

**ENHANCEMENT OF KNOWLEDGE-BASED
FRAMEWORK FOR MILITARY OBSERVER IN
PEACEKEEPING ACTIVITIES**

WAN SU EMI YUSNITA

WAN YUSOF

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**ENHANCEMENT OF KNOWLEDGE-BASED FRAMEWORK FOR
MILITARY OBSERVER IN PEACEKEEPING ACTIVITIES**

WAN SU EMI YUSNITA

WAN YUSOF

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ABSTRACT

When military observers perform a peacekeeping mission, there are many experiences that would have been gained by them during the course of a security mission. Such experience is known as tacit knowledge. When these observers return to Malaysia, this tacit knowledge remains in their minds as long as they are not transferred in the form of explicit knowledge. Therefore, this research study is to develop knowledge based on awareness of the situation among Malaysian observers. This collection of knowledge only focuses on the experience of military observers while addressing the various situations they have faced during safety activities. As this study focuses on the collection of tacit knowledge of situation awareness, the model theories used are the SECI's model by Nonaka (2000) and the Endsley's model by Endsley (1995). Both of these models are combined to form the knowledge-based framework that will serve as guidelines for the researcher in carrying out this study. This study is a qualitative study using a phenomenology research approach. There were twenty (20) military observers involved as respondents in this study. The research techniques used are document review and in-depth interviews. Document review focuses on explicit knowledge while in-depth interviews focuses on tacit knowledge. The findings obtained from this study, especially from in-depth interviews, have succeeded in accumulating one hundred and forty-five (145) situations. All the situations that have been successfully collected have been documented in the form of a user requirement handbook, which will be an additional reading material for prospective military observers. In conclusion, this study is aimed at gathering as many military observer experiences as possible so that the experiences can be transferred to the beneficiaries, especially to the Malaysian Peacekeeping Centre (MPC) in specific and to the any appropriate agencies worldwide in general.

ABSTRAK

Apabila seorang pegawai pemerhati melakukan misi pengaman, banyak pengalaman yang mereka perolehi sepanjang tempoh melakukan misi pengaman itu. Pengalaman ini dikenal sebagai pengetahuan tersirat. Apabila anggota pemerhati ini pulang ke Malaysia, pengetahuan tersirat ini kekal dalam minda mereka selagi tidak dipindahkan ke dalam bentuk pengetahuan tersurat. Oleh itu, penyelidikan tesis ini ialah untuk membangunkan pengetahuan berdasarkan kesedaran situasi dalam kalangan pegawai pemerhati Malaysia. Pengumpulan pengetahuan ini hanya bertumpu pada pengalaman pemerhati tentera semasa menangani pelbagai situasi yang telah mereka hadapi semasa melakukan aktiviti pengaman. Memandangkan kajian ini bertumpu pada pengumpulan pengetahuan tersirat tentang kesedaran situasi, model teori yang digunakan ialah model SECI oleh Nonaka (2000) dan model Endsley oleh Endsley (1995). Kedua-dua model ini digabungkan untuk membentuk rangka kerja berasaskan pengetahuan yang akan menjadi garis panduan buat penyelidik untuk kajian ini. Kajian ini bersifat kualitatif dengan menggunakan pendekatan kajian fenomenologi. Seramai dua puluh (20) orang pegawai pemerhati telah terlibat sebagai responden dalam kajian ini. Teknik kajian yang digunakan ialah semakan dokumen dan temuduga mendalam. Semakan dokumen bertumpu pada pengetahuan tersurat manakala temuduga mendalam bertumpu pada pengetahuan tersirat. Dapatan yang diperolehi daripada kajian ini terutamanya daripada temuduga mendalam, telah berjaya mengumpulkan sebanyak seratus empat puluh lima (145) situasi. Kesemua situasi yang telah berjaya dikumpulkan, telah didokumenkan dalam bentuk buku panduan pengguna yang akan dijadikan sebagai bahan bacaan tambahan kepada bakal calon pemerhati tentera. Kesimpulannya, kajian ini bertujuan untuk mengumpulkan sebanyak mungkin pengalaman pemerhati tentera untuk didokumenkan supaya pengalaman tersebut dapat dipindahkan kepada pihak yang akan menerima manfaatnya terutama sekali Pusat Pengaman Malaysia (PPM) secara khusus dan mana-mana agensi yang bersesuaian secara amnya.

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APPROVAL

The Examination Committee has met on **02 November 2018** to conduct the final examination of Wan Su Emi Yusnita Bt Wan Yusof on her degree thesis entitled **‘Establishment of Knowledge-Based Framework for Military Observer in Peacekeeping Activities’**. The committee recommends that the student be awarded the Doctor of Philosophy (Computer Science).

Members of the Examination Committee were as follows:

Suzaimah Binti Ramli, Ph.D

Associate Professor
Faculty of Defence Science and Technology
Universiti Pertahanan Nasional Malaysia
(Chairman)

Muslihah Binti Wook, Ph.D

Doctor of Philosophy
Faculty of Defence Science and Technology
Universiti Pertahanan Nasional Malaysia
(Internal Examiner)

Rabiah Binti Ahmad, Ph.D

Professor
Universiti Teknikal Malaysia
(External Examiner)

Norafida Binti Ithnin, Ph.D

Associate Professor
Universiti Teknologi Malaysia
(External Examiner)

APPROVAL

This thesis was submitted to the Senate of Universiti Pertahanan Nasional Malaysia and has been accepted as fulfilment of the requirements for the degree of **Doctor of Philosophy (Computer Science)**. The members of the Supervisory Committee were as follows.

Omar Bin Zakaria, Ph.D.

Professor

Faculty of Defence Science and Technology

Universiti Pertahanan Nasional Malaysia

(Main Supervisor)

Zuraini Binti Zainol, Ph.D

Faculty of Defence Science and Technology

Universiti Pertahanan Nasional Malaysia

(Co-Supervisor)

UNIVERSITI PERTAHANAN NASIONAL MALAYSIA

DECLARATION OF THESIS

Student's full name : **WAN SU EMI YUSNITA BINTI WAN YUSOF**
Date of birth : **21 DECEMBER 1981**
Title : **ENHANCEMENT OF KNOWLEDGE-BASED
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LIST OF ABBREVIATIONS

BOLP	Bahagian Perkhidmatan Operasi Latihan Pertahanan
CPTM	Core Pre-Deployment Training Manual
DIKW	Data Information Knowledge Wisdom
MAB	Markas Angkatan Bersama
MILOB	Military Observer
MPC	Malaysian Peacekeeping Centre
MPTC	Malaysian Peacekeeping Training Centre
SEA	Sexual, Exploitation and Abuse
SOP	Standard Operation Procedure
UN	United Nations

CHAPTER 1

INTRODUCTION

1.1 Introduction

Situational awareness plays an important role in the carrying out of United Nations (UN) mission tasks. It will ensure that every member of the Malaysian army who serves in a UN mission takes precautionary measures during peacekeeping activities. This thesis focuses on how individuals who are experiencing a situation will try to solve the problems encountered based on their knowledge and judgment. Hence, every experience gained from solving each situation faced will automatically become tacit knowledge for them. This tacit knowledge refers to a kind of knowledge that human beings can only develop through the experience gained over the years (Ribeiro, 2013).

Tacit knowledge is not something amenable to conversion, but it can be transferred and be made more explicit in certain circumstances (Grant, 2007). This thesis intends to collect and document each of these experiences, so that such knowledge will not be lost as one's service ends in the Malaysian Armed Forces.

The researcher's main reason for choosing this topic is due to her deep personal interest in her surroundings, made up of mostly military personnel. Furthermore, some of the knowledge and experiences in the peacekeeping domain are not found in the form of confidential documents that can be published. Therefore, it will necessitate the researcher to obtain UN documents either in the form of text, audio, or video on-line other than by acquiring it from the Malaysian Peacekeeping Centre.

The following sections provide some background to this study such as peacekeeping missions and Malaysia's involvement in peacekeeping missions. Besides that, this chapter also discusses the problem statement, research question, research objective, and thesis structure.

1.2 Background of Study

This section explains the involvement of Malaysia in the peacekeeping mission and the list of missions that Malaysia has ever been participated.

1.2.1 Peacekeeping Mission

The Malaysian Armed Forces (MAF) participated in UN Peacekeeping Operations (PKO) with the first deployment of the 4th Battalion of Royal Malay

Regiment to Congo taking place in 1960. Since then, Malaysia has been continuously and actively contributing troops and individuals from the military, police, and civilian sectors in order to maintain international peace and security (Malaysian Peacekeeping Centre, 2015). Although Malaysia has successfully contributed military observers, observers support, staff, liaison officers as well as troops to various peacekeeping missions from 1960 until 1994, there were no sharing of experiences between previous officers and ongoing officers. Despite having to do without proper real exposure on peacekeeping requirements, these soldiers succeeded in performing their duties in the mission areas. The Malaysian government is very serious in supporting UN efforts to maintain international peace and security; this can be seen from the establishment of the Malaysian Peacekeeping Training Centre (MPTC) by the government in 1995 on an ad-hoc basis, manned and managed by a small number of officers and staff members selected by the Malaysian Armed Forces (“Malaysian Peacekeeping Centre,” 2015a).

The purpose of establishing the MPTC was to train and prepare military officers and contingents before they are deployed into peacekeeping missions. Due to lack of a properly allocated space, the centre was using various rented premises, hotels, and military camps to conduct all courses and training from 1996 until 2005. Finally, in 2006, MPTC had its own training complex with a special building and infrastructure located in Port Dickson. This complex was inaugurated on 20th April 2006 by the former Prime Minister, Dato’ Seri Mohd Najib bin Tun Haji Abdul Razak, when he was the Deputy Prime Minister and Defence Minister of Malaysia. Aligned with the vision to transform MPTC to become the centre of excellence for peacekeeping training at the international