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

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   Website: 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 1
   Afzaal H. Seyal, Taha Afzaal

Influence of Leadership Emotional Intelligence on Employees’ Job Satisfaction in the Malaysian Public Sector 17
   Lailawati Mohd Salleh, Naresh Kumar and Nur Faezah Abu Bakar

Positioning Malaysia in Medical Tourism 29
   Noor Hazilah Abd Manaf, Roslan Johari Dato’ Mohd Ghazali and Kadar Marikar

Practical Wisdom and Business Leadership 47
   Shelen W H Ho

Notes for Authors (Last updated June 2011) 63
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
Practical Wisdom and Business Leadership

by
Shelen W H Ho
PhD in Management (UNITAR, Malaysia), MBA (Hull, UK)
Management Consultant and Professional Trainer

Practical wisdom is perceived by many business leaders as instrumental in organizations’ success and failure. Important as it is, organizations are found to lack in wise leaders. This research examines practical wisdom in business leadership’s behaviors and decision-making in Asian SME business organizations. 15 leaders from various businesses based in Malaysia, Singapore, Indonesia and Hong Kong participated in the study.

Practical wisdom and the various enablers of practical wisdom are viewed from the perspective of business leaders in turbulent times. Surveys were done through one-to-one face-to-face consultative interviews and discussions. The survey gathered opinions on the relationship between practical wisdom and theoretical wisdom while discussions with participants covered the role of moral virtue in the wisdom landscape. Findings of the study suggest though theoretical wisdom may be advantageous in supporting decision making with facts, but it is practical wisdom which is the dominant quality of successful leaders. 10 enablers of practical wisdom seem to illuminate out of this study. Moral virtue and practical wisdom are perceived to be interdependent for business success.

1. INTRODUCTION

Guiding principles for leadership behaviour originated mostly in the personal history of leaders. This history may be constructed by education in formative years, observations in the real world of organisations, religious beliefs, upbringing by the family patriarch or matriarch, and may even be via oral traditions, superstitions or other mystical sources.

This research study is dedicated to the exploration of practical wisdom in business leadership’s behaviours and decision-making. A concise indication for the importance of wisdom in leadership has been given in the following recapitulation from Miller and Miller (2006): “What may appear to be purely business or technology decisions are really human choices that require our highest wisdom. These decisions mirror our consciousness and values. The partnership of business and human values requires a high level of wisdom in our leadership.”