



## **MALAYSIAN MANAGEMENT REVIEW**

is published twice a year by the Malaysian Institute of Management (Institut Pengurusan Malaysia)

### **CHIEF EXECUTIVE OFFICER**

Mr Terance Chan

### **EDITORIAL COMMITTEE**

Professor Dr. Khaliq Ahmad, FMIM

Dr Lailawati Mohd Salleh

### **EDITORIAL ASSISTANT**

Barry Mark Westerhout

### **CONTRIBUTORS**

Manuscripts and editorial correspondence relating to the regular issue of the journal should be addressed to The Chief Editor, Malaysian Management Review at the Head Office address.

I/We automatically agree to indemnify MIM against any loss, costs, expenses (including legal fees), damages and liabilities that might arise from their own incapacity, negligence, breach of contract or other civil misdeeds.

### **ADVERTISEMENT**

For details, please contact MIM Customer Service at the Head Office.

### **SUBSCRIPTION**

The journal is available online for all group and individual members of the Malaysian Institute of Management.

Subscription for four issues (two years) is RM58.00 (Peninsular Malaysia) and

RM65.00 (Sabah, Sarawak, Brunei & Singapore). Prices includes postage.

For other countries, please write in to the Head Office or e-mail to [respubl@mim.org.my](mailto:respubl@mim.org.my)

The views expressed in the articles are those of the authors and do not necessarily reflect the views of the Institute.

Copyright © 2011 Malaysian Institute of Management.

All rights reserved. No part of this publication may be reproduced in any form without prior written permission from the publisher.

### **HEAD OFFICE**

Malaysian Institute of Management

227 Jalan Ampang, 50450 Kuala Lumpur

MALAYSIA

Tel: 603-2172 5555 Fax: 603-2172 5563

E-mail: [enquiries@mim.org.my](mailto:enquiries@mim.org.my) Website: [www.mim.org.my](http://www.mim.org.my)

## CONTENTS

Editorial	iii
Evaluating Organisational Influences and Organisational Climate as Predictor of Job Stress: A Pilot Study among Bruneian IT Managers <i>Afzaal H. Seyal, Taha Afzaal</i>	1
Influence of Leadership Emotional Intelligence on Employees' Job Satisfaction in the Malaysian Public Sector <i>Lailawati Mohd Salleh, Naresh Kumar and Nur Faezah Abu Bakar</i>	17
Positioning Malaysia in Medical Tourism <i>Noor Hazilah Abd Manaf, Roslan Johari Dato' Mohd Ghazali and Kadar Marikar</i>	29
Practical Wisdom and Business Leadership <i>Shelen W H Ho</i>	47
Notes for Authors (Last updated June 2011)	63

# Editorial

## Past and Future Issues of MMR

The MMR has seen a slowdown in article contributions. The Editorial Committee is now restructuring the journal concept and would like to bring back the impetus of article contributions from researchers, practitioners and scholars.

Beginning 2012, MMR will be published biannually in June and December. Two new sections will be added: *Speeches from Malaysian Leaders* and *Management Practices*. The Editorial Committee welcomes academics and practitioners to contribute their research and thoughts on Malaysian management practices and leadership providing insightful views and suggestions for Malaysia to move forward.

All academic articles will be double-blind reviewed and practice articles be reviewed by the Editorial Committee for the *Management Practices* section. Again, we welcome your contribution to give impact to the rising need in the Malaysian Human Capital Development.

Editor

# Evaluating Organisational Influences and Organisational Climate as Predictor of Job Stress: A Pilot Study among Bruneian IT Managers

by

**Afzaal H. Seyal**

*Faculty of Business and Information Technology, Department of Computing and Information Systems,  
Institute of Technology Brunei, Brunei Darussalam*

&

**Taha Afzaal**

*Research Student, HR Department, Edith Cowan University, Perth Australia*

The study examines the role of organisational structure and organisational climate as a potential predictor of job stress among the seventy-five Information Technology (IT) managers of various Bruneian businesses including private and public organisations. The study uses the standard instrument to collect data on the six organisational variables such as role conflict, role ambiguity, role overload, centralization, formalization and organisational climate. The study results further confirm that most of the IT managers are stressed with mean of 3.67. The hierarchical regression analysis has found that “role ambiguity”, “centralization” and “formalization” are significant predictors of job stress of IT managers at work place. All other variables remain insignificant. Based upon the analysis and conclusion some recommendations were made for the relevant authorities.

*Key Words: Job stress, organisational structure, organisation climate, IT managers, Brunei Darussalam*

## 1. INTRODUCTION

Managing in today's turbulent environments has become very complicated and more challenging especially with businesses becoming more dependent on Information Technology (IT). This dependency has not only re-engineered the organisations but also put the IT managers at the fore front of the organisations. However, this dependency has put more pressure on the IT managers' task to meet the deadlines and improve their functionality leading to overall organisational productivity. Unfortunately, this work pressure of being no 1 in the business and working for organisational productivity has led to job stress among the IT managers. Karasek and Theorell (1990) divide occupations into four categories: active jobs, low-strain jobs, passive jobs, and high