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Developing an Instrument to Measure Intangible Human Dimension Factors In DeterminingMilitary Command Climate

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ABSTRACT

Military command climate looks only at the tangible quantitative factors in terms of combat readiness which can be pre-determined prior to military duties. The intangible human dimension factor encompasses the morale, physical, and cognitive components of soldier, leader, and organizational development and performance. This is essential to raise, prepare, and employ the military in full spectrum operations which are not measured to complement the combat readiness factors. Despite recognition by military leaders throughout history that the human dimensions of capability are crucial to operational effectiveness, formal assessments of the psychological aspects of readiness is not measured in the Malaysian Army. Technology can provide the tools and avenues by which wars are fought but it is the individual soldier on the battlefield facing life and death who remains a constant.This paper looks at the literature on the human dimension factors to complement the combat readiness to establish the combat command climate of a military organization. There is a need to have an instrument to measure command climate of military units for future deployment or during peace time to ensure preventive and corrective measures are implemented to ensure units are always in combat readiness at all times. The paper promulgated that there is a need for quantitative assessment through an assessment instrument in selected human dimension factors in particularly throughmoralfactors. Models from developed military armies is used as reference which must be tabulated to individuals in unitsleading to collective overall understanding which includes a scoring worksheet to indicate the level human dimension readiness before being deployed for military duties both as an individual and in a group or team

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INTRODUCTION

Leadership theorist Bernard Bass has suggested that "history has shown that an officer's ability to create mutual respect, teamwork, and unit cohesion in his unit is critical to successful performance in combat."(*Thomas Weafer,U.S. Army War College, April 2001.* Army leaders and subordinates often work in stressful environments due to reduced personnel; this required remaining soldiers to work harder and accomplish mission tasks. Army units have experienced high stress, low morale, disrespect, and ineffective leaders due in part to high operations tempo (Bass, Avolio, Jung, & Berson, 2003). Effective leaders help create an organizational climate that reduces stress, enhances morale and respect, and provides a positive leadership example. Additionally, effective leaders display leadership constructs which show concern for others' psychological well-being, open communication and mentor subordinates, and behave appropriately. Vogt, Pless, King, and King (n.d.) reported that soldiers work in stressful and traumatic environments primarily due to a high operational tempo and separation from family during long deployments; this resulted in depression, anxiety, and posttraumatic stress disorder. Soldiers who cannot accomplish their tasks physically and mentally tend to leave after their tour of duty or some leave before due to medical reasons. If stress becomes too great, soldiers left under dishonorable conditions (e.g., drug use, suicide attempts) (Hill, 2006); possibly this is because of a negative organizational climate. There is a need to have an instrument to measure command climate of military units for future deployment or during peace time to ensure preventive and corrective measures are implemented to ensure units are always in combat readiness at all times.

As such technology and the human factor has always been the critical feature in ensuring soldiers are prepared for military duties. In spite of the amazing advances in technology, however, organizations continue to be plagued by ineffectiveness caused by flawed human (group) processes. Notwithstanding, the human dimension, not technology, remains the decisive element in most commercial and military activities. Judgment, creativity, and the synergy of teams remain a distinctly human phenomenon. Research shows that capability,

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especially in military organizations does not only relate to infrastructure capability but also includes intangible elements such as morale and motivation of soldiers in performing a military mission (Bester and Stanz, 2007; Gal, 1986; Schuman *et al*, 1996, Norazman, 2000). In the military culture, soldiers often go beyond that which is needed, required, or expected in the performance of their duty or in other words, go beyond the call of duty. Furthermore, serving in the military is not just a career or a profession, but also a way of life that affects all aspects of soldiers' lives. The Malaysian Army currently measures combat readiness for combat deployment through the System Force System which quantify the combat logistics and manpower requirements only. Unfortunately intangible cognitive factors for combat readiness are never been identified such as morale, cohesion factors, team work, morale, skills, competency, welfare etc. There is a need to look at cognitive and intangible factors to determine whether the individual, unit and organization are ready to be deployed for combat duties.

This paper looks at the literature on the human dimension factors to complement the combat readiness to establish the combat command climate in a military organization. The intangible human factors need to perform in concert to assist the commanding officer to establish the readiness of the soldier and his unit in general to complement the combat readiness of a military organization. They are needed to quantify the readiness of the unit prior to combat engagement. This paper will look at the human dimension factors of soldiers in meeting the challenges of the current and future operating environment in the moral, physical and cognitive domain in congruence to the man, machine interface whereby leadership skills will provide the major challenge. A climate assessment instrument will be discussed using the best practices of established command climate of other established armies to spearhead this assessment from an individual soldier leading to a collective valuation of the unit in particularly the Malaysian Army.

Military Culture In Combat Readiness:

According to Kirkland, Bartone and Marlowe (1993) the US Army began in the early 1970s to investigate whether human dimensions and psychological readiness are important for combat performance. Trends toward increased violence and isolation on the battlefield have led military planners around the world to place increased emphasis on the psychological and human dimensions of force readiness mentioned by Bartone and Kirkland (1991). Significant research on morale has been conducted by the Israeli Defence Force. The first study was done by Guttmann (cited in Gal, 1986) in 1949. He assessed soldiers' satisfaction with "arrangements" in their bases and their "mood". According to Gal (1986) Guttman's term "mood" is most probably a substitute term for morale. Gal (1986) analysed data from a morale survey administered during 1981 in the Golan Heights. During the late nineties Shamir, Brainin, Zakay and Popper (2000) did research on perceived combat readiness.

Modern military forces are concerned with the survival and effectiveness of their soldiers on the battlefields of today and tomorrow, and that are constantly concerned with integrating human and technical systems. This distinct culture consists of a variety of inherent, implicit and explicit functions, processes, characteristics, and manifestations that dynamically unite an organization. What factors propagate this attitude or behavior and this exemplification of devotion, dedication, and selfless service? In particular, what drives soldiers' sense of duty, loyalty, and commitment, influencing their attitude and behavior and ultimately, duty performance? Within the South African context de Vries (1993) indicates that faith, good morale and leadership, motivation, organizational and command cohesion, group norms and culture are important for success in battle. As noted by Smircich (1983), "Culture is usually defined as social or normative glue that holds an organization together" (1983, p. 344). An organization's culture, which is based on shared commonalities, creates an organization's context, establishing the framework for how it exists. The shared commonalities, such as values, meanings, and understandings, derive and perpetuate formal and informal structures and relationships, operational practices and procedures, collective values and beliefs, norms, and patterns of behavior (Morgan, 1997; Schein, 1992). Holistically, the organizational culture propagates a shared frame of reference and the organization's shared reality, establishing a means by which people see and understand the happenings within their organization (Morgan, 1997; Schein, 1992).

The current combat readiness is measured through the Situational Force Scoring (SFS) whereby their objective is to improve the representation of ground force close combat in aggregate combat models that use scores of one form or another to compute force ration, attrition and movement as a result of combat. But this method does not measure the intangible factors of human dimension to synergize the unit readiness. SFS seeks to accomplish the first objective by adjusting the scores dynamically to reflect of the type of terrain, type of battle, and combined arms imbalances or shortages of each side's effective forces scores. The SFS methodology significantly mitigates many long standing problems of aggregate models such as their underestimating the relative value of light units even in situations where they are in fact highly effective, even more effective than armoured units (Allen,Patrick,Wilson,1987).

Two aspects of combat readiness can be identified which is the psychosocial dimension (psychological attributes) and the material dimension (e.g. the number of tanks and their serviceability, the availability of ammunition). Various authors emphasize the importance of the psychosocial dimension (the human factor)in

battle and during deployments (Baynes, 1967; De Vries, 1993; Flora, 1992; Gal, 1986; Hooker, 1998; Shay, 2000; Taylor,1991; Vinson, 2000). This view is expressed in the United States Department of the Army's Field Manual 100-1 , which states that the readiness of a military force owes as much to the soldiers' state of mind as it does to his training and operational equipment. The process of looking at the material and training only is a mechanistic and structured process. Individual soldiers may have the best equipment and may receive the best training possible, but if they do not have confidence or trust in their abilities, equipment, personnel and training, their mission is most likely to fail. Therefore, it can be concluded that combat readiness is not only about equipment, training and capability, but more importantly, it is about the individual's and the group's state of mind. This state of mind includes their perception of their own combat readiness. In other words, combat readiness consists of two interdependent dimensions: the Psychosocial Dimension and Material Dimension. Gal (1986) confirms this interdependency when he concludes that motivational factors are interactive and not additive. Combat readiness is therefore conceptualized in terms of an overlap between the psychosocial aspects (mental or human aspects) and the means at the disposal of the soldiers to conduct war (non-human aspects).

The focus of this paper is, however, being on the psychosocial aspects. The non-human indicator of combat readiness, such as the physical serviceability of military equipment,is not part of this study. Therefore, it is important to measure the soldiers' perceptions of the various building blocks. The following definition of combat readiness is proposed: the individual and/or collective state of mind of a soldier or a group of soldiers that will determine their performance during military operations. This state of mind is a function of the social trust and confidence these soldiers have, their worries and concerns, their familiarity with the enemy and the frontage, morale, and preconceptions of the opposing force. Confidence, social trust and morale are made up of various building blocks. Combat readiness can be conceptualised in terms of consisting two interdependent dimensions i.e. the tangible and intangible elements.

The Human Dimension Characteristics of A Soldier:

No occupation puts a greater premium on success than the role of military commander (Commanding Officer). The right people, training and equipment are part of the formula for success, but it is the extent to which a unit operates as a cohesive team which ultimately determines good military performance. For units deployed operationally, success is generally associated with winning battles, but combat outcomes are not the only metrics of concern for unit commanders. Success also means maintaining a good record of safety, keeping casualties to a minimum, maintaining military discipline, creating a good work environment and keeping the trust of the public at home. The behaviour and attitude of military personnel is now as important as their combat skills. While it may seem cliched, winning the hearts and minds of ordinary people swept up in conflicts, and maintaining a positive public image, are major factors in conflict resolution. Unit commanders are under increasing pressure to ensure their people are not only good warriors, but are also good international citizens. To do this, commanders need to know about what is actually happening at the grass roots of their units. Many authors (Ingraham & Manning, 1981; Manning, 1991; Richardson, 1978) are of the opinion that Xenophon[1] was the first military writer to give attention to soldier morale when he stated that it is not numbers and strength that bring victory to war, but the army that goes into battle "stronger in soul"; their enemies generally cannot withstand them. Maurice de Sac (cited in Manning, 1991) stated twenty centuries later that the human heart is the starting point in all matters pertaining to war. A century later this was echoed by Napoleon's dictate that the moral is to the physical as three is to one, and in the end the Spirit will always conquer the Sword (Manning, 1991; Richardson, 1978). According to Brown and Moskos (1976) du Picq's work introduced the notion of soldier morale and had, up to then, the widest influence over the development of military theory and speculation about combat behaviour. According to Kirkland, Bartone and Marlowe (1993) the US Army began in the early 1970s to investigate whether human dimensions and psychologicalreadiness are important for combat performance. This led to the publication of Field Manual 100-5 (Department of the Army, 1983) which states that wars are fought and won by men, not by machines, and that the human dimension of war will be decisive in the campaigns and battles of the future.

There are broad definitions of psychological readiness that encompass factors such as physical and mental fitness, unit cohesion, commitment to the organisation, self-reported preparedness to deploy, and assessed technical competence (both job-related and broader military skills). However, this paper has adopted a simple definition: Individual readiness is the "extent to which an individual is prepared, able, and motivated to perform his or her job as part of the larger military mission" (Harris, Blair, & O'Neill, 1995, p. iii). Collective readiness is the second critical dimension of psychological readiness: collective readiness. Just because the individual soldier may feel ready for operations dos not mean that he or she will feel the unit is ready and vice versa. Collective readiness refers to the individual soldier's beliefs about the ability of his or her work group or unit to be effective on operations. It is assumed often that the individual soldier's sense of his or her own operational readiness will predict or strongly influence their impression of the unit's readiness to deploy. However, there is evidence that perceptions of collective readiness are more likely to influence the soldier's own sense readiness than the other This definition recognizes that soldier readiness everything from training proficiency to

motivation to well-being is fundamental to the military's future success. It introduces the concept of holistic fitness, a comprehensive combination of the whole person including all components of the human dimension triad. The Army leverages enhanced means to identify, access, retain, and develop soldiers with unsurpassed cognitive, physical, and social (moral and cultural) capabilities. Soldiers are enabled by technology, cognitive, medical and social sciences to achieve excellence in small unit competence and to dominate increasingly complex operational environments. Soldiers are able to leverage technologies and processes that optimize and restore cognitive and physical performance.

Technology, intelligence, and operational design can reduce uncertainty and ensure confidence. However, commanders must still make decisions based on incomplete, inaccurate, or conflicting information. These factors will continue to play a predominant role in the environment of future full spectrum operations. US Military Academy, Department of Systems Engineering, West Point conducted a research on the Whole Soldier Performance (Dees,2006) which displays the final functional hierarchy of US soldier performance attribute groupings in the moral, cognitive, and physical domains as seen in **Figure 1**.

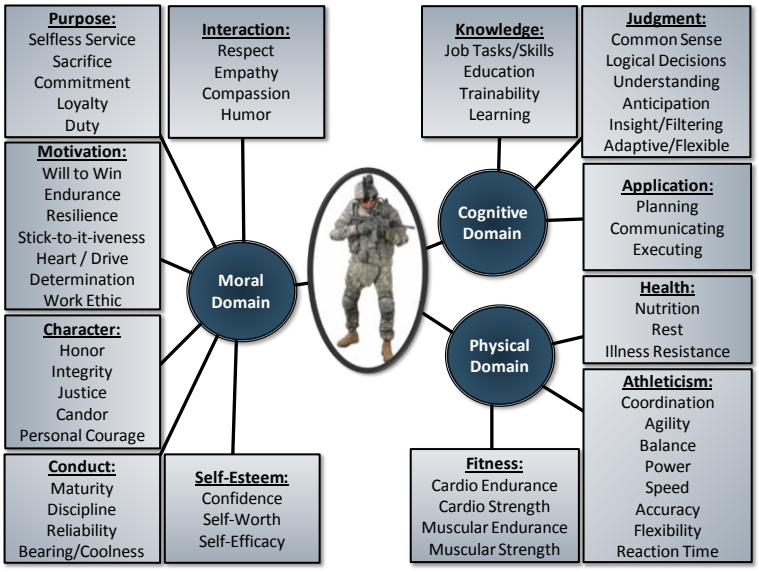

Fig. 1: Whole Soldier Performance Attributes. Source: Dees,2006)

The morale domain provides the recipe necessary for a soldier and his unit to perform in concert in a battlefield. This statement is echoed by Kruys (2001) when he states that all things being equal, the force with the best trained small units will win, but even if all is not equal, the side with the best skilled soldiers and determined small units will usually defeat larger and sometimes even better equipped units. According to Brown and Moskos (1976) du Picq's work introduced the notion of soldier morale and had, up to then, the widest influence over the development of military theory and speculation about combat behaviour.

Within the morale domain, the Army culture that previously focused on major combat operations must begin to shift to a culture that recognizes changes in the Army's role and responsibilities including a broader range of military operations (Abram,2007). Purpose relates to why a soldier does things. The main sentiment of those consulted centers around selfish versus unselfish attitudes. Motivation relates to the level of effort that soldiers demonstrate to accomplish the mission. Character relates to the manner in which soldiers accomplish the mission. Conduct relates to how soldiers carry themselves. We desire soldiers that display maturity and discipline leading to a balanced life. Interaction characterizes the attitudes that a soldier demonstrates towards other members of the team. The first level baseline expectation is that soldiers always display respect towards others. Self esteem characterizes the attitudes that a soldier holds concerning himself/herself (Adler and Castro,1999). In the cognitive domain which is related to the **c**ognitive psychology which is the branch of psychology concerned with the scientific study of the mind.

Command Climate Profile:

Command climate is a perception among the members of a unit about how they will be treated by their leaders and what professional opportunities they see within the unit. Command climate will determine the health of your unit. These will the elements which contribute to a positive command climate. The deployment of units in the Malaysian Army needs to be confounded by answering the questions of "Are the troops ready for combat duty". How do we measure such intangible factors such as the leadership style, welfare, morale, team work, unit cohesion, mind set and other components which provide a dimension together with tangible factors required for

combat duties such as manpower issues, logistics and trained personnel. At such a profiling on soldiers' working climate need to be determined so that military leaders at all level is able to leverage the status of the soldiers in relation to their working environment.

In this era of persistent conflict, a unit's command climate is vital to long-term success at all levels of war in tactical, operational and strategic. Command climate is the culture of a unit. It is the way a unit "conducts business." The leader of the organization is solely responsible for the organization's command climate. Commanders at all levels establish this climate by what they say and what they do. Character-based leadership is the bedrock requirement for a successful command climate.Unit "climate" factors such as cohesiveness, morale, and attitude toward training have a direct impact on the effectiveness of a military unit.The earliest examples of a unit morale survey were produced by Lewis Guttman in the newly formed Israeli Army in 1949 (Gal, 1986). Guttman's original questionnaire looked at basic concerns such as satisfaction with barrack living conditions and arrangements, etc (Gal, 1986). However, as the Israeli Defence Force (IDF) became increasingly embroiled in combat actions throughout the region, combat readiness became the primary focus of morale related research. The work undertaken by Gal (1986) using Combat Readiness Morale Questionnaire (CRMQ) was instrumental in identifying the core factors that determine personal and unit level morale for fighting troops. Gal (1986) conducted a factor analysis on the CRMQ results of over 1200 IDF troops about to engage in a 'contingent operation' in Lebanon in 1981. He found two items in particular were highly associated with personal and perceived company morale, 1) perceived unit togetherness and 2) relationships with commanders. In addition, a factor analysis of the 30 items in the questionnaire revealed eight factors that accounted for 52% of the variance for his sample, including 1) confidence in senior commanders, 2) confidence in one's self, team and weapons, 3) unit cohesion and morale, 4) familiarity with the mission and frontage, 5) confidence in immediate commanders, 6) enemy evaluation, 7) the legitimacy of the war, and 8) worries and concerns. As a result of this work Gal (2006) first coined the term 'unit climate' to describe a higher-order factor that appeared to be a better predictor of combat readiness than morale alone.

While preparing for combat is still the major focus of research into the human component of military effectiveness (Murphy & Farley, 2002), it is not the only concern for commanders. This is especially true in certain countries where the majority of military units are not engaged directly in combat actions. Additionally, even though an increasing number of personnel are being deployed on missions overseas, the nature of those missions is rarely direct combat. Consequently, while unit commanders are always concerned about the preparation of their troops for battle, their main priorities are more likely to be stemming the flow of resignations, preventing inappropriate behaviour, or ensuring the effectiveness of communication in the unit. This shift in priorities does not diminish the importance of combat readiness but addresses the reality of peace time soldiering.

The importance of organisational issues is reflected in the US Army Command Climate Survey (CCS) (ARI, 2006). The CCS comprises 24 straight-forward, items that focus on practical concerns that fall within the unit commander's power to change (e.g., morale, leadership and equity issues). The CCS is designed to be administered, analysed and interpreted by the unit commander without recourse to any outside agency. It is also a mandatory requirement for newly appointed unit commander both at the beginning of their command and twelve months after taking up their post.

The CCS is an example of an attitude survey and the main advantages of this type of instrument are that they are short, easy to administer, and unit commanders can quickly gain a measure of the views of their troops without requiring any particular interpretation.The main focus of the Unit Morale Profile (UMP) was to measure factors known in the literature to impact on human performance in the workplace, and to assess these factors in terms of the individual (i.e, role stresses, competencies, identity and self-efficacy), the group (leadership style, and communication) and the unit (policies/practices within the organization, operational tempo, organisational climate).

The UMP was designed to explore the relationships between a number of variables and outcomes such as resignations and perceived satisfaction in the unit. The questionnaire comprised 14 sub-scales which not only measured the causes of problems within a unit but also measured the effects (e.g, cohesion, organizational commitment, quality of life, and psychological wellbeing), and outcomes (e.g, perceived satisfaction with group performance and plans to leave the organization). While extremely comprehensive the UMP was clearly too long and cumbersome for use on the ground, and a major review was undertaken to shorten the instrument (Johnston, 2004a). As a result a new streamlined version, known as the Profile of Unit Leadership, Satisfaction and Effectiveness (PULSE) eventually replaced the UMP. This instrument retained the underlying tri-level structure of individual, group and unit, but introduced a new dimensional structure comprising six core constructs as shown in **Table 3**.

Table 3: Profile of Unit Leadership, Satisfaction and Effectiveness (PULSE) Variables, Constructs and Authors (Goyne,2003)

VARIABLE	CONSTRUCTS	AUTHOR
Job Stress	Derived from the Occupational Environment Scale – Form2	Osipow, & Spokane, 1983
Job satisfaction	Derived from the Job Satisfaction Survey	Specter, 1985
Work Motivation	The Work Motivation Scale	Pelletier, Fortier, Vallerand & Briere, 2003
Communication	Derived from the Communication Satisfaction Questionnaire	Downs & Hazen, 1998
Confidence in Leadership	From the Unit Climate Profile Human Dimensions of Operations Questionnaire	ARI, 2006
Teamwork/Cohesion	Derived from the Group Environment Questionnaire	Widmeyer, Brawley & Carron, 1985

According to Johnston (2004b) the purpose of this new model was to observe the linkages between each core construct, to provide an overall view of the climactic interrelationships operating within the unit as shown in **Table 4**.In developing the UMP/PULSE the authors incorporated a number of scales developed within the industrial/organisational research community. As a consequence, the instrument requires a solid understanding of this theory to interpret effectively and is not immediately intuitive like an attitude survey.

Table 4: The Australian PULSE Pulse Model(Goyne,2003)

The PULSE Model Predictors	Indicators	Outcomes	Level Of Effect
Policies & practices Unit climate Operation Tempo Perceived organisation support	Esprit de corps Organisational commitment Organisational satisfaction	Unit performance Intent to leave unit/ADF	UNIT
Leadership styles Communication	Group cohesion Job satisfaction Confidence in leadership	Group performance Intent to leave working group	GROUP
Role stressors Competencies	Health Motivation Job satisfaction	Individual performance	INDIVIDUAL

The United Kingdom Armed Forces uses the Armed Forces Continuous Attitude Survey (AFCAS) as their instrument for organizational command climate. The MOD uses the Armed Forces Continuous Attitude Survey (AFCAS) to collect information on the attitudes, opinions and circumstances of serving personnel. The main report of the AFCAS includes tables of response data for all of the survey's questions and full details of the conduct and analysis of the survey.

Developing an Instrument using Human Dimension Factors for Command Climate Assessment:

This research is closing this gap by seeking a set of instrument to measure such intangible cognitive factors to complement the tangible combat readiness for units to be deployed. The research will identify and synchronize all intangible factors influencing command climate of a Malaysian Army Brigade and Battalion. This is by developing a validated and reliable instrument to measure command climate in the Malaysian Army. The outcome is designing a scoring worksheet to determine status of command climate in unit. This instrument will also take preventive measures and also corrective measures after establishing the score of an individual, unit and an organization. The *Improved Man-Machine Interfaces* research area is motivated by the fact that technology designed to enhance soldier performance often imposes both physical and cognitive stress on the soldier in ways that equipment developers do not envision. Specifically, this paper focuses on understanding the interaction between physical and cognitive stress and their effect on individual dismounted soldier and small team performance. The assessment needed to undermine the intangible human factors for this research will focus on the morale factors which will be seeking the elements of the moral component.Elements of the morale component: The Warrior Spirit, with its moral-ethical foundation, and socio-cultural awareness. The morale component strongly relates to the physical and cognitive components of the human dimension. The Army must balance all three to develop well-rounded holistically fit Soldiers for the future Modular Force. The moral component directly affects the Army's combat effectiveness. Spirit, as used in this concept, is that intangible sense of self and of purpose, which provides drive and motivation. Spirit is what an individual athlete or team possesses that somehow enables them to triumph over others in competition. The Army places great emphasis on its proud heritage of selfless service, discipline, the wear and appearance of uniforms, customs of the Service, values, and teamwork to build *esprit de corps* and cohesive teams and units. Developing the human spirit includes self-reflection and self-awareness, and individual assumption of responsibility for developing a broad concept of a meaningful life, faith, and social awareness Faith is the strong belief in what constitutes ultimate truth or value. Faith includes an allegiance to duty, a person; or often something for which there is no proof of material existence. Faith requires trust and it provides both direction and will to persist in the face of the life's challenges. One of the world's religions provides the basis for the faith of many soldiers. Though not everyone

finds faith through religion, most people develop some level of faith in a person, philosophy, an institution, or a nation. Morale is an intangible, dynamic characteristic that strengthens confidence in oneself, one's equipment, the unit, and the unit's leadership. Morale generally consists of common purpose, identity with, and a personal commitment to a unit; and confidence, enthusiasm, and persistence within a military framework. High morale is a characteristic of effective units.

The determinants of morale are both individual and group-related, reflecting their interdependence with unit cohesion and esprit de corps. The characteristics and perceived legitimacy of the mission affects morale. Mission factors become especially important in operations whose purpose, objectives, definitions of success, and duration change over time, but nothing has a greater influence on morale than perceived success in accomplishing the mission. Living conditions and rations naturally concern Soldiers. Leaders must balance efforts to provide creature comforts with maintaining fighting fitness and accomplishing the mission. The Army must continue to provide the best possible care and living conditions to the Soldier now and in the future, but never at the expense of the mission. Esprit de corps and cohesion,while less tangible than weapons systems, can prove the old axiom of the whole being greater than the sum of its parts. In a military context, cohesion is the bonding of Soldiers within their organizations—their morale, will to fight and commitment to each other, the unit, and mission accomplishment. Like morale, esprit de corps is a dynamic relationship whose strength is dependent on many factors.Unit cohesion aids commanders in establishing the environment to anchor individual morale. Unit cohesion will help to extend the reach and coverage of units. Primary cohesion has two components: horizontal, or peer bonding, and vertical, or Soldier to leader, bonding. Military group cohesion develops beyond just primary groups at four interrelated levels: peer (horizontal), leader (vertical), organizational (battalion, regiment) and institutional (Army). Building cohesive units is important today and in the future, because it contributes to building and maintaining morale and because it enhances unit performance and reduces discipline problems.There is currently no instrument to measures such intangible factors and hope to look at other armies such as from US, UK, Australia and Canada to design a set of questionnaires correlated with a scoring worksheet to determine the combat readiness of the unit. There is a need to create a validated and reliable instrument that can measure such intangibles to provide Brigade/Battalion Commanders and top management of the Army a clear and unified picture of unit combat readiness and effectiveness

Conclusion:

Command (organizational) climate has become an increasingly significant prerequisite for unit effectiveness and combat readiness as shown by US,UK, Canadian and Australian armies. A goal of every commander today is a healthy command climate and a cohesive unit. The key to a positive command climate is credibility of the commander, communication, trust, and confidence. Keeping this in mind, command climate is a state or condition existing from shared feelings and perceptions among soldiers about their unit, about their leaders, and about their unit's programs and policies. This condition is created by the commander and his chain of command from the commander's vision and leadership style, and influenced and perpetuated by their communication and their leadership.

The human dimension encompasses the moral, physical, and cognitive components of soldier, leader, and organizational development and performance essential to raise, prepare, and employ the Army in full spectrum operations. Army concepts acknowledge the soldier as the centerpiece of the Army, but none, individually or collectively, adequately addresses the human dimension of future operations. The soldier performance attribute groupings in the moral, cognitive, and physical domains provides a platform for the intangible factor needed in the human interface in man machine method. The machine is just a tool for the soldier in battlefield and the tactics is the method but overall the soldier is the platform using all his training in cognitive reasoning in making significant decisions in the battlefield whereby the machine an method is just the psychomotor aspect in assisting him meet his goals. The objectives of this study are to provide an 'audit trail' of the rise of the command climate concept in hopes of arriving at an understanding of the idea; discuss its recognition, controversial nature, purpose, application and linkage; review the awareness and acceptance problem; identify existing means of evaluating the concept; suggest ways of improving a unit's command climate; and last, make several conclusions and recommendations about command climate. It is recommended that this study be reviewed by The Malaysian Army Training Division, Army Human Resources Department and other Leadership Divisions; shared with future commanders at the Pre command Course; and considered for publication Army-wide.

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