

Motivating staff

It is difficult for foreigners to understand what motivates Pakistanis. In Canada, employers raise their employees salaries and give them promotions or bonuses in reward for hard work and good performance. The attitude of workers is, perform well and we will be rewarded. Pakistani employees may not work hard or perform well at the outset if they feel they are underpaid. On the other hand, they are likely to work hard if they think they are getting sufficient pay. Their attitude is, reward us and we will perform.

In the government, promotions are based solely on length of service and seniority. There is no reward for performance and no incentive to do a good job. Once in a government job, it is almost impossible to be fired. Many government employees spend their entire career putting in time. They are motivated only at a personal level. They will do something for you because you are a friend, they owe you a favour, you have paid them extra, or, if you are lucky, because you are a foreign guest in their country. Some foreigners working in government

have successfully motivated others by their own infectious enthusiasm. Unfortunately, performance levels are rarely sustained once the foreigner leaves.

Maintaining harmony

Maintaining harmony in the workplace is all-important. Learn how the relationships operate in your place of work and do your best not to upset them if they are harmonious. Keep a close eye out for tensions and conflict among staff, especially animosities between genders and ethnic groups. Some interpersonal conflicts can get very messy, especially those which have a long history. The opposing individuals are likely to have formed allegiances throughout the organization. Try not to get involved; try not to take sides; and be careful whom you confide in. If, however, the conflict affects work, you may have to step in. Conflict resolution skills will help you a great deal. There is a strong need to save face in the Pakistani culture, so look for ways to settle disputes without either side losing face. If you lose your temper, it is you who has lost face.

***Dealing with Bureaucracy* ♦ ♦ ♦**

Dealing with bureaucracies in Pakistan is frustrating, and worthy of a book in itself. There is a lot of red tape, shuffling of paper, slow decision-making, and inaccessible senior

officials. It takes lots of time and patience to get anything accomplished. Be prepared for changes, abrupt cancellations, and people failing to turn up for appointments. Imagine the