya yang bisa dikesan oleh pancaindera manusia yang disebut alam kebendaan. Manakala yang kedua pula hanya bisa dikesan dengan hati dan boleh dimengertikan hanya dengan cara wahyu. Ini dipanggil alam kerohanian. Dan manusia telah diciptakan daripada kedua-dua unsur material dan spiritual.

Fitrah Manusia

Adalah menjadi kenyataan bahawa manusia memerlukan perubahan mengikut masa dan suasana. Jika dahulu manusia hanya menunggang unta, sekarang mereka telah boleh memandu roket. Jika dahulu manusia hanya memakai kulit binatang, maka sekarang mereka telah dapat membuat kainnya sendiri. Jika di negara sejuk manusia memakai kain 'wool', di negara panas memakai kain kapas. Perubahan mengikut masa dan suasana seperti ini tiada kena mengena dengan asal-usul kejadian, atau sifat semula jadi manusia. Perubahan seperti ini adalah perlu malah dituntut oleh Islam (sekadar yang berkuasa), kerana Islam itu bukannya 'statis' bahkan sentiasa selaliran dengan masa dan suasana⁽¹¹⁾.

Dalam mengakui keperluan perubahan di atas, kita mestilah juga mengakui hakikat bahawa ada perkara-perkara yang tidak kunjung berubah mengikut zaman maupun suasana. Jika dahulu manusia mahu makan, sekarang juga mereka perlu makan, dan besok pun manusia tetap perlukan makanan. Jika dahulu manusia perlukan pakaian (sungguhpun relatif), sekarang mereka juga perlu, maka besok pun mereka tetap perlukan pakaian. Begitulah juga, manusia perlukan bahagia — di masa yang lampau, sekarang, dan akan datang. Manusia perlukan kahwin — dahulu, sekarang, dan akan datang. Ini jelas menunjukkan sifat semula jadi manusia yang telah difitrahkan oleh penciptanya. Sifat-sifat inilah yang menjadi arah umum (general trend) di dalam gerak-geri manusia.

Islam adalah agama fitrah yang sentiasa bersesuaian (kerana didorong) mengikut bahan kimia dari mana manusia telah dijadikan.

"Maka hadaplah wajahmu dengan lurus kepada agama Allah; tetaplah atas fitrah Allah yang telah menciptakan manusia menurut fitrah itu. Tiada perubahan pada fitrah Allah, itulah agama yang lurus, tetapi kebanyakan manusia tidak mengetahuinya"⁽¹²⁾.

Oleh kerana manusia ini diasaskan daripada Roh dan Jasad, (inilah fitrah-

(8) Lihat Khuraja A.R., "Essay on Islam", ed. Din Muhammad Press, Karachi, m.s. 56, b. 4.

(9) Kesimpulan daripada maksud Surah Al-Baqarah: 30,34.

(10) Lihat Russel, Bertrand: "History of Western Philosophy" m.s. 706, b. 15.

(11) Lihat Surah Al-Akraaf: 31-32.

(12) Tafsiran Surah Al-Rum: 30.

nya), maka manusia tetap perlukan perseimbangan di antara kedua-duanya di dalam tingkahlaku seharian. Inilah tuntutan Islam ke atas diri individu manusia. Fitrah ini memerlukan keharmonian di dalam implimentasinya. Maka sifat-sifat fitrah seperti kahwin, sembahyang, ketuhanan dan sebagainya itu memerlukan cara-cara (procedures) yang teratur. Cara-cara yang bisa difikirkan oleh manusia, seperti fesyen pakaian, bentuk rumah, kenderaan dan sebagainya itu, diberi kebebasan untuk manusia menentukan mengikut akal warasnya. Manakala cara-cara yang tidak bisa difikirkan oleh manusia seperti ketuhanan, sembahyang dan lain-lain asas amalan mestilah diberitahu oleh pencipta. Dan manusia hanya mengetahui setakat yang diberitahu kepadanya.

Adapun perkara yang dilarang oleh Allah itu sebenarnya apa-apa yang bertentangan dengan fitrah manusia (tetapi disokong oleh nafsu dan syaitan), dan cara-cara yang tidak konsisten atau tidak harmoni.

"Katakanlah: Tuhan hanya mengahramkan perubatan yang keji, baik yang nampak ataupun yang tersembunyi, dan perbuatan dosa, melanggar hak manusia tanpa alasan yang benar, (mengharamkan) konon mempersekutukan Allah daripada sesuatu yang Allah tidak menurunkan hujjah untuk itu dan (mengharamkan) kamu mengada-adakan terhadap Allah apa yang tidak kamu ketahui"⁽¹³⁾.

Keperluan Rohani

Adalah jelas sekali bahawa dunia tidak akan mencapai tamaddun jika kerohanian sahaja yang dititikberatkan, kerana roh tidak bisa dibongkar selain daripada apa yang telah diwahyukan oleh pencipta⁽¹⁴⁾. Perlunya kerohanian bagi diri manusia itu semata-mata untuk tugas-tugas penyelenggaraan (maintenance); dan untuk menyelenggarakan itu mestilah ada sesuatu yang dinamakan material atau benda.

Menyediakan alat-alat penyelenggaraan sahaja tanpa digunakan adalah satu perbuatan yang sia-sia dan merugikan. Di sebaliknya pula, menyediakan sesuatu tanpa penyelenggaraan, akan merosakkan

rupa bentuk yang asal pada benda itu, kerana ianya akan dimakan oleh suasana sekeliling. Oleh itu urusan kebendaan yang kuat mestilah dibalas dengan kerohanian yang kuat, dengan imbalan yang sama, supaya manusia itu tetap di atas fitrahnya.

Seimbangkan pandangan, perseimbangan rohani dan kebendaan itu diumpamakan perseimbangan di antara "Force" dan "Friction". Darjah kebaikan di sisi Tuhan itu pula digambarkan dengan haba (heat) yang keluar. Jika friction itu lebih besar daripada force, atau jika force itu lebih daripada friction, maka, haba yang keluar itu merugikan sebahagian daripada force atau friction tadi. Jadi untuk efisiensi yang lebih, force hendaklah disamakan dengan friction. Jika force dan friction itu kecil, maka kecillah haba atau heatnya; jika kedua-duanya besar, maka besarlah habanya.

Demikianlah perbandingannya: spiritual itu seakan-akan dengan force, manakala material itu pula seakan-akan dengan friction. Tiada spiritual pada manusia, tiadalah kelebihanannya; tiada kebendaan padanya juga tiadalah kelebihanannya di sisi Tuhan. Material mestilah dibalas dengan spiritual yang sama kuatnya. Jika force-friction yang kuat itu boleh menghasilkan haba yang lebih dari force-friction yang lemah, maka manusia yang mempunyai spiritual-material yang kuat itu adalah lebih aktif dan lebih progresif, maka adalah lebih mulia daripada mereka yang mempunyai kedua-dua daya itu yang lemah.

"Orang mukmin yang kuat itu lebih baik dan lebih dikasihi di sisi Allah, daripada orang mukmin yang lemah"⁽¹⁵⁾.

Tamaddun Manusia

Apakah tamaddun yang kini sedang memainkan peranannya itu boleh dianggap sebagai tamaddun manusia? Inilah tamaddun yang sedang dicapai oleh negara-negara kapitalis dan negara-negara komunis; tiap-tiap satunya sering bertentangan dengan yang lain di dalam hampir segenap segi.

Berdasarkan perkembangan sejarah dan juga tindak-tanduk mereka yang ter-

(13) Tafsiran Surah Al-Akraf: 33.

(14) Lihat Surah Israk: 85.

(15) Hadis Nabi.

libat di dalam tamaddun sekarang, jelaslah bahawa apa yang dikatakan dengan tamaddun Barat ini sebenarnya adalah tamaddun kebendaan. Kedua-dua tamaddun kapitalis dan komunis ini terbentuk di atas asas "The Survival of the Fittest" (iaitu, kehidupan bagi yang paling layak), yang mana ekonomilah yang memainkan peranan utama. Tamaddun ini mengukur kejayaan itu hanya dengan benda-benda yang dapat dilihat, seperti kekayaan negara (pendapatan per-kapita), kekuatan senjata-senjata nukliar, atau bangunan-bangunan tinggi dan besar. Hanya sains yang memainkan peranannya, sedangkan sesuatu yang lengkap itu merangkumi sains dan seni.

Sungguhpun negara-negara kapitalis tidak mengharamkan agama (yang hanya menjadi sumber kerohanian), mereka tidak sekali-kali menghitungkan rohani dan nasib manusia lain yang tertindas. Manusia yang tertindas itu seolah-olahnya dianggapkan hanya sebagai benda-benda, sebagaimana juga sampah-sarap atau binatang-binatang yang hidup berkeliaran di hutan belantara.

Jika kapitalisma itu merupakan kapitalisma di peringkat individu dan masyarakat, maka komunisma pula merupakan kapitalisma di peringkat negara. Pendirian komunisma mengenai tamaddun ini boleh digambarkan dengan meneliti pendapat Karl Marx. Mengikutnya, benda-bendalah (dan bukan roh), yang menjadi tenaga penggerak. Tetapi benda ini bukannya yang membunuh sifat-sifat manusia sebagaimana pendapat atomis. Ini berarti, bagi Marx, bahawa yang lebih penting sekali ialah cara pengeluaran⁽¹⁶⁾.

Sungguhpun demikian tegas penciptanya, namun negara-negara komunis tidak boleh hidup lama di dalam keadaan yang menafikan kerohanian, khususnya ketuhanan. Mengikut perkembangan yang akhir-akhir ini, jelas sekali menunjukkan bahawa proses revolusi itu memang berlaku di dalam fahaman komunisma sendiri, di mana peranan kerohanian itu semakin diperlukan.

Negara-negara yang bertamaddun kini telah pun mengakui tentang kesilapan tamaddunnya. Berlakunya pembunuhan diri sendiri, lahirnya golongan-golongan Hippie, keperasaan hidup, dan seumpama-

manya, jelas sekali mempamerkan kekosongan jiwa yang nyata.

Manusia di dalam negara tamaddun ini berjuang pada mulanya, dengan mengamalkan konsep "Kehidupan bagi yang paling layak". Sebahagian daripadanya gagal, kecewa, lalu mencari jalan keluar. Mereka itu berjuang pada mulanya, mengikut garis-garis kebendaan untuk keperluan hidupnya. Mereka berjaya di dalam cita-citanya, tetapi gagal untuk mencapai bahagia. Tenaga sudah tidak kuat lagi. Semangat semakin menjadi tawar kerana kejayaan telah sampai ke kemuncaknya. Tapi, apa boleh buat, benda sudah tidak diperlukan lagi.

Daripada gambaran di atas, jelas membuktikan bahawa material itu hanya perlu untuk memulakan pembangunan, sedangkan spiritual itu perlu untuk menyelenggarakan pembangunan itu. Maka kedua-duanya itu perlu ditingkatkan bersama, dan mestilah didasarkan bersama, dalam membentuk satu tamaddun baru, yang benar-benar melambangkan tamaddun manusia menurut fitrahnya. Kerana mengikut formula Allah (sunnatullah), apa-apa yang tidak berjalan di atas fitrahnya itu sedang menunggu saat kehancuran sahaja.

Kesimpulan

Keperluan spiritual tidaklah dapat disangkal lagi, maupun juga keperluan material. Kedua-duanya mestilah dianggap sebagai isi dengan kuku. Kedua-duanya mestilah dibesarkan dengan kadar nisbah yang hampir sama. Kuku yang panjang mestilah dipotong supaya tidak membahayakan, atau mencucuk bahagian yang lain.

Di samping itu, tubuh mestilah bersemenam dan makanlah makanan yang berzat, supaya semua anggota tubuh badan itu akan membesar dan sihat. Maka isi pun membesar, dan kuku pun juga membesar. Dan jari pun bertambah kuat dan kemas.

"Islam ialah agama fitrah. Tuhan menjadikan manusia ini dengan roh dan jasad, mestilah manusia memelihara kedua-duanya dengan baik. Dengan sebab itu, ajaran-ajaran Islam bertujuan mendi-

(16) Lihat Russel, Bertrand: "History of Western Philosophy" m.s. 750, barisan 23.

dik rohani dan jasmani seseorang. Masyarakat ialah perkumpulan orang-orang perseorangan. Kesempurnaan tiap-tiap seorang dari segi jasmani dan rohani berarti kesempurnaan masyarakat dari segi rohani dan jasmani⁽¹⁷⁾.

"Seorang manusia sejati (Ihsan Kamil) ialah yang kegiatan mental dan fiziknya merupakan suatu keseluruhan. Kerja jasmani dan kerja rohani bukanlah dua kenyataan yang terpisah. Malahan dia tidak mengenal perbezaan antara kerja dan kesenangan; kerja baginya adalah kesenangan, dan kesenangan adalah dalam dan melalui kerja. Dia berkeperibadian, merdeka, memiliki dirinya sendiri, menyatakan keluar corak perseorangannya dan membongkar keperibadian dan wataknya secara harmonis. Dia tidak mengenal perbezaan antara kehidupan individual dan kehidupan komunal, tidak membezakan antara dia sebagai perseorangan dan sebagai anggota masyarakat.

(17) Ahmad Shalaby; "Perbandingan Uagama-ugama Islam" ed. Pustaka Nasional, Singapura m.s. 113, b. 16.

(18) N. Majid, S.A., S.M., "Nilai-nilai Dasar Perjuangan", ed. Yayasan Anda, m.s. 16.

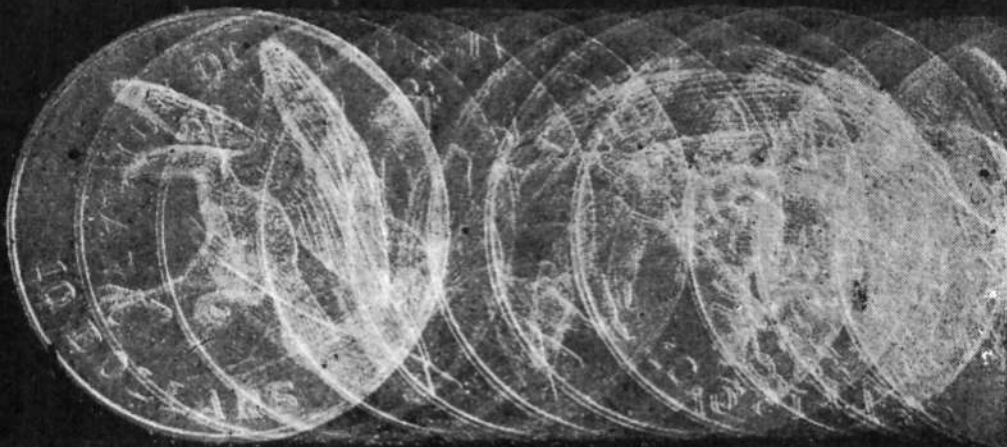
Hak dan kewajiban serta kegiatan-kegiatan untuk dirinya adalah juga sekaligus untuk sesama umat manusia. Baginya, tidak ada pembahagian dua (diktonomi) antara kegiatan-kegiatan rohani dan jasmani, peribadi dan masyarakat, ugama dan politik, atau pun dunia dan akhirat. Kesemuanya dimanifestasikan dalam satu kesatuan kerja yang tunggal pancaran niatnya, iaitu mencari kebajikan, kemudahan dan kebenaran⁽¹⁸⁾.

"Berusahalah untuk duniamu (benda) seolah-olah engkau akan hidup buat selama-lamanya, dan berusahalah untuk akhiratmu (roh) seolah-olah engkau akan mati esoknya"⁽¹⁹⁾.

Itulah sikap dan pendirian Islam terhadap spiritual dan material. Sikap ini akan mendayung masyarakat Islam di atas bahtera kejayaan. Sambil menuju ke arah kemajuan, ianya pasti memelihara kemajuan itu dari kebinasaan dan kehancuran⁽²⁰⁾.

(19) Hadis.

(20) Lihat Ahmad Shalaby: "Perbandingan Uagama-ugama Islam" ed. Pustaka Nasional, Singapura, m.s. 113, b. 120.



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ISLAM TIDAK DOGMATIS! TAPI DIA UGAMA PRAKTIS!

Oleh: IBRAHIM ALI (Sebaran Am) — Setiausaha Agung KSITM 72/73.

Saudara sahabat Muslimin dan Muslimat yang terhormat, pembaca yang mulia dan bijaksana.

Segala pujian dan Syukur kehadiran Allah s.w.t. atas segala kenikmatan dan kesejahteraan kepada semua makhluk di alam maya ini. Atas nama Allah s.w.t dan Rasulullah Nabi Muhamad s.a.w. di sini saya ingin ketengahkan dan membicarakan, di samping meleburkan pengertian dari buah fikiran kaum *Secularist* atau lebih tegas dapat disebut sebahagian dari cabang-cabang penganut *Komunis-Internasional* dengan beberapa macam manifestasinya yang menurut penyelidikan "HANKAM" sangat membahayakan dan boleh menimbulkan 'KEKELIRUAN' yang bersangatan di dalam pemikiran manusia alam seagat serta boleh ditafsirkan sebagai golongan yang sudah 'munafik' di sisi ugama suci Allah s.w.t. iaitu Islam.

Fahaman ini telah bertapak dan memuncak di Indonesia dan sudah mula menular di Malaysia. Mungkin ini menjelma sebagai Marx-Marx atau Hendel-Hendelnya yang banyak sekali. Adalah lebih jelas kalau diperkatakan faham ini dipengaruhi oleh ajaran-ajaran MATE-*RALISME-DIALEKTIKA* dan LOGIKA atau dapat disingkat dengan MADiLOG yang inherent sebagai ajaran 'LENINISME', sudah ada golongan-golongan yang cuba membuat perubahan kepada ajaran Islam, kononnya Islam tidak bisa menyelesaikan masaalah-masaalah ekonomi, sosial, kebudayaan dan politik dalam dunia moden hari ini. Tapi sayangnya, mereka sudah keliru kerana golongan ini sendiri tidak memahami ajaran Islam dengan sepenuhnya dan dalam ertikata yang sebenar.

Saudara muslimin dan Muslimat yang terhormat,

Tetapi adanya ajaran tersebut tidak dapat dielakkan, pemikiran yang demikian tadi tidaklah dapat kita terima. Madilog tetap sebagai racun umat Islam. Madilog harus kita kikis dengan menanamkan kepada jenerasi-jenerasi muda Islam, ki-

ta jaga teguh Pemuda-pemuda Islam kita, mesti kita selamatkan daripada ajaran salah dan jauh dengan syareat ugama Islam yang sebenar-benarnya!!

Marilah kita jawab bersama apakah kemahuan mereka itu mengenai perikatan dan pergaulan daripada tanggapannya mengenai Islam bagi mereka dan ADAB KELAKUAN MEREKA yang mengikuti faham secularisme. Mereka biasa dengan mudah mengatakan bahawa Islam sebagai ajaran yang banyak DOGMATIS, katanya dengan beberapa tuntutan (Islam is the Dogmatic religion with the claim that is irrespectable for people). Tidak menarik dan tidak mampu untuk membuat manusia maju katanya.

Saudara! Di sini dapat saya katakan, kami menjawab langsung!! Bahawasanya Islam itu praktis: DENGAN SINGKAT KITA JAWAB ISLAM TIDAK DOGMATIS, ISLAM ADALAH UGAMA YANG PRAKTIS BUAT UMAT MANUSIA SEMUA, kini dan masa-masa mendatang.

"Islam is the complete civilisation; Islam embraces all the various department of human-life, these direction touch such varied subjects-Islam as religious rituals, personal character, morals, habits, family-relationships, social and economic affairs, administration, rights and duties of citizens, judicial system, laws of war and peace and international relations!!"

Islam adalah keperluan umum yang komplit, yang lengkap; Islam meliputi segala-macam bahagian kehidupan manusia, di dalam Islam-langsung semua pergaulan yang beraneka ragam diatur sehingga mewujudkan keharmonian yang penuh didasari etiket-tata-susila dan kesopanan! Islam sebagai Ugama yang mempunyai upacara tertib-bersih teratur, mengenai karakter peperangan, tentang soal MORAL seorang pemeluknya, mengenal adat-kebiasaan, hubungan-hubungan keluarga, mengenai urusan ekonomi dan kemasyarakatan, administrasi, HAK Hukum-hukum Peperangan dan Hukum Perdamaian dan mengenai soal Hubungan-Internasional!!!

Tetapi anjuran tersebut tidak dapat dielakkan. (The claim is inevitable) jika kita memahaminya secara mendalam, kita tidak dapat menggalakkannya, meskipun kita cuba mengelakkannya.

Demikian juga saudara, kegagalan teori-teori yang mengatakan bahawa erti-kata moralitas dalam Ugama Islam itu relatif pun tidak benar. Itu menunjukkan kebenaran pendapat bahawa moral ugama adalah semestinya terbaik. Ugama di sini bukanlah ugama yang identik dengan pernyataan-pernyataan dogmatis atau aturan-moral yang dikatakan "dogmatic statements and moral values" begitu saja, sebagaimana serin gorang memahami tentang ugama. Akan tetapi mengenal Iman, adalah lain — "a realistic description of the reality we experience as just as possible", iaitu suatu lukisan yang realistik, nyata mengenai kenyataan-kenyataan yang kita rasakan dan dapat kita alami dengan segera!

Dalam al-Quran sendiri, permulaan Ash-Shaaf yang menyebutkan: iaitu "Hai orang yang beriman, mengapa kamu mengatakan (menganjurkan-mengakui telah berbuat) hal-hal yang kamu tidak mengerjakannya. Sesungguhnya merupakan dosa-besar jika kamu mengatakan hal-hal yang kamu sendiri tidak melakukannya." (ash-Shaaf: 2-3)

Saudara, mengenai moralitas dalam Islam menghendaki pandangan yang teliti secara metafisika: iaitu manusia itu sendiri secara merdeka bertindak, kelakuan orang-orang perseorangan harus dipertanggungjawabkan. Dan ini pasti nanti akan diminta pertanggungjawabannya di hadapan Tuhan: dalam hari Pengadilan.

Tidak ada teori-teori ilmiah, yang dapat memberi tempat untuk kemerdekaannya di hadapan Allah nanti, seperti halnya sekarang ini, tidak. Dan tidak ada pula teori ilmiah yang dapat membuktikan bahawa tindakan manusia walau kelihatannya sangat remeh, pasti ada getaran-getaran pertanda, ada hubungan pada tubuh kita, hubungannya dengan Zat yang mutlak, Tuhan, Allah azza-wajalla!!

Ugama telah memberikan secara objektif kepada nilai-nilai moral. Dan nilai peri-laku penerangan ini hanya pertanggungungan dirinya terhadap Tuhan secara sendiri, orang lain tidak tahu-menahu, inilah konsekwensi! Oleh kerana nilai-nilai tersebut banyak mengenai penerangan pula, maka sangatlah dikuatirkan bilamana nilai-nilai tersebut menjadi subjektif. Acuh-tak-acuh, dan menganggap

remeh terhadap Ugama dan Nilai-nilai Moral.

Kaum Muslimin dan Muslimat, dalam bahasa moden sekarang apa yang dikatakan "responsible for" iaitu bertanggungjawab tentang tindakannya, juga ada mengenai "responsible to", ertinya bertanggungjawab terhadap sesuatu Zat dengan kata lain dapat dimengertikan bahawa seorang Mukmin adalah bertanggungjawab hubungan antara manusia (hablu minan-Naas) dan tetap menjalankan baktinya kepada Tuhan (hablu-minan-Lilaa).

Demikian juga, ugama dan moralitas bukannya hanya "interdependent" (saling bersandar), akan tetapi ugama adalah sumber daripada adanya Nilai-Moralitas yang benar. Maka dapat kita lihat seringnya terjadi fakta adanya Kontradiksi moral antara penganjur dan satu golongan itu konflik dan pertentangan sebab salah satu tidak adanya SELF CONFIDENCE terhadap ugamanya.

Hubungan yang erat antara moralitas dan ugama akan lebih terang lagi jika kita ingat bahawa etika sekadar moralitas, akan bererti peraturan sekadar mengikuti peraturan. Maka terang yang lebih terasa hanyalah merupakan larangan-larangan, sepertinya: "jangan membunuh" atau "jangan berzina" — jangan berjudi, jangan minum minuman-keras, jangan — jangan — jangan dan penuh larangan-larangan yang kadang-kadang bagi yang baru saja berugama Islam, eh, . . . ugama dan moral itu penuh dengan larangan-larangan. Sedangkan perintah yang menyatakan: "Cintailah orang-orang yang sesama kamu seperti kamu mencintai dirimu-sendiri", berikanlah sebahagian dari harta kamu, dan berbuatlah kebaikan, engkau nanti akan dibalas Tuhanmu dsdso. Kerana anjuran-anjuran seperti tersebut akan menjadi pertimbangan keadaan perseorangan menjadi PERSONAL DECISION; dalam hal demikianlah maka seakan-akan Nilai-Moralitas merupakan perintah larangan-larangan yang membo-sankan dan tanggungjawab terhadap Tuhan. Bahawa manusia hidup tidak terlepas dari hubungan dengan Zat Yang Maha Kuasa, Yang Maha Agung, Zat yang 'transcendence' yang dapat ditangkap secara metafisik!

Maka memang ugama sering hanya menjadi pemikiran metafisik yang tidak ada hubungannya dengan kehidupan secara aktuil. Maka tepatlah apa yang dikatakan oleh Bapak Prof. D. John Oman:

"If Religion without Morality lacks a solid-earth to walk on, and Morality without Religion lacks a wide heaven to breath in." Yang ertinya: "Jika agama tanpa moralitas kekurangan bumi yang kuat untuk berpijak di atasnya, maka moralitasnya, pun tanpa agama, kekurangan harapan Syurga di langit untuk bernafas!"

Sebagai contoh peraturan Tuhan yang bukan hanya dogmatis atau hanya sekadar peraturan yang semata-mata harus terpaksa mengikuti, iaitu peraturan yang bersifat "moral transcendence".

Ertinya: "carilah kebahagiaan Akhirat dengan kurnia Allah yang telah diberikan kepadamu, dengan tidak melupakan kebahagiaanmu di dunia; dan berbuat baiklah kamu sebagaimana Allah telah berbuat baik kepadamu, dan janganlah kamu membuat kerosakan.." (al-Qashah — 77).

Saudara, dengan huraian tadi maka dapat kami ambil kesimpulan bahawa hanya berita yang aktuil-nyata, bahawa sarjana-sarjana Barat sendiri telah banyak yang mula meninggalkan pengertian dan pemikiran bahawa kemajuan tanpa agama dan etika-moral adalah menghancurkan martabat bangsa itu sendiri; misalnya diberitakan dari MASSACHUSETT'S INSTITUTE OF TECHNOLOGY, yang mengatakan bahawa bangsa Amerika yang dalam teknologi dapat dikatakan telah mencapai puncak yang tinggi dari kemajuannya, tapi terasa bahaya yang akan dihadapi; kehancuran kerana pengaruh secularisme iaitu situasi kontradiksi antara ketinggian ilmu pengetahuan tanpa diberangi dengan ketinggian Nilai-Moral dan Agama. Teknologi bukan satu-satunya yang diperlukan bilamana dalam negara-negara yang sedang berkembang tidak berpegangan dengan Etika yang bersumber dari Zat Yang Maha Kuasa, Allah Yang Maha Agung. Oleh kerana itu banyak dari sarjana-sarjana dari Massachusetts Institute of Technology tersebut lari dari dunia kering dan mulai mempelajari apakah itu Agama Islam.

Oleh kerana itu pemikiran yang dangkal sangat kecil pemikirannya terhadap kemajuan teknologi ini dan kadang-kadang merasa sinis atau takut serba menuduh bahwa kemajuan teknologi tanpa kemajuan di bidang Agama yang sebenar-benarnya.

Demikian pula menyinggung pemikiran-pengertian Modernisasi. Bahawasanya hidup di zaman moden ini bererti kita lebih suka naik mobil dan keretapi daripada selalu naik pedati; kita lebih senang tinggal di gedung dari tinggal di

pondok yang buruk dan rosak. Kita lebih senang makan bulgur dari minum air sungai. Dan kita moden bila kita lebih suka berubat kepada seorang doktor dari kita berubat ke seorang dukun. Juga kita akan moden bila telah suka memakai letrik daripada memakai lampu minyak. Kita lebih nyaman dan selesa sehari-hari memakai minyak rambut yang wangi daripada pakai minyak yang tengik itu.

Jadi modenisasi adalah bererti kita ini suka mempergunakan kemajuan ILMIAH, material, dan kemajuan kematangan mental untuk kebahagiaan kehidupan kita sehari-hari, sebagai seorang individu, sebagai bangsa besar atau umat yang tahu kebersihan dan kebenaran Agama Islam yang kita anuti.

Tapi ingatlah bahawasanya modenisasi bukan bererti meninggalkan norma-norma agama dan susila. Bukanlah dikatakan moden bila kita sebagai Muslim dan Mukmin meniru-niru meninggalkan moral dan keperibadian. Memakai miniskirt, berambut gondrong, suka dansa-dansi dan meniru-niru yang jauh bertenangan dengan asas dan norma yang baik dan yang betul, itu bukanlah modenisasi. Menerima faham dan pemikiran itu secara SECULARISME pun bukanlah modenisasi.

Modenisasi bukan bererti saya mesti meninggalkan UGAMA ISLAM!

Dan banyak bidangnya secara ilmiah dapat kita pakai sebagai kemajuan dengan tanpa melepas norma-norma yang benar. Demikianlah pula khusus bagi peribadi Agama Islam dan mengikuti jejak junjungan kita Nabi Besar Muhammad s.a.w. Habibullah mesti mengikuti petunjuk dan anjuran Al-Sunnah Rasullullah itu. Marilah kita berusaha membentuk keperibadian demikian. Peribadi yang harus berbeza daripada peribadi-peribadi yang lain. Dan sebagai Muslim berlakulah segala peraturan dan norma Islam sebagai 'way of life' sebagai dasar falsafah hidup Islamiah tanpa campuran atau tanpa dimanifestasikan dengan kebudayaan lain. lebih harus kita jauh dengan kebudayaan "MENIRU SEGALANYA DARI BARAT".

Suatu ketegasan mengapa kalau banyak ilmiyawan dan Pemimpin Barat berduyun-duyun masuk dan mempelajari ajaran Islam namun ada sebahagian kita menjadi "ultra-modern" dan malahan mengikuti cara-cara Barat yang merosak?

Demikianlah saya akhiri, semoga Allah memberikan petunjuk kepada kita semua. Wamillahit Taufiq wal Hidayah.

Penyiasatan Islam Atas Ajaran Marxisme - Komunisme

Oleh: ABD. RAHMAN BAHERAM
(Pentadbiran Awam)
Kajian Pentadbiran dan Undang-undang

DEWASA ini ajaran Komunisme sungguh-sungguh mendapat perhatian di dunia. Apakah ajaran Marxisme itu semuanya mengandungi kebaikan? Bagaimana pula pandangan Islam terhadap Komunisme? Rencana ini akan membentangkan sejauh manakah kebenaran Marxisme itu di kacamata Islam.

Bagi Marx bendalah satu-satunya realitas yang ada, dan benda itu tumbuh berkembang menurut kekuatannya sendiri, berganti-ganti terus-menerus awal dan abadi.

"... matter is eternal, it was never created by anyone, there are no supernatural forces in a realm beyond the world"

Tidak ada apa-apa yang lain kecuali benda, dan benda itu jugalah yang menentukan jalannya sejarah. Apa yang diterima oleh Marxisme-Komunisme adalah apa yang dapat disentuh dan diketahui oleh alat-alat kudrat yang ada pada manusia, kelima pancaindera dan akal. Mereka tidak dapat menerima hal-hal seperti Tuhan, Shurga, Neraka, Malaikat dan sebagainya.

Bagaimana faham Islam tentang hal ini? Ayat AL-ADYAT 8 menerangkan bahawa manusia memang suka pada benda. Di sini perlu diterangkan bahawa bukan saja fakta benda yang menentukan kehidupan manusia tetapi juga percaya kepada Allah, malaikat-malaikat, kitab-kitabNya, rasul-rasulNya, hari Kiamat dan takdir.

Mungkin yang menjadi perselisih faham di sini ialah perkara *qadar*. Tiap-tiap orang Islam wajib percaya bahawa

apa yang terjadi adalah dalam kuasa dan kehendak Allah semata, sudah ditetapkan sejak mula. Di sebalik itu pula ayat AR RAD 11 dan AL ANAM 132 menerangkan bahawa manusia juga adalah fakta yang menentukan bukan sekedar alat atau perkakas saja.

Sepintas lalu segeralah kita menyedari bahawa kita dihadapkan pada suatu paradox yang muskil, siapakah yang sesungguhnya bertanggung jawab menentukan segala kejadian di dunia ini: timbulnya peperangan, lahirnya suatu bangsa yang baru dari bangsa yang lama; siapakah yang bertanggungjawab terhadap ini semua: manusiakah atau Tuhan?

Tentang hal ini kita tidak perlu berfikir terlalu jauh memeras otak. Kita terima sepenuhnya ayat-ayat Ilahi sebagai suatu kebenaran. Di sini Tuhan itu 'decision-maker' dan manusia itu melaksanakan segala-galanya yang diperintah oleh-Nya.

Di sini, secara singkatnya dua fakta ditubuhkan untuk adanya suatu peristiwa, iaitu fakta Tuhan dan manusia. Sebagai perbandingan bolehlah diambil terjadinya air. Tanpa oksigen dan hidrogen air tidak mungkin ada. Jadi kedua-dua unsur itu perlu ada. Begitupun setiap peristiwa dan tindakan manusia tanpa salah satu—iaitu Tuhan dan manusia — tidak mungkin akan terjadi.

Marx juga berpendapat bahawa dunia ini tidak akan aman jika masih terdapat dua kelas iaitu, kaum menindas dan yang tertindas. Secara singkatnya jurang di antara golongan "*have*" dan "*have not*", harus diperkecilkan. Di sini faham Marx adalah sejalan dengan ajaran Islam.

Di dalam ayat-ayat AL MAIDAH 17 dan AL MAIDAH 120 menerangkan bahawa harta itu adalah sekedar barang pinjaman belaka dan bukan dimaksudkan sebagai alat untuk mengeksploitasi suatu golongan atas golongan lain. Islam menganjurkan persatuan-persatuan bagi menyelesaikan masalah-masalah kemiskinan. Perlu sikaya memberi sedekah pada si miskin. Islam melarang samasekali memusuhi golongan yang lain bagi kepentingan diri sendiri.

Marx semasa hidupnya merasa pilu menyaksikan kepincangan dalam masyarakat kapitalis. Buruh bekerja keras membanting tulang, memeras keringat tetapi mendapat upah yang sangat minima, sebaliknya kaum kapitalis yang tidak bekerja langsung hidup senang hanya kerana modal mereka. Mereka diibaratkan sebagai pencuri hasil kerja orang lain.

Tidak ragu-ragu lagi bahawa Marx ada benarnya dengan mengemukakan semuanya ini, namun seperti kebanyakan teori-teori atau faham-faham yang lain pun selalu saja kita lihat menajam, meruncing menjadi extrema, sehingga menjadilah suatu kesesatan.

Lalu bagaimanalah kita harus menilai faham Marx ini? Pertama-tama haruslah dikemukakan di sini bahawa tidak benar hanya tenaga atau kerja saja yang menentukan nilai suatu barang. Pada zaman moden sekarang ini lebih-lebih lagi tampak bahawa selain kerja ada fakta-fakta lain yang tidak kalah pentingnya, iaitu kepandaian, termasuk juga di sini management dan modal.

Bagaimana pula faham Islam tentang ekonomi ini? Allah tidak membenarkan kalau kita mempergunakan harta itu untuk tujuan-tujuan yang buruk, misalnya untuk menyuap dan mengeksploitasikan golongan lain. Juga melarang kaumnya bersikap sombong apabila menjadi kaya dan bersikap pemboros. Lihat ayat-ayat AL BAQARAH 188, AL ISRAK 26 dan 27, AL FURQAN 67.

Bagaimana pula dengan perkara *riba*? Riba lebih kurang dengan 'surplus value' menurut ajaran Marxisme-Komunisme. Sama-sama menentang pemerasan.

Islam menyedari bengisnya *riba* ini, kerana itu orang harus memberi pinjaman secara baik, membantu si miskin de-

ngan tidak mengharapkan mengambil keuntungan. Orang kaya dapat bersekutu dengan orang yang miskin dalam berusaha, yang kaya memberikan wang sebagai modal, sedang yang miskin memberikan tenaganya. Untung dan rugi ditanggung bersama. Cara inilah yang terbaik.

Bagaimana hendak mendekatkan golongan orang-orang kaya dengan orang-orang miskin menurut ajaran Islam, ialah dengan keharusan berzakat. Fungsi daripada zakat ini adalah membersihkan harta-benda orang-orang yang kaya, membangkitkan sukacita dan kecintaan orang-orang miskin kepada sikaya dan oleh kerana itu miskin akan mendoakan dan mengharapkan agar kekayaan orang yang kaya sentiasa bertambah dan membawa berkat. Lihat ayat-ayat AT TAUBAH 103, AL BAQARAH 43, AL MUKMINUN 1-4.

Begitu juga Islam mengakui milik perseorangan, meskipun seperti telah dikemukakan di atas, milik ini adalah sebenarnya barang pinjaman, petaruh dari Tuhan. Jadi berlainan dengan cita-cita Komunisme yang ingin merampas milik perseorangan dijadikan milik negara, sedang rakyat hanya sebagai pengharap saja, maka Islam tegas-tegas mengakui milik perseorangan ini.

Mungkin dewasa ini sebahagian golongan terpelajar mengatakan bahawa agama adalah penghambat kemajuan, agama bertentangan dengan akal, dan ilmu pengetahuan. Kaum Komunis jelas-jelas menundukkan hal ini, bahawa agama reaksioner menghambat kemajuan zaman. Marxist philosophy, halaman 371, misalnya menulis:

"Agama adalah reaksioner (aliran usang menghalang kemajuan). Ia adalah alat penindas jiwa, ideologi untuk memperbudak golongan pekerja, jalan usaha untuk memperkuat kekuasaan golongan yang menindas. Agama adalah candu bagi rakyat, ucapan ini adalah merupakan dasar daripada seluruh pandangan orang Marxis terhadap agama".

Sungguh-sungguh pantas Marx melempar hujjah-hujjah terhadap agama Islam. Di dalam hal yang demikian terdapat segelintir golongan para ulama yang menentang segala kemajuan yang datang

dari barat. Mungkin segala yang di Barat tidak secocok di sini, tapi kemajuan tidak akan tercapai dengan tidak meniru sains dan teknologi orang Barat.

Ayat-ayat AL MUJADILAH 11, AZ ZUMAR 9, THAHA 114 dan AN NAHL 43 tegas menyuruh manusia menuntut ilmu pengetahuan.

Apakah Islam membenarkan dikobarkan suatu revolusi? Ia memang perlu sekali tapi pertanyaannya ke mana revolusi itu hendak kita arahkan? Kalau revolusi itu dimaksudkan mengubah secara cepat dan radikal suatu keadaan yang buruk menjadi baik, maka sesungguhnya Islam sendiri telah mencetuskan suatu revolusi yang besar. Umat Islam telah mengubah suatu masyarakat yang sentosa dari satu masyarakat yang jahil Islam yang di bawa Rasulullah dan tersebar mula-mula di Tanah Arab telah mengubah masyarakat yang penuh dengan kekacauan dan peperangan ke suatu masyarakat yang damai, dari suatu masyarakat yang menyembah berhala menuju suatu masyarakat yang bertauhid, dari suatu masyarakat yang memandang rendah wanita ke satu masyarakat yang memuliakan wanita, dari suatu masyarakat yang berkasta-kasta menuju suatu masyarakat yang mengutamakan persamaan. Tidak boleh diragukan lagi Islam telah mencetuskan suatu revolusi yang besar di seluruh dunia.

Sungguh sangat keliru kalau kerana Marxisme-Komunisme mempunyai faham dan ajaran yang sama dengan Islam lalu serta-merta kita menarik kesimpulan bahawa keduanya dapat hidup rukun. Kesalahan mengambil kesimpulan yang serupa ini samalah salahnya dengan mengatakan

bahawa kucing dan tikus dapat hidup rukun kerana keduanya banyak mempunyai persamaan. Kita masing-masing tentu dapat menunjukkan berbagai macam persamaan antara kucing dan tikus, bahawa keduanya adalah sama-sama binatang, sama-sama berekor panjang, berkaki empat dan sebagainya, tetapi apakah persamaan itu lalu bererti bahawa keduanya — kucing dan tikus itu — lalu dapat hidup rukun satu sama lain? Tidak, tentu saja tidak

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Dapatkan Otak Manusia Menemui Kebenaran Hakiki

Oleh: **NAJIB SULAIMAN**
(Kajian Pentadbiran dan Undang-undang)

BAGAIMANA gagahnya pun manusia itu, ia adalah suatu makhluk yang lemah. Ini telah diinsafi oleh manusia itu sendiri kerana di dalam naturi semula jadinya ada suatu perasaan kelemahan yang sedia ada semenjak ia mula bernafas lagi. Perasaan demikian samada disedari atau tidak disedari akan terbukti bilamana manusia itu berada di dalam keadaan kelemahan.

Pada umumnya di dalam sejarah hidup manusia baik pun perseorangan atau perkumpulan, dari wujudnya tidak sunyi dari ancaman-ancaman malapetaka atau bencana kepada kedudukan dan penghidupan mereka. Ancaman-ancaman ini ialah disebabkan oleh kejadian-kejadian alam seperti banjir, taufan, gerak gempa, letupan gunung berapi dan lain-lain lagi.

Bagi manusia, peristiwa-peristiwa yang sedemikian amat memberi kesan di dalam pemikiran dan kepercayaan mereka, kerana apabila mereka telah dilanda oleh bencana terasalah betapa lemahnya mereka itu dan sedar bahawa di sana di sebalik kejadian itu ada suatu rahsia kekuatan yang tersembunyi yang *tiada* sesiapa dapat mengatasinya.

Semenjak zaman-zaman primitive lagi manusia telah cuba mencari rahsia itu—apakah dan di manakah yang kuat itu supaya dapat dipertuankan dan dapat pula diminta pertolongan.

Kejadian-kejadian gempa bumi, banjir, ribut letupan gunung ada berkaitannya dengan guruh, sungai, halilintar, bukit-bukit dan gunung. Dari sungai datangnyanya banjir; ribut dan letusan gunung. Biasanya disaingi dengan guruh dan halilintar. Oleh itu, dengan pandangan yang lahir manusia primitif telah memberi ke-

simpulan bahawa benda-benda itulah yang menguasai alam ini. Lalu mendorong mereka kepada takut dan hormat ke atas benda-benda itu dan akhirnya menimbulkan anagapan suci dan tinggi terhadap benda-benda itu.

Begitulah terjadinya kepada bintang-bintang, bulan dan matahari, oleh kerana ada kaitannya dengan peredaran masa, pertukaran musim dan peraturan-peraturan pasang surut yang menjadi pedoman kepada kehidupan dan matapencarian mereka. Dengan keindahan semula jadinya itu juga segala planet-planet, bulan dan matahari dijadikan tempat laungan dan ratapan. Jadi tidaklah merupakan suatu kepelekan andainya ada di antara golongan-golongan manusia yang menyembah bintang-bintang, bulan dan matahari.

Di dalam Al-Quran tersebut suatu kisah bagaimana Nabi Allah Ibrahim Alai-hissalam — dalam mencari kebenaran Allah telah tertarik perhatiannya kepada bintang-bintang, bulan dan matahari. "Dan demikian kami memperlihatkan Ibrahim akan kebenaran langit-langit dan bumi supaya ia akan termasuk di antara golongan orang-orang yang berkeyakinan. Apabila kegelapan malam menimpanya nampaklah ia suatu bintang, katanya inilah Tuhanku, tetapi manakala lenyap bintang itu maka katanya aku tidak ingin kepada yang lenyap. Apabila ia melihat bulan terbit katanya inilah Tuhanku, tetapi manakala lenyap bulan itu maka katanya andainya Tuhanku memberi petunjuk padaku akan terjadilah aku di antara golongan kaum yang sesat." — Surah Al-Anaam, Ayat-ayat 76, 77 dan 78.

Sesungguhnya kalau hanya dengan serba kekuatan yang ada pada manusia

itu ditumpukan untuk usaha mencari Tuhan nescaya tidak akan bertemu dengan apa yang dicari oleh kerana manusia itu sendiri dijadikan dan kejadiannya adalah tersusun daripada unsur-unsur kebendaan. Jadi kekuatannya tidak akan dapat mengatasi lebih daripada sesuatu yang berupa benda. Otaknya dan pemikirannya tidak akan sanggup memikirkan sesuatu yang lebih dari benda atau kebendaan. Sedangkan sifat-sifat Tuhan itu amat jauh dan maha suci dari segala yang berupa benda atau kebendaan.

Dengan kerana kekuatan otak tidak sanggup menentukan sifat-sifat yang maha suci itu maka diadakanlah segala patung-patung dan berhala-berhala menurut ukuran dan kesanggupan manusia itu berfikir. Pada asalnya benda-benda itu semata-mata untuk dijadikan orang-orang perantaraan kepada Tuhan Yang Sebenar. Tetapi akhirnya menjadi suatu tradisi kepercayaan yang dianggap suci terhadap patung-patung dan berhala-berhala tersebut yang mana sukar ditanggalkan.

Dari satu segi yang lain kita tidak menafikan usaha ahli-ahli falsafah dari sejak berkembangnya ilmu pengetahuan di dunia ini dalam usaha mereka mencari kebenaran yang hakiki. Ahli-ahli falsafah besar yang telah mengorbankan seluruh hidup mereka di dalam mencari kebenaran itu telah mengeluarkan beberapa peraturan daripada ilmu mentafisik atau outoloji yang didasarkan kepada "Sebab" atau "Reason".

Di antara ahli-ahli falsafah Greek nama Plato dan Aristotle tidak asing lagi. Di antara ahli-ahli falsafah Islam ialah Ibn Sina dan Ibn Rushd, dan di antara ahli-ahli falsafah Barat pula kita memang kenal dengan Leibnitz, Spinoza dan Hegel. Keagungan mereka ini tidak dapat disangkal lagi. Mereka telah dikenali oleh segenap lapisan ahli-ahli ilmu pengetahuan. Ketajaman pemikiran mereka dan kepintaran mereka meletakkan argumentasi-argumentasi menurut logik adalah sangat mengagumkan.

Tetapi sejak lebih dua ratus tahun yang lalu lahir seorang ahli fikir besar peranakan Jerman yang bernama "Kant". Kant telah menimbangkan sehingga, ke dasarnya segala argumentasi dari falsafah lama itu secara bebas dan dalam, dengan tidak dipengaruhi oleh sesuatu. Ia mendapati bahawa perbicaraan-perbi-

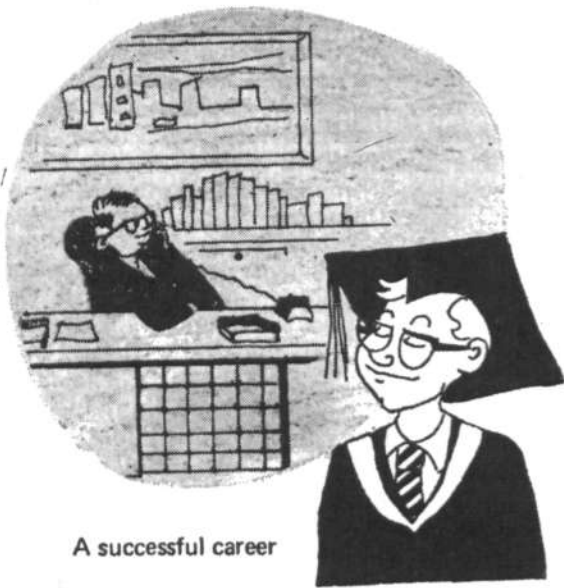
caraan yang diketengahkan oleh ahli-ahli falsafah dahulu itu belum tepat, tidak sempurna dan tidak sampai kepada matlamat yang dikehendaki. Mereka tidak ketahui dengan ketetapan apakah kesudahan "Yang semula jadi" (nature) alam ini, dan berikutnya apakah kesudahan nature kepada manusia itu. Yang Asli, Yang Asalli tidak dapat dicari. Kuasa mutlak yang mengendalikan nature itu tidak dapat dijumpai.

Kant seterusnya memberikan argumentasinya sendiri menerusi kaedah 'Sebab' atau 'Reason' dari mentafisik itu juga bahawa manusia tidak ada daya untuk menebus rahsia ini. Sebagai ahli falsafah dan ahli fikir yang benar, Kant meringkaskan bahawa manusia itu lemah, kebolehan dan kekuatannya amat terbatas, otaknya hanya semata-mata dapat bermain di sekitar benda dan kebendaan sahaja.

Oleh hal yang demikian, di sini, tidak ada lain jalan untuk mengenali yang mana berkuasa, yang mana mengatur alam ini hanyalah dengan perantaraan "Wahyu Ilahi" melalui orang-orang yang diutuskan iaitulah pada nabi-nabi dan rasul-rasul, merekalah yang memimpin manusia daripada dunia kegelapan kepada alam yang terang-benderang dengan sinar harapan. Merekalah yang membawa petunjuk dan memberi pimpinan kepada manusia. Nabi Ibrahim Alaihissalam diberi petunjuk sewaktu ianya meraba-raba mencari kebenaran Hakiki yang mana sebagai yang tersebut di dalam Al-Quran yang bermaksud:-

"Apabila dilihatnya matahari terbit katanya inilah Tuhanku, ini adalah lebih besar, manakala matahari itu lenyap katanya, Wahai kaum, sesungguhnya tidaklah aku terlibat dengan apa yang kamu sekutui. Sesungguhnya aku hadapkan wajahku kepada yang mencipta langit-langit dan bumi dengan keadaan yang lurus dan aku bukan orang-orang yang musyrik yang menyekutui Tuhan". — Surah Al Anaam, Ayat 79-80.

Tugas menyampaikan risalah ketuhanan itu telah dilaksanakan olehnya sehingga ia menghadapi ancaman-ancaman yang tidak terpikul oleh manusia biasa. Ia diberkas dan dibakar hidup-hidup di dalam timbunan api yang membukit. Tetapi Allah lebih berkuasa menyelamatkan-nya.



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Nabi Musa dipilih oleh Allah, diberi wahyu kepadanya dan diperitnahkan supaya menyembahnya, sebagaimana seperti Firman Allah yang tersebut di dalam Al-Quran yang bermaksud:- 'Dan Aku pilihkan kamu maka hendaklah kamu mendengar apa yang diwahyukan. Sesungguhnya Akulah Allah, tiada Tuhan-Tuhan yang lain melainkan Aku, maka sembahlah Aku dan dirikanlah sembahyang untuk mengingatkan Aku". — Surah Taha, Ayat 13-14.

Nabi Musa telah menyampaikan seruan kepada kaumnya (Firaun) dengan berkata bahawa sesungguhnya telah diwahyukan kepada kami bahawa penyiksaan itu akan dikenakan ke atas orang-orang yang membohongi dan menentang kebenaran. Firaun menyoal, 'Siapa Tuhan kamu?' Musa menjawab, 'Tuhan kami ialah yang menjadikan segala sesuatu menurut susunannya kemudian memberi petunjuk.' Firaun menyoal lagi, bagaimana dengan orang-orang yang terdahulu yang tidak menurut Tuhan kamu? Nabi Musa menjawab, 'Pengetahuan itu adalah pada Tuhanku, tidak anih baginya dan tidak dapat segala-gala itu daripadanya. Ia tiada lupa dan tiada lalai. Dialah yang mencipta bumi rusok menetap dan menjadikan jalan-jalan bagi kamu untuk kamu lalui ke segenap rantau. Dialah yang menurunkan air dari langit yang mana dengan itu terbit pasangan-pasangan dari tumbuhan-tumbuhan yang beraneka menjadi makanan kamu dan ternakan kamu. Sesungguhnya yang demikian itu sebagai tanda bagi orang yang berakal. Dan dari tanah permulaan kamu dan kepadanya kamu akan pergi dan daripadanya kami akan keluarkan kamu semula:- Surah Taha Ayat 48-55.

Pendeknya segala risalah-risalah yang disampaikan oleh Nabi-nabi dan Rasul-rasul itu adalah menerusi wahyu dari Allah, sebagaimana seperti yang tersebut di dalam Al-Quran yang bermaksud:-

"Dan tidak kami utuskan sebelum kamu melainkan orang-orang yang kami wahyukan kepada mereka". — Surah Al Anbiya, Ayat 7.

"Dan tidak kami utuskan daripada sebelum kami dari seorang rasul pun kecuali kami wahyukan kepadanya bahawa sesungguhnya tiada ada Tuhan yang lain

melain Aku, maka sembahlah oleh kamu." Surah Al Anbiya, Ayat 25.

"Katakanlah aku ini manusia seperti kamu diwahyukan kepadaku bahawa Tuhan kamu itu ialah Tuhan Yang Esa." Surah Al Kahf, Ayat 110.

"Katakanlah bahawa telah diwahyukan padaku, sesungguhnya Tuhan kami itu ialah Tuhan yang Esa, maka adakah kamu mengikuti? Surah Al Anbiya, Ayat 108.

Walau bagaimanapun cara dan bahasa yang digunakan oleh Nabi-nabi dan Rasul-rasul itu adalah menurut caranya yang tersendiri dan bahasa kamu itu sendiri sebab Nabi-nabi dan Rasul-rasul itu dipilih dari antara kaum itu sendiri.

Ini supaya menyenangkan dan memudahkan penyampaian. Ini ada tersebut di dalam Al-Quran yang bermaksud:-

"Dan tidak kami mengutus seorang Rasul melainkan dengan bahasa kaumnya supaya dapat ia menjelaskan kepada mereka." Surah Ibrahim, Ayat 4.

Kesimpulannya, bahawa umat manusia itu tidak akan dapat bertemu dengan kebenaran yang hakiki andainya tidak dipertunjukkan oleh Yang Maha Memberi Petunjuk menerusi utusan-utusannya iaitu para Nabi-nabi dan Rasul-rasul. Melalui merekalah maka umat manusia itu dapat dibawa daripada alam kegelapan kepada alam yang terang, dan daripada alam kejahilan dan kesesatan kepada alam yang penuh dengan sinar harapan.

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pembentukan masyarakat desa - satu tinjauan

Oleh: AB. RAHMAN BAHERAM
(Kajian Pentadbiran dan Undang-undang)

APABILA disebut perkataan pembentukan masyarakat moden yang berterasaskan sains dan teknologi; tergambar pada kita bahawa segala masalah-masalah yang dihadapi sekarang ini oleh penduduk-penduduk Malaysia terutama sekali yang tinggal di desa telah dapat atau hampir diselesaikan.

Gambaran yang sedemikian tidaklah benar. Masalah-masalah yang ada sekarang ini akan berlipat ganda dan memerlukan penyelesaian yang efektif. Kertas ini akan membincangkan dua bahagian:-

- (i) membentangkan masalah-masalah masyarakat desa;
- (ii) tindakan pemerintah dan peranan rakyat bagi mengatasi masalah-masalah itu dan setakat mana telah berjaya dalam konteks darjah, kandungan dan kecepatan.

Apakah sebabnya kemiskinan terdapat di desa. Menurut Profesor Ungku Aziz kemiskinan disebabkan oleh "*inequality in the distribution of income and inequality in the distribution of wealth*"⁽¹⁾. Seterusnya ia menerangkan bahawa salah satu sebab kemiskinan ialah terdapatnya 'malnutrition' di kalangan penduduk-penduduk kampung. Begitu juga pendapat Gunnar Myrdal menceritakan bahawa kesihatan yang tidak terjamin mengakibatkan kepada daya pengeluaran yang rendah bagi petani-petani dan dengan itu akan tambah melarat kemiskinan di kalangan masyarakat itu.

Secara ringkasnya kemiskinan disebabkan oleh tiga faktor-faktor yang pen-

ting iaitu: daya pengeluaran yang rendah, penindasan dan kelalaian.

Di sini perlu diterangkan perbezaan di antara perkara-perkara yang menyebabkan kemiskinan dan *tanda-tanda* yang menyebabkannya. Misalnya: jika seseorang itu merasai sakit kepala; peningnya itu bukannya yang menyebabkan sakitnya kepala. Mungkin ianya tidak cukup tidur atau bekerja terlalu kuat — perkara itulah yang menyebabkan sakitnya kepala.

Kalau hendak dibincangkan sebab-sebabnya kemiskinan mungkin terlalu panjang. Jadi secara ringkasnya kemiskinan adalah disebabkan:-

- (i) kemeresapan kebudayaan Hindu di Tanah Melayu sedikit sebanyak mengandungi daya negatif terhadap sikap orang-orang Melayu,
- (ii) salah tafsiran Al-Quran dan tiada cukup buku-buku terjemahan dalam bahasa Malaysia,
- (iii) cara pemerintahan Inggeris yang membelakangkan bangsa-bangsa Melayu,
- (iv) terdapat pemimpin-pemimpin Melayu yang tidak jujur bagi membela nasib orang-orang Melayu.

Jadi kalau dikatakan bahawa dengan adanya orang tengah, tuantanah-tuantanah, kedatangan bangsa asing ke Tanah Melayu itu adalah *symptoms* (*tanda-tanda* yang menyebabkan kemiskinan bukannya sebab kemiskinan).

Kedatangan kebudayaan Hindu sebelum Islam telah banyak mempengaruhi

1. U.A. Aziz, "Poverty and Rural Development in Malaysia" (Kajian Ekonomi Malaysia, Vol. No. 1, June 1964), m.s. 8.

kehidupan orang-orang Melayu⁽²⁾. Umpamanya berbelanja secara besar-besaran seperti adat nikah-kahwin, berkhatan dan lain-lain lagi. Pada kebiasaannya wang itu didapati dari ceti-ceti dengan secara berhutang.

Perkara-perkara yang demikian membawa keburukan kepada keluarga juga masyarakat Melayu amnya. Kadangkala dia berhutang pada ceti bertahun-tahun lamanya.

Kebanyakan ahli-ahli sejarah Inggeris berpendapat bahawa orang-orang Melayu terlalu "fatalistic" atau menyerah hidup pada takdir. Memang tepat konsep fatalistic ada pada Islam, tapi mengapakah perkara yang sedemikian dipercayai oleh masyarakat Melayu, tanpa menganalisa dengan mendalam dan serius.

Mereka berpendapat bahawa sia-sia saja membawa modenisasi di ceruk-ceruk kampung kerana itu adalah satu pekerjaan yang bodoh; lagipun orang-orang Melayu bertentangan pendapat tentang modenisasi.

Mereka menganggap orang-orang Melayu berfahaman kolot dan sikap ini tidak mudah diubah.

Di sini menunjukkan bahawa Inggeris memandangkan serendah-rendahnya masyarakat Melayu. Di dalam kurun dua puluhan ini ada pula orang-orang yang mempusakai sikap dan anggapan terhadap orang-orang Melayu: *"Every Malay is a Moslem and his economic attitude and values are conditioned by the Islamic religion . . . The ordinary Malay's outlook is fatalistic, as everything is pre-determined by Allah. This attitude leads to the willing acceptance of life as a matter of luck. Success or failure in economic enterprise is expressed in terms of rezeqi and results in an absence of motivation and a desire to succeed in life, as one had little control of it"*⁽³⁾.

Mengikut Gunner Myrdal, agama tidak menentang proses modenisasi⁽⁴⁾. Umpamanya Syarikat Islam pada tahun

1916 telah mengkritik rakyat Indonesia di atas pandangan mereka terhadap Islam. Sebaliknya Islam menyokong segala kemajuan dan menentang kemunduran. Sesiapa yang menyerah hidup pada takdir dan hidup di atas pengharapan orang adalah orang-orang yang tidak faham hakikat Islam dengan jelasnya. Di sebalik itu Islam memerangsang umatnya supaya mencari ilmu dan mempraktikkan sains⁽⁵⁾.

Di antara beberapa sebab yang lain ialah terdapat salah tafsiran Al-Quran. Kitab-kitab yang usang ditulis berpuluh-puluh tahun dibahas di dalam satu aspek saja. Apa yang perlu sekarang ialah perbincangan ayat-ayat Al-Quran dari segi politik, sains, ekonomi, sosial dan falsafah. Buku-buku agama yang ditulis dalam bahasa Arab perlu diterjemah dalam bahasa Malaysia.

Di dalam bidang pelajaran, sedikit benar orang-orang Melayu yang diberi peluang. Pelajaran hanya diberi pada golongan aristokrat saja. Di kampung-kampung hanya terdapat pelajaran agama yang pada kacamata Inggeris tidak produktif di segi ekonomi. Islam pada pandangan Inggeris hanya layak diajar di masjid-masjid dan di surau-sarau⁽⁶⁾.

Walaupun kemajuan yang berkesan tidak dapat dicapai kerana sebab-sebab tertentu, terdapat akhbar-akhbar yang dikelola oleh orang-orang Melayu yang membicarakan tentang ekonomi, politik dan lain-lain. Tapi perkara-perkara dibincangkan tidak dapat meresap ke kampung-kampung kerana pembaca-pembaca masih ramai yang buta huruf. Lagipun alat komunikasi dewasa itu terlalu sukar.

Umpamanya pada tahun 1906 akhbar Al-Iman mengatakan bahawa agama adalah ubat bagi mengubati penyakit masyarakat. Apa yang perlu ialah reformasi agama. Begitu juga pada tahun 1913 di bahagian editorialnya akhbar tersebut menanyakan bahawa adakah kita betul-betul menegikuti agama dengan sebenar-benarnya seperti negara-negara lain⁽⁷⁾.

Perlu dibincangkan di sini setakat manakah pemimpin-pemimpin Melayu di

2. M.A. Rauf, "Ikhtisar Sejarah Islam dan Hubungannya yang Khusus dengan Malaya" (Oxford University Press, Kuala Lumpur, 1967), m.s. 108.
3. Ponniah S.M., "Guidance, Counselling and Student personal Services at Mara Institute of Technology" (M.I.T. Publication Series Malaysia, Petaling Jaya, 1972), m.s. 5.

4. Gunner Myrdal, "Asian Drama An Inquiry into the Poverty of Nations" (Allen Lane The Penguin Press, London, 1968), Vol. I, m.s. 78.
5. W.F. Wertheim, "Indonesia Society in Transition" (W. van Hoeve Ltd., The Hague, Bandung, 1956), m.s. 212.
6. M.A. Rauf, op. cit, m.s. 120.
7. Marina Samad, "Early Malay Journalism" Leader

zaman pemerintahan Inggeris telah menolong bangsanya sendiri. Pemimpin Melayu yang menyebelahi Inggeris adalah semata-mata demi kepentingan diri sendiri. Ini mungkin kerana terpaksa ataupun sebab-sebab tertentu, hanya mereka yang berkenaan saja lah yang mengetahui tujuan dan hakikat sebenarnya. Ini memberi peluang pada Inggeris memegang kuasa di Tanah Melayu.

Disebalik itu pula kedatangan Cina semasa pemerintahan Inggeris telah menambahkan mundurnya masyarakat Melayu. Dengan tidak disedari ekonomi orang-orang Melayu mulai beralih ke tangan mereka. Banyak atau hampir-hampir keseluruhannya tanah-tanah lombong yang dipunyai oleh orang-orang Melayu tergadai ke tangan orang-orang Cina⁽⁸⁾.

Masyarakat Cina mencapai kemajuan dalam masa yang singkat saja. Orang-orang Cina pada asalnya dari golongan susah ketika di tanah besar Cina. Mereka datang ke sini dengan satu azam yang kuat iaitu ingin menebus kesusahan yang mereka alami selama ini. Dengan itu tidak hairanlah mereka itu bekerja siang dan malam di bidang pertanian dan perniagaan dan industri⁽⁹⁾.

Ahli-ahli ekonomi berpendapat bahawa kemajuan sesuatu masyarakat itu terletak pada daya utama mereka mengejar kejayaan ekonomi. Ragner Nurske berpendapat bahawa kerana pendapatan petani-petani begitu rendah maka tiada kelebihan wang untuk disimpan⁽¹⁰⁾.

Pada kebiasaannya padi disimpan bagi menghadapi musim kemarau atau bila padi tak menjadi. Di sini padi itu merupakan harta bukan untuk diakumulasikan bagi melipat-gandakan lagi simpanan wang petani-petani yang terikat kuat pada tuantanah. Ini menambahkan susah mereka untuk menyimpan padi bagi tanaman musim hadapan.

Di desa jurang perbezaan orang yang berpendapatan lumayan dengan yang kecil diukur dari aspek banyaknya tanah. Lazimnya tuantanahlah yang hidupnya senang kerana memiliki kawasan tanah yang luas.

Di negara kita dewasa ini masih terdapat kawasan-kawasan yang belum ditempuhi pembangunan. Walaupun terdapat Rancangan-rancangan seperti Muda, Kemubu tapi ini terdapat di beberapa tempat yang tertentu saja — tidak menyeluruhi negara. Sebagai bukti penyeli-dikan Sdr. S. Husein Ali diambil:

Pembahagian Pemilikan Tanah di kalangan 124 ketua-ketua keluarga di Kampung Bagan mengikut kategorinya⁽¹¹⁾

Kategori	Ramai	%	Jumlah Pemilikan Ekar	%
(a) Tuantanah ..	20	16.1	687.80	67.5
(b) Tuantanah Pemilik Pengerja ..	4	3.2	50.00	4.9
(c) Pemilik Pengerja ..	34	27.4	159.25	15.6
(d) Pemilik Pengerja dan Penyewa ..	30	24.2	83.66	8.2
(e) Penyewa atau Buruh Tani ..	36	29.25	39.25	3.8
JUMLAH ..	124	100	100	100

(S. Husein Ali, *Social Stratification di Kg. Bagan*, 1964 m.s. 40)

Data-data di atas membuktikan bahawa tuantanah memiliki tanah yang luas

sedangkan penyewa tani merupakan bilangan ramai sekali di Kampung Bagan.

Malaysia Journalism No. 1, Jan. 1972.

8. Khoo Kay Kim, "The Western Malay States 1850-1873" (Oxford University Press, Kuala Lumpur, 1972), m.s. 67-9, 84, 118, 125, 127, 132, 134, 163.

9. Prof. Zainal Abidin Wahid "Problem-problem

Kebudayaan Melayu" satu ceramah disampaikan di ITM.

10. Ragner Nurske, "Problems of Capital Formation in Underdeveloped Countries" (Basil Blackwell, Oxford, 1953), m.s. 4.

11. Lihat Dewan Masyarakat, April 1970, m.s. 70.

Pembahagian tanah yang tidak seimbang ini bukan saja menambahkan jurang perbezaan di antara mereka yang berada dengan yang tidak berada tapi membawa kepada kemiskinan kepada rakyat dan negara⁽¹²⁾. Kata Jacoby, "*kebanyakan tuantanah-tuantanah itu adalah terdiri dari tuantanah-tuantanah tidur yang tidak mempunyai minat untuk menambah pengeluaran hasil pertanian sepertimana mereka meminati memberi pinjaman wang. Sebenarnya pemilikan tanah itu kepada mereka merupakan asas untuk mendapatkan prestij sosial dan politik.*"⁽¹³⁾

Dengan adanya tuantanah di dalam struktur masyarakat desa secara tidak langsung petani-petani mengambil sikap negatif terhadap pekerjaan⁽¹⁴⁾. Ini adalah disebabkan betapa banyaknya pengeluaran, pembahagian hak petani tidak seimbang.

Ahli-ahli ekonomi berpendapat problem ini dapat diatasi dengan adanya cara-cara bertani secara saintifik⁽¹⁵⁾.

Pendapat ahli-ahli ekonomi Barat sebagaimana dipraktikkan di negara-negara-nya sudah tentu tidak sama dengan keadaan di sini. Sebuah mesin trektor bagi mebbajak sawah memerlukan pekerja yang mahir bagi mengendalikan mesin itu. Lagipun tanah yang hendak dimesinkan itu mestilah luas kalau tidak sewa mesin itu dengan pendapatan padi tidak berpatutan. Ini merugikan lagi petani-petani yang miskin.

Menggunakan mesin bererti juga mata pencarian tergugat sedangkan setengah daripada petani-petani bergantung hidup pada ambil upah. Ke mana mereka hendak mencari makan? Ada kemungkinan mereka menyertai rancangan tanah baru atau ke bandar mencari kerja. Barbara Ward berkata, "*that technology in all its forms is expensive*"⁽¹⁶⁾. Ini bererti bahawa pembangunan ekonomi memerlukan waktu yang lama baru dapat hasil. Ianya memerlukan kestabilan politik dan ekonomi. Negara yang selalu diancam ana-

sir-anasir komunis tidak bisa mengalami pembangunan ekonomi.

Kalau ditinjau setakat ini bagaimana-kaah keadaan masyarakat desa apakah perubahan, bagaimana taraf hidup mereka berbanding dengan masa dulu atau adakah mereka bertambah susah lagi? Soalan-soalan yang sedemikian memerlukan penyelidikan yang dalam sebelum satu-satu keputusan diambil.

Pernah Encik Musa Hitam berkata di satu forum "*The Great Economic Debate*" bahawa pembukaan tanah baru pada 15 tahun yang lampau tidak mencapai setakat kemajuan yang diperlu. Dia menyambung lagi bahawa kerajaan membelanjakan kira-kira \$15,000/- bagi penyertaan satu-satu keluarga di tanah baru. Hutang mesti dibayar dengan 6½% secara ansuran bulanan. Adakah peneroka-peneroka itu berkemampuan menjelaskan hutang-hutang itu?

Pada masa sekarang ada kira-kira 250,000 penduduk-penduduk yang memerlukan tanah. Kalau mengikut kadar perjalanan sekarang bagi menyelesaikan permintaan yang sedemikian memakan masa 150 tahun. Lagipun mereka terpaksa membayar wang bagi menyertai tanah baru disertai dengan bunga. Ini mungkin dapat diselesaikan selama 20 tahun bayaran hutang.

Kerajaan terpaksa berbuat demikian kerana belanja bagi ~~pembukaan tanah baru~~ ~~dipinjam dari Bank Dunia.~~ Satu lagi pertanyaan yang patut dikemukakan ialah tidakkah kerajaan membelanja sebahagian daripada simpanan luar. Perlu diingat di sini bahawa kita mempunyai simpanan luar yang setanding dengan India. Kita tidak perlu menyimpan sebanyak itu; lagipun bunga yang diberi hanya 1—2%.

Pemerintah telah berusaha bagi mempropaganda orangramai akan kejayaan rancangan Muda di samping membuktikan bahawa projek yang sedemikian membawa banyak faedah pada rakyat.

12. E.K. Fisk, "*Features of the Rural Economy*" *The Political Economy of Independent Malaya a case-study in development*. Edited by T.H. Silcock and E.K. Fisk. (Singapore Eastern Universities Press Ltd., 1963), m.s. 166.

13. Erich H. Jacoby, "*Types of Tenure and Economic Development*" *Malayan Economic Review*, Vol. IV, No. 1, 1959, m.s. 13.

14. Daniel Thorner, "*The Agrarian Prospect in India*" (University Press, Delhi, 1956), m.s. 12.

15. Gunnar Myrdal, *op. cit.*, m.s. 696.

16. Barbara Ward, "*The Rich Nations and The Poor Nations*" (New York: W.W. Norton and Co., Inc., 1962), m.s. 95.

Menurut kenyataan pemerintah kira-kira 50,000 keluarga tinggal di sini iaitu kira-kira 44% yang mempunyai tanah sendiri, 14% lagi yang ada tanah dan disewa yang lebihnya, 42% yang betul-betul tiada bertanah. Kedapatan ketiadaan pembentukan undang-undang tanah di kawasan ini bagi mengatasi masalah itu.

Purata tanah di situ iaitu 1½ ekar seorang sudah tentu tidak mencukupi untuk menyara hidup. Pesawah-pesawah di sini semuanya hidup melarat sedangkan yang berada jatuh dalam lingkungan 10—15% saja⁽¹⁷⁾.

Dengan adanya penanaman dua kali setahun sewa-sewa tanah telah melambung naik. Kenaikan sewa tanah ditaksirkan dari 25—35%. Dalam setahun menyewa bagi seekor ialah \$150 pada tanah yang baik dan \$70—80 yang kurang baik.

Walaupun pihak pemerintah telah meluluskan undang-undang penanaman padi (CONTROL OF RENT AND SECURITY TENANT ACT 1967) tapi ini tidak memuaskan. Di dalam kawasan yang begitu luas terdapat dua orang pegawai yang ditugaskan bagi mengawal dan menjalankan undang-undang tersebut.

Penggunaan mesin di masa menuai terhad. Menuai mesti dikerjakan dalam masa satu bulan bukan seperti dulukala iaitu memakan masa tiga bulan. Penanaman pagi yang berjenis-jenis itu di dalam penanaman dua kali setahun memerlukan masa menuai yang sama. Di sini yang menjadi problem ialah ketidak-cukupan tenaga buruh bagi menuai padi itu. Apabila keperluan tenaga buruh melambung tinggi manakala bekalannya tidak setanding maka harga upah melambung tinggi. Di manakala pesawah-pesawah itu dapat memberi upah sedangkan wang tidak cukup. Sekali lagi mereka pergi ke tuantantah bagi mendapat perhitungan.

Apabila tiba musim menuai inilah yang merungsingkan kepada petani-petani. Pada yang basah mesti diserahkan pada kompleks pengeringan yang didirikan oleh FAMA. Padi yang basah tidak boleh dibiarkan begitu sahaja kerana ianya akan menjadi busuk bererti mereka hilang pendapatan pada musim itu. Pada kebiasaannya pihak FAMA enggan menerima padi yang basah. Kalau tidak FAMA siapakah lagi yang hendak membeli padi yang basah. Sungutan-sungutan yang sedemikian selalu kedengaran dari petani-petani.

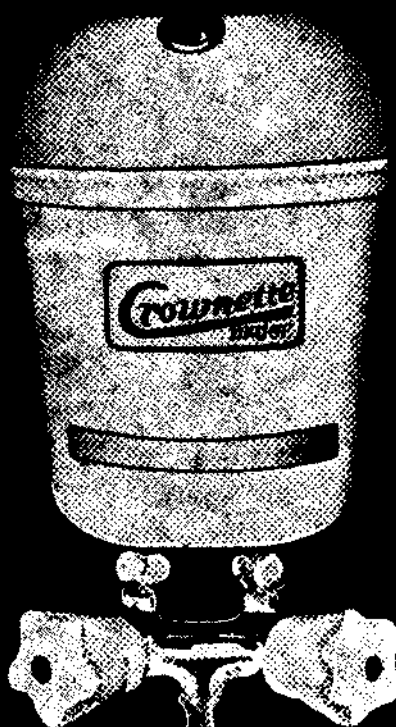
Mengikuti polisi Bank Pertanian petani-petani yang berkelayakan saja yang akan mendapat pinjaman. Soalnya ialah bagaimana pula tentang petani yang memerlukan sangat pinjaman tapi tidak dapat memenuhi polisi bank. Syarat-syarat yang diperlukan ialah seperti beberapa ekar tanah, kalau menyewa berapa pula harga sewa, lain-lain harta, berapakah pendapatan bagi musim yang lalu, mempunyai berapa anak dan tanggungan. Jika diambil kriteria di atas bagi menentukan pinjaman sudah tentu petani-petani tidak dapat memenuhi syarat-syarat yang ditetapkan.

Maka peluang kedua ialah dengan meminjam dari ceti.

Konklusinya bolehlah dibahagikan kepada dua peringkat. Kalian patut sekali bersikap kritikal bila membicarakan langkah-langkah pemerintah yang dijalankan selama ini. Adakah langkah-langkah itu telah memuaskan hati rakyat? Kalau pemerintah mendirikan MARA pada beberapa tahun yang lepas bukanlah bererti segala masalah masyarakat Melayu dalam memasuki bidang perniagaan telah selesai. Di sini peranan pemimpin dan rakyat bagi menebus kekalahan bangsa Melayu disegala bidang patut dititikberatkan. Kalau pemimpin bersikap acuh tak acuh sudah pasti rakyat akan kerugian⁽¹⁸⁾.

17. *Mimbar Sosialis*, (Organ of Partai Sosialis Rakyat Malaya) Vol. 1, No. 1, Nov. 1972, m.s. 4.

18. Dr. Syed Hussein Alatas, "Siapa yang Salah sekitar Revolusi Mental dan Peribadi Melayu" (Pustaka Nasional, Singapura, 1972), m.s. 34.



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Kami berkhidmat untuk anda. Berkerja kearah matlamat yang sama, untuk masa depan yang gemilang. Kerjasama — untuk bonus kami yang besar, orientasi pembangunan yang pesat, usaha perniagaan yang lebih dinamis. Kerjasama yang menghasilkan pendapatan tinggi untuk semua.



PELAJARAN:

Ada masa bila pelajaran tinggi sampai ke taraf universiti tidak tercapai oleh ramai orang. Hari ini, walaupun pekebun kecil mampu memberi anak mereka pelajaran universiti. Kami jadikan pelajaran perniagaan kami: Rancanglah masa depan anak-anak anda cepat — simpanlah untuk anak-anak anda sekarang.



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Pada keseluruhannya, negara kita ialah bertani. Itulah sebabnya kami di Bank Rakyat membantu sektor pertanian dengan aktifnya. Matlamat kami: menolong petani-petani mendapatkan hasil yang tinggi dari tanaman mereka. Selain dari memberi bantuan kewangan untuk alat-alat moden, kami juga memberi bantuan dari segi teknik dan cara bercucuk tanam.



SIMPANAN:

Perkhidmatan cekap dan segera kami menjadikan simpanan sangat mudah. Anda boleh menyimpan atau mengeluarkan wang anda daripada mana-mana cawangan kami di seluruh negara. Disamping itu kami juga memberi kadar faedah yang tinggi.



PERINDUSTRIAN:

Sejajar dengan dasar kami untuk mempelbagaikan perusahaan, kami dengan bangganya memasuki bidang perdagangan dan perindustrian. Perniagaan kami juga termasuk penjaminan saham, penanaman modal secara langsung, pembangunan perindustrian dan perkhidmatan penasehat, di antara beberapa lagi yang kami mahir didalam.



PERIKANAN:

Untuk menjamin keselamatan dan kecukupan, kami membantu nelayan-nelayan yang memerlukan perahu-perahu menangkap ikan yang moden dan laju. Memandangkan musim tengkujuh tidak dapat diramalkan, maka kerja-kerja menangkap ikan juga tidak ditentukan. Galakan diberi untuk memelihara ikan dan udang bagi memenuhi kehendak rakyat sepanjang masa.

Bersamalah dengan kami untuk kemajuan anda.

BANK KERJASAMA RAKYAT MALAYSIA BERHAD

Ibu Pejabat: Bangunan Kerjasama, 140 Jalan Ipoh, Kuala Lumpur. Talipon: 299677/8/9.

Cawangan-cawangan: Kangar, Alor Setar, Sungai Patani, Bagan Serai, Muar, Kota Bharu, Melaka, Sungai Besar.