

NATIONAL CULTURE AND TEAM ROLE PREFERENCE: A CASE OF PAKISTAN

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ABSTRACT

The subject of Project Management has influenced the various fields of study including Development Sciences and Engineering Sciences. The researchers, academicians and practitioners have shown their curiosity and concerns about the challenges faced by the mainstream Project Management's Concepts and tools. A consensus has developed to build the field from its current conceptual base to more practical oriented theory. The purpose of this research was two fold, firstly; to apply the Belbin Team Role Self Perception Inventory (BTRSPI) to the teams of Pakistan (graduate students) in order to investigate about the most emerging/preferred, (primary) team roles of the graduate students who were intended to serve various national and international companies, secondly; to ascertain the relationship between the team roles and culture of country. The result of the study validated most of the findings of Belbin (1981); Fisher et al (1998) and Dulewicz (1995). It was observed that among other factors, national culture influences the team role selection. The culture theory of Hofstede (1991) and Khilji (1999) elaborated the cultural reasons for the selection of the roles of coordinator, implementer, shaper and team workers in the context of Pakistani culture. It was also deliberated in the cultural context that why there are not more "Plants" roles in the student's project teams in this country. It is very basic research aiming at drawing the attention of the academicians and practitioners to this particular topic.

Keywords : Team Role, Belbin Team roles, Culture, Pakistan.

Introduction:

During this era of change and transformation, one of the significant developments in the corporate world is transformation of the traditional organizational work in to the project based assignments. Most of the theory of project management is borrowed from other disciplines which have overshadowed this independent subject area as Leybourne (2006) stated that it is generally accepted that the management of projects draws on many areas of management theory. Söderlund (2004a, 2004b) while contributing to the debate on the future of Project management suggested that specialists and researchers may try to "build theories of project management". Whittington R et al (1999) pointed that new developmental endeavors

in UK are initiated in the shape of the programs and projects. According to the KPMG (Klynveld Peat Marwick And Goerdeler) (2002) and OPSR (Office of Public Services Reform,2003) surveys, large number of the organizations in UK are adopting the Project management practices and project management center of excellence is being created in the organizations to promote project based thinking. Traditionally taught as the sub-discipline of Engineering, Project management has become an independent subject area. In spite of all this, academically, the discipline of project management is at infancy, particularly when it is compared with other areas of management (Jugdev, 2004, p. 15). Leybourne (2006) stated that it is generally accepted that the management of projects draws on many areas of management theory. This

indicates lack of original research in the area of Project management. He further suggested that trend should shift from developing new tools and techniques of project management to the study of the project management actors or environment in which projects are breathing and operating. Morris P (1994) noticed that the conceptual theory underlying project management is being criticized on the bases of its lack of relevance to the actual practice in the real word. It was further promoted by Cicmil et al (2006) that although project management theory is growing but less has been written about the actual practice of the PM, experience of the project actors and the alternative strategies managers employ when one standard tool fails to achieve objectives. He emphasized that thinking about the actuality of the project is essential, which means how managers think while performing in the local conditions. This put a question mark on the universality of project management tools. It is therefore required that each tool should be modified according to the context in which it is being applied. It is fabulously explained by Fay and quoted by Winter et al (2006)

“There is no ‘one best map’ of a particular terrain. For any terrain there will be an indefinite number of useful maps, a function of the indefinite levels and kinds of description of the terrain itself, as well as the indefinite number of modes of representation and uses to which they can be put”.

This explains the need to develop techniques which are locally made and acceptable to the local actors and environment. One of the easiest and suitable ways of developing these techniques is to apply the already practiced model in a local environment and modify it according to the needs of the locale. There is a growing interest of the project management practitioners about the soft issues of the project management. This encompasses the human resource issues particularly team working with in the organizations. Schein (1988) argues that team work due to its interdependent behavior is considered as ‘the problem solving technique.’ He further asserts that there are evidences that work teams address increasingly complicated problems. Teams are being used as the primary strategy for effectuation of continuous improvement system in the corporate world (Kinlaw, 1992; Magjuka, 1993). Betts and Lansley (1995) in their topic-wise analysis of papers written about the Project Management discipline found that more research is being conducted on the topics of Human resource, followed by project organization, project environment, project planning, conceptual models, project information, project performance, risk management, project start-up, project procurement, and innovation. Likewise, PMBOK concentrated on ten conventional areas of project management such as project management, integration, scope, time, cost, quality, human resource, communication, risk, and procurement. Since this discipline is growing it is expected that more and more issues will be taken care of while dealing with the projects such as team work, contract, strategy, social responsibility and ethics and culture.

The Belbin Model:

The Belbin model is well recognized project management tool for human resource selection in Europe and is being practiced in FTSE-100 (Financial Times Stock Exchange) companies, large multinational companies, public sector organizations and consultants and has been interpreted in 16 different languages (Aritzeta, 2007). With the help of two tools of Self Perception Inventory (SPI) and Observers Assessment Sheet (OA) team member’s ‘natural roles’ in the team is determined. According to Belbin (1981) each team member has strengths which will be reflected in the choice of a primary role along with secondary role (Back up team role) which they might assume if some other member in the team is unable to perform the required role. The basic premise is that the strengths will balance the weaknesses of the members. In an ideal team there should be a balance of team roles which means that each of the eight roles should naturally be present and complementing each other. However the over emphasis of few roles in the team may create disaster. The choice of the primary role by the individual is affected by mix of various factors such as mental ability, current values and motivations, field constraints, experience and role learning which affect team behavior.

Belbin (1981) reflected that each team member’s primary role is the reflection of strength and two lowest scored roles are the weaknesses of the member. He advised that the member should avoid altering his weaknesses into strengths rather should focus on his strengths. The basic premise is that the strengths will balance the weaknesses of the members. In an ideal team there should be a balance of team roles which means that each of the eight roles are naturally present and complementing each other. However the over emphasis of few roles in the team may create disaster. Belbin (1981) advised that while working in teams a distinction should be made between the functional roles and team roles. Functional roles are performed when the member acts as the specialist of a particular skill and acquires certain position within the organization on this basis. Team roles concept has to do with the behaviour of the person while working in a team. He may generate novel ideas, coordinate with each other effectively, and help in reducing the conflicts due to personal ability. As a result people may have the same functional roles but vary in their natural team roles.

Belbin (1993) also indicated that team roles are required according to the progress of the project stage. According to him key stages of team activity are, need identification; Idea generation; Plan formulation; Networking/contacts; organization; follow through. The key figures at the first stage are shaper and the coordinators who have the strong goal awareness. At the stage of idea generation the plants and resource investigators are needed. Similarly at the stage of follow through there is need of implementer and completers finishers.

Along with the criticism Belbin theory has been proven to be valid by many researchers. Fisher et al (1998) have confirmed the Belbin theory and supported the model.

Fisher et al (2001) found that there is relationship between the team role and the exercise of control and thus validated the construct of this role theory. Balderson and Broderick (1996, p. 33) stated that "... the very high face validity and acceptability of the measures ... suggest that the ... team roles proposed do have some validity even if aspects of their measurement may benefit from further scrutiny". These appealing attributes of the model have led to the wide adoption of the model, and it seems that the terms, "Belbin team" and "ideal team" are synonymous (Fisher et al 1998). Senior, 1997 findings supported that link between team role balance and team performance. Despite the criticism, enough empirical work has tested this theory and generated valuable results

Culture Influence:

Influence of culture is now proven on every aspect of human and organization activity and the topic of the cultural diversity on the basis of different nationalities has gain a greater importance in the management literature. Organizations are displaying the cultural sensitivity to their subsidiaries and to the employees working in them. Thus national culture is the driving force behind the organization working (Willmott, 2000). National culture characterizes the managerial decision making, leadership style and human resource practices of the organizations functioning in it (Li et al., 2001). This is elaborated by Tayeb (1995) while explaining the linkages of Macro (national) and Micro (organizational) dyad of the society, he maintains that the macro-level institutions like educational, political and religion create an atmosphere for the micro level organization. Thus all managerial practices within the organization must reflect these national values and norms. This adopted core culture of the organization determines the behaviour of the employees (Hofstede, 1991; Tayeb, 1995). According to Siew Imm Ng et al (2006), issues of National Culture have been related to many areas of Business Management for example, Organizational Behaviour, such as Foreign Investment Decisions, Entry Mode Decisions and Research and Development decisions, more over in International Consumer Behaviour, including Consumer Innovativeness Impulsive Buying and Negotiation Behaviour. A variety in the human resource management (HRM) principles and practices is being advocated due to this 'cultural responsiveness' realisation (Wasti, 1998). Nowadays many societies are in the cultural transition. In the business world, for example, the sustainable firms must be culturally responsive. The multinational organizations have to be more cultural sensitive because they operate in very different culture than the host country. Martinez-Zarzoso (2003) also established that the countries speaking the same language traded much more than countries speaking different languages. In addition to this Wong and Lamb (1983) noted, that likeness in cultural and value systems help creating positive image of the country of origin, thus increases trade. The culture of the nation affects the human resource practices of the organization (Newman and Nollen, 1996). Value system is

affected by the socialisation process, which he/she experiences in the early part of life. This, in turn, gives shape to the core culture of the organization and determines the behaviour of the employees (Hofstede, 1991; Tayeb, 1995). Persons' early tendencies, liking and prejudices make them different while responding the external situations (Thompson and Luthans, 1990). O'Reilley and Caldwell (1985) adduced from the social learning theory, that society rewards those acts which are in accordance to its value system thus shapes their lifestyle. Consequently, it defines the modalities of the organizational culture.

In this study Belbin Team Role Model will be studied with in the cultural framework proposed by Hofstede, who is known cross-cultural researcher and social analyst. He carried out a survey of IBM employees in over 40 countries and gathered data from 116,000 questionnaires. He proposed that four dimensions namely, small vs large power distance; Individualism vs collectivism; Masculinity vs Femininity and low vs high uncertainty avoidance; can determine the culture of the country and organization. He later added the fifth dimension of the Short term and long term orientation. Pakistan has unique scores on all these dimensions such as significantly high score is assigned on uncertainty avoidance and power distance dimension. This has made Pakistan a country where individual 'needs' laws and rules for their daily activity and to perform their duties without any ambiguity and obscurity the written guideline is mandatory. In-equality is tolerated in Pakistan and power and wealth is honored. Cast and clan system is strong and every accomplishment is for to the family and clan, not for the individual him/herself.

On the basis of the Hofstede's' Pakistani cultural dimensions and Khilji's discussion over Pakistani culture the followings are hallmarks of Pakistani culture. Community and group life pattern /collectivists culture;

1. Strong dependence need/ clan system based on relationship/social circles.
2. Loyalty to the community and expectation of the same from the community.
3. Authoritarian organizations.
4. Employee involvement is minimal.
5. Creative management is minimal due to rigid rules and regulations.
6. Lack of implementation.
7. Respect for authority/high power distance.
8. Dominance of elite class/respect of 'chosen' people.
9. Hierarchical differences are learned in the early childhood and questioning the authority is prohibited.
10. There are clear formal rules, low labour turnover and more resistance to change, because people are risk averse, they are more contented of what they have and due to this inertia they don't welcome any change in the system.
11. Gender based occupational segregation.

Team working concept is being adapted in Pakistani organizations but with snail's pace. The reason of this is the culture of Pakistan where High power distance has already given the natural monopoly of decision making to those who are powerful. It can be safely argued that organizations where creativity and innovation is nurtured the best option is team work structure. Most of the employees within the organizations avoid taking any decision making responsibility. They prefer to work according to the procedures laid by the top management. However, as Khilji puts the change is being observed in Pakistani organization due to the American influence. Young graduates are inclined to the American business management styles and are trained in their universities to work in teams.

Problem Statement:

Keeping in view the culture of Pakistan which is highly collective, based on inequality and low tolerance for deviant ideas, the thesis is that most preferred roles will reflect the characteristics of the national culture of the country.

This postulate is partially supported by the previous studies on Belbin team roles. For example, Fisher and Macrosson (1995) posited that behaviour learned in the early childhood determine the managerial behaviour with in the organizations. Since the cultural norms are primarily learned from the family in the early childhood it can be hypothesized that unique national culture will also be determinant of the role preference. Arroba and Wedgwood-Oppenheim (1994) indicated that Shaper and Implementer roles occurred more among senior managers in local government than in private sectors where Plant, Team Worker occurred more frequently. Hence, there are indications of a differential attraction between team role types and broad organizational type. Shaper, Plant, Resource Investigator and Co-ordinator seem to readily fit dynamic and changing contexts. Implementer and Completer-Finisher seem better adjusted to more stable contexts. Balderson and Broderick (1996) found that the gender and occupation significantly determine the team role disposition. Shi and Tang (1997) found the link between the task environment and Belbin team roles preferences. It was observed that where the task environment is heterogeneous, and the resources are scarce the managers opt for the resource person and plant roles. On the other hand, a homogeneous, stable or munificent task environment is likely to cultivate implementer or completer roles. In the threatening environment the managers are meticulous in their choices. None of these studies have explicitly correlated national culture as factor contributing to the preference of the team roles by the team members however from these studies it can be inferred that the context such as the heterogeneity and homogeneity of tasks; stability and dynamism; gender and occupation type and early family learning affect the choice of the role within the team. On these grounds it can be safely stipulated that the National

culture of the country may influences the role choice while working in teams.

Research Methodology:

This is an exploratory research. Hence this research will initially contribute to the theory of team building and project management practices. Self administered Research surveys tool is used for the data collection purpose. The instrument used in this survey is Belbin Self Perception Inventory which is a questionnaire comprised of 56 statements taken from the e-learning portal of Northumbria University Newcastle. No change was made in the original questionnaire. Along with the questionnaire each group of students were observed by one fellow student who acted as an observer. The observer was supposed to record the observation on the observation sheet. The observer practiced the instrument prior to the study furthermore he/she will be the subjects of the previous groups who were studied earlier. Judgment sampling method was used to select the Universities and Courses. Those universities were selected which were accessible to the researcher and where the language of English and Urdu (National language of Pakistan) could be easily understood. Only those courses were selected where students frequently worked in teams.

Director studies of the universities were met who briefed the chairmen of the departments about our research. The chairmen with the consent of the class teachers made the class available to the researcher. Before the start of the group activity the students were briefed about the purpose of the research, Belbin team roles and Belbin team role self perception inventory. The students have to work in groups which were formed by the researcher on the random basis. Each group was composed of 5-8 students who have to prepare paper aero planes. The activity had two stages first was the design stage where they had to submit the drawings in fifteen minutes. Key performance indicators for this stage were the quality and quantity of aero plane designs. In the second stage groups had to actually produce the best selected design selected by the customer which is normally the class teacher. Students were instructed to produce the paper plane with minimum wastage of Paper (the resource). The purpose of this exercise was to stimulate the members in the group so that they interact with each other and assume the natural roles within the team. After this exercise students had to complete the Belbin self perception inventory questionnaire. After the collection of data, it will be analysed by using the statistical techniques. Statistical package for social science (SPSS 14). since it is basic research on this topic so it is limited to the basic statistics of percentages of roles, median, mode.

Results:

The result of our study using Belbin SPI indicates that out of eight roles the most existing and prevalent primary roles were that of implementer (Mean score of 12.35), coordinator (Mean =11.22), shaper (Mean=11.53) followed

by team workers (Mean=10.13) and completer finishers. (Mean=10.65). On the other hand the two least chosen role were Plant (Mean=7.92), Resource Investigator (Mean=8.63), Monitor evaluator (Mean=7.74). In order to restrict the students to only one primary and secondary role they were asked to choose only one preferred role in case when the scores were equal. Since the roles were explained in detail before the exercise started, the preferred role choice became easy.

Gender Statistics:

No significant gender difference was observed however in case of role of monitor evaluator, there is significant difference ($p < 0.05$) in the mean scores of males than that of females showing that males seem to be better monitor evaluator as compared to their counterparts.

Discussion:

Results of the study show that there is presence of all eight roles with in Pakistani student’s project teams. More inclination is found to the roles of Implementer, coordinator, shaper, and team worker these results can be compared to the study of Fisher (1998) that, by using Belbin’s model discovered that a considerable number of managers in UK preferred team roles of coordinators and resource investigators. In the present study it was found that resource investigator is least preferred role and the roles of implementer, coordinator and shaper are the most preferred roles. The role of coordinator however is preferred in both of these studies.

Fisher and Macrosson (1995) found a positive correlation between the role of Chairman/coordinator and FES (family environment scale) cohesion dimension. Since the

Table 1: Team Roles Score

Roles	Roles Description	n	No. of Students	Min. Score	Max. Score	Mean	Std. Deviation
Implementer/CW	Conservative, controlled, Disciplined, efficient, inflexible, methodical, sincere, stable and systematic.	102	27	4	24	12.35	5.168
Coordinator	Dominant, trusting, extrovert, mature, positive, self-controlled, Self-disciplined and stable.	102	18	2	21	11.22	3.589
Shaper	Abrasive, anxious, arrogant, competitive, dominant, emotional, extrovert, impatient, impulsive, Outgoing and self-confident.	102	18	5	23	11.53	3.746
Plant	Dominant, imaginative, introvert, original, Radical-minded, trustful & uninhibited.	100	6	2	19	7.92	3.700
Resource Investigator	Diplomatic, dominant, enthusiastic, extrovert, flexible, inquisitive, optimistic, persuasive, positive, relaxed, social and stable.	102	7	2	17	8.63	3.590
Monitor Evaluator	Dependable, fair-minded, introverts, low drive, open to change, serious, stable and un-ambitious.	102	6	2	21	7.74	3.339
Team worker	Extrovert, likeable, loyal, stable, submissive, supportive, Unassertive, and uncompetitive.	102	13	2	22	10.13	3.738
Completer Finisher	Anxious, conscientious, introvert, self-controlled, Self-disciplined, submissive and worrisome.	102	7	2	19	10.65	2.934

coordinator clarifies the goals, promotes decision making and gives direction to achieve the objectives his role is like the father in the family. Who give support and extends help when family needs it. Cohesiveness in the family is the most pivotal trait in the family. As mentioned in the literature review Pakistan is highly collectivist society where pleasure is derived from the group achievement and this collectivism leads to the paternalistic society. Saving family honour and contributing to its prestige precedes the

educated in the foreign education system wants to change the norms under western influence. Augmented by the American influence on the education and management style of Pakistani organizations this dimension seems to be truer for the masculinity. American management and education fosters individuality and make the manager an achiever and stresses on the success. This kind of management is being accepted and demanded by the young professionals in Pakistan. In Pakistan there is gender

Table 2: Gender and Team Roles

Team roles	Gender	Never	Mean	Std. Deviation	t	Df	p-value
Implementer	Female	47	12.66	4.733	-0.55894	100	0.577452
	Male	55	12.09	5.542			
Coordinator	Female	47	11.53	3.355	-0.8291	100	0.409025
	Male	55	10.95	3.788			
Shaper	Female	47	11.32	3.760	0.522125	98	0.602762
	Male	55	11.71	3.760			
Plant	Female	47	7.85	3.694	0.179328	96	0.858058
	Male	53	7.98	3.739			
Recourse Investigator	Female	47	8.62	3.814	0.026758	93	0.97871
	Male	55	8.64	3.423			
Monitor Evaluator	Female	47	6.87	2.894	2.512609	100	0.013583
	Male	55	8.47	3.537			
Team worker	Female	47	10.62	3.221	-1.24926	99	0.214516
	Male	55	9.71	4.113			
Completer Finisher	Female	47	10.70	3.148	-0.17264	92	0.863316
	Male	55	10.60	2.766			

rational norms and supporting the family through thick and thin is the primary duty. Furthermore Pakistani culture is influenced by the Indian cultural norms as well and from the literature we also got the support that in the Indian culture family is the basic social and economic unit. All activities revolve around the family, which are based on the loyalty and mutual obligations. Group conformity has greater value than observance of the rules. In-group members are bound to safeguard the interests of each other. This cultural norm which are inculcated in the children at the very early age, can explain the high score of the coordinator role in Pakistani student teams.

Implementer is the person who changes the ideas into the practical work. Plans the activities and design the procedures to achieve the target objectives. Implementers are conservative, controlled, disciplined, efficient, inflexible, methodical, sincere, stable and systematic. Fisher and Macrosson (1995) correlated this role with the achievement orientation of FES score. The family environment of implementer is characterised by the competitiveness and discipline. This is supported by the Hofstede’s Masculine and feminine score of 50 which is medium score in this dimension. As mentioned in the literature review Pakistan is passing through an era of cultural transition. On one hand society wants to retain the core cultural values which were created in centuries and on the other hand the younger generation who is being

discrimination for particular occupations, they believe that the prime duty of women is to nurture the children and take care of the household. Although face saving and keeping a good relationship with others is feminine characteristic but this is characteristic is still dominant in various organizations, however it is observed that the virtue of assertiveness is also evident in the private sector organizations where the young managers are more confident and task precedes over relationship. Khilji (2004), while finding the generational differences in HR satisfaction, found that the younger group of employees are well aware of the modern developments in the management and the primary cause of their dissatisfaction is the traditional culture in the organization. Most importantly as cited in the discussion of Islamic influence on the culture of Pakistan, the religion of Islam stresses that work is obligatory and courage to achieve the goal is a source of success. Shaper is correlated with the dimension of achievement orientation and conflict dimension of FES (Fisher and Macrosson, 1995). Where by the manager exerts to achieve the objects some times without caring much of the feelings of the subordinates. As discussed earlier Pakistani young managers and students are heavily exposed to the foreign case studies, books and management systems thus they are in favour of bringing the change in the traditional style by introducing the

American characteristics of individuality, highest level of commitment and task precede the relationship.

Fisher et al (2000) classified the role of coordinator and shaper as the low control wanted and high control expressed roles. In our study high scores of both of these roles can be justified on the grounds of the Hofstede's dimension of Power distance. As mentioned earlier Pakistan scored fairly high on this dimension which means that respect for power and authority is considered as normal in this society. Person is respected on the basis of the title, status and material possessions. Decisions are made by the top management and criticisms against those decisions are not appreciated. These cultural traits naturally instigate a considerable number of young students to grab the power by becoming authoritative managers. This might be the reason that in Pakistan most sought for jobs is still Public service jobs whereby they can enjoy unlimited powers and respect within the society. Interestingly the role of the team worker correlates with the FES dimension of cohesiveness similar to the role of coordinator (Fisher and Macrosson, 1995). As explained earlier that Pakistani society is highly collectivist society and family commitment, cohesion and support are the major family norms. Early age learning of the importance of group conformity, priority of face saving of the group member than the task performance make individuals better team members. The traits of loyalty, submissiveness and support to each other get nourishment in this type of culture.

In our study other preferred role was completer finisher. According to Fisher and Macrosson (1995) the family environment which nurtures this role has clear structure in the family and more emphasis is given to the ethics and religion. As cited in the literature review in Pakistan females are supposed to take care of the kids and other family members and in most of the cases their interaction to the external world is not appreciated. Male is responsible for the economic wellbeing of the family and the elders in the family are respected. Elders in the family have considerable influence over most of the decisions of the family. Creation of Pakistan is on the basis of Islamic ideology and Islam has advised individuals in every walk of life. This influence has inculcated the sense of self reliance and dedication to work. Islam emphasizes on the loyalty to self, family and employers. Muslims while working in the organizations should be responsible, sincere to the superiors and organization, disciplined and diligent. This justifies the preference of completer finisher role in our teams.

Two least preferred roles were of Plant and Monitor evaluator. Interestingly both of these roles show gender discrimination in the study of Balderson & Broderick (1996) these intellectual roles are preferred by women. In our study however women correlated significantly with the monitor evaluator role. The reason can be because women are not very much involved in the daily work outside the house they can become the idea generators or problem analysers while sitting at their home. Same is applicable while working in the team. In most of the cases students

admitted that most of the survey work in the study programme is done by the male members and the female group members like the report writing part of the research which is essentially based on the analysis of the situation. Fisher and Macrosson (1995) expressed that monitor evaluators family has the characteristics of active discouragement to behave openly and express their feelings directly. It also signifies lack of participation in social and recreational activities, repression of feelings and social isolation are the right words to express the family environment. True is with the Pakistani culture where women are treated like this. Pakistan has fairly high score on the high uncertainty avoidance dimension which means members of the society feel comfortable with already framed rules and laws. They don't welcome change because they feel comfortable with the practices which they had followed for centuries. This type of environment is not favourable for the creative minds. As described that Plants family environment is undisturbed by the competitive pressures exerted by the internal or external elements. The plants qualities can nurture when they based on the self interest, not the competitive pressures. As mentioned earlier, in Pakistan the family environment encourages positive competition.

Conclusion:

This research explored the role choice of those graduate students of the universities who are going to start their professional lives in the; according to our findings they prefer the roles of Implementer, coordinator, shaper and team workers. The preference of above mentioned roles can be easily understood by understanding the culture of the country. It is argued that country where cohesiveness and family support is important characteristic of family life the role of the team worker and coordinator is likely to emerge. A country where the religious teaching as well as the modern influence of becoming high achievers, stress on the importance of work and loyalty to the objectives of life, are proponent factors then the role of implementer is likely to ascend. It is worth mentioning that according to the Islamic teachings work is mandatory and self-reliance is a source of success, loyalty does not limit individual to self or family rather it is expected that individual ought to be loyal to the superiors in the organization. Trustworthiness, responsibility, sincerity, discipline, dedication, diligence, cleanliness, co-operation, good conduct, gratefulness and moderation are the attributes of this Islam. The enigma of Pakistani society is that the teachings of Islam were not understood in letter and spirit. The impact of the religion therefore is marginalized in this country which was parted from India on the ground of difference of religion and Islamic ideology.

From the results it is concluded that young graduates in Pakistan are trained to be the good team members, who are having the qualities of good chairman and have the sense of getting the work done efficiently and effectively. They are trained to thrive on pressure; they like challenges and have the courage to overcome the difficulties while

working in the real world. Coupled with this they are humble, mild and submissive. This research provides a valuable insight for the academicians. The current trend of the role preference exhibits that students have less inclination to the creative aspects of the work input. Although the high score of uncertainty avoidance explain this but it is recommended that a study should be designed to find whether the present curricula and teaching input is cause of this lack of creativity among the students.

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