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## The Impact of Pak and China Cultural on Project Performance in CPEC with the Moderating role of Managerial Application: A Case Study from Pakistan

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**Abstract:** In this research, the impact of infrastructure improvement as a result of the China-Pakistan Economic Corridor (CPEC) initiative on the well-being and quality of life (QOL) of residents has been studied. Project Managers have multidimensional responsibilities that ominously have impact of the performance of the Project. This study has been conducted to judge the impact of Cultural differences on the Performance of project especially in Pakistan and Chinese contexts through moderating role of Managerial actions. The data were collected from 103 respondents, who are employees of Multinational Telecom Vendors/operators. This study provides a new thought to researchers to further explore the impact of Pakistani and Chinese Cultural differences on Project performance. Furthermore, the results also give the local community perceptions of the CPEC initiative; hence the officials of the province can use the findings of this study to create prospective approaches based on the local community perceptions toward better exploitation of CPEC as an opportunity.

**Key words:** Project Performances; Pakistan-China Cultural differences; Managerial Applications.

### Introduction:

In this article we shall imperially investigate the impact of Chinese and Pakistan cultural diversity on project performance with the moderating role of managerial actions, as the culture can be explained as the individual's larger group of collective programming of mind. According to (Noor et al., 2008) that China Pak Economic Corridor is one of the best examples of partnerships. The cultures diversity has significant impact on the project performance. While in the organizations the creative organizational culture has creative role. As China is increasing business in Pakistan and rich cultural values of Chinese and highly text, here the Chinese and Pakistani culture diversity is being studied. Operating In south Asian countries, the Chinese companies like ZTE and Huawei etc. are paying extraordinary attention towards HR practices. Pakistan will become strong economically through implementation of China-Pakistan Economic Corridor plan (Iqbal and Anwar, 2015).

Pakistan has a collectivist society, while the China can be termed as a highly context culture which needs to be intensely comprehended. Therefore, understanding the Chinese culture and

exhaustive study is required to work together with Chinese professionals. For such studies there is also opposite element in the mostly cultured studies being conducted in US etc. The researchers in the context of Chinese have a special importance as most of their studies are commonly not globally applicable, while sometimes shows different results in the context of Chinese. In the Sino-Pak projects organizations, the professionals engaged in consumption needs to extremely understand this cultural diversity. By keenly observing the difference of culture and enhance their learning from the social environment, they can better manage.

They will be able to manage the teams in the most effective manner and positive results will be obtained via professionally incorporated the teams and good governance resulted by this behavioral control, if the managers are aware of the effective communication with teams and cultural matters.

In addition, overall learning is improved by joint positive working and the team's agreement to minimize the communication gap the positive contribution from each team member will contribute and positive results are ensured by this partnership.

It is revealed by Wiewiora et al. 2013 that among members of diverse teams and being an Islamic country, some cultural ethics have positive impact on knowledge sharing, in organizations most of the staff serving are Muslims, to improve the performance Islamic work ethics will also play moderating role khan et al. 2015. In Pakistan Chinas have numerous mega projects like CPEC and many others that will be implemented in coming future by China, while the China has potential to globally take over the economy of American in next few years. China has always been the most supportive and trustable friend of Pakistan since 1951, and this Sino Pak friendship has been passed through the tough times and numerous difficulties.

Advancement in technological grounds, the development in defense sector, building of infrastructure, telecom sector progression and many others economic developments were only possible with the social, financial, and economic assistance of the republic of China's people.

In Pakistan, recent past, numbers of mega projects have been successfully implemented by the Chinese companies, which were the mutual understanding and teamwork. Recently, both states heads meeting, many mega projects contracts were signed especially for power generation which including the 660 MW Sahiwal coal fired power project, 660MW Muzaffargarh coal fired power project, 330 MW Thar coal-fired Plant ,99 MW UEP Power Project and 900 MW Quad-e-Azam Solar Power Project, Hydro Power Project at Suki-Kinari projects .most importantly, Pak China have recently agreed for implementation of the CPEC (China-Pakistan Economic Corridor) Projects, Which can be explained as the integration of economic regional away from the geographical direction; it represents the macroeconomic coordination and domestic institutional arrangements between Pakistan and China . The CPEC is the network of 3,000 KM Roads, from Gawadar to Kashgar City pipelines and railways for transportation of gas and oil, Northwestern China. We may wait for that many Chinas based companies / organizations will be broadly operating in Pakistan and it will be rather suitable to study the success factors and managerial actions in the context of Pakistani -Chinese culture by implementing of above-mentioned Mega Projects.

The "Guan Xi" (mutual understanding and Relationship building) perception of Chine's culture also supports to understand each other to perform the better output by minimizing the conflicts and maximizing the stakeholder's satisfaction.

### **Objectives of the study:**

1. To find out the impact of cultures differences on managerial actions.
2. To find out the impact of Pakistani and Chinese diversified teams for learning and Project performance.
3. To find out the impact of Pak China cultures on project performance with the moderating role of managerial actions.

## **Literature Review**

### **Diversity**

With respect to the geographical point of view, there will be affect by geo chemically between the Pakistan and China relationships, in 1982, initially; a massive Karakorum highway was developed between two countries, to link the Kashagr of China with capitol of Pakistan Islamabad (Ali., 2015). Thus, it is suitable to include China Pakistan Economic Corridor as the example of these type of efforts of both the governments, as both governments were working on this concept since considerable amount of time of almost two decades. (Jilani., 2017).

Diversity is a thing that is adopted by the today's organizations which are adopting it as well as accepting it in the workplace as a very important business tool. The main reason for this because businesses are now progressively beginning to recognize that to achieve the better results their potential should increase when people prospective includes from different level of the organizations and they are also from diverse background, including in the decision-making process Jayne (2004).

### **Project performance**

It seems not feasible to define the typical project performance factors but it's the matter of what dimensions represent the project success but generally it can be communication, coordination, stakeholders, objectives, cost, budget, final product, acceptance, environment, and risks etc. DG Githens (2011) and some other factors may also be included to represent the project performance like Timely completion, PM's competencies and focus, strategic benefits and Top management's commitment etc. J Ram (2013).

Although each cultures have its specific values about Managerial actions and diversity, patterns and norms but people believe to important and valuable about some common basic values that are generally taken as common benchmarks for example mental and physical health, longevity and preservation of the natural environment and subjective well-being. Culture that obeys and respects for these values can be said to be successful, although no culture be said to be a perfect one. When people interact with each other from different cultures or they are involved in some activity where they have to do work with together, and then they all have some very general and common objectives and goals (M Carpenter 2005).

If we talk about the religious than even some ethics of religious also have significant influence on employees work nature, attitude of values and norms that have very important impact on the behavior and attitude of people, although employees work approach some time affected by their cultural values and even some time religious ethics Like some cultures believe in faithfulness honesty and harmony among the people and some norm of culture promote to adopting and learning diversity and such a way some practice develop the trust among the teams of people, which creates overall harmony and overall better employee commitment towards achievement of objectives (Murlis et al 2007). There is a lot of work to be done to understand the cultures matters and social economic matters, although there has been lot of work about understanding and managing about the diversified teams. Even still we have the challenges between business and environment. It is indicated by the Christina et al. (2008) in their study that there is variety of characteristics in teams when they as diversified teams in many different projects and even at senior management level, diversity have its impact.

To be extra ordinarily capable of understanding the norms and cultures as diversity is a comparatively complicated factor, therefore managing diversified teams requires managers Hypothesis-1 H1: Diversity of cultures has impact on managerial actions.

Managerial actions contribute to the understanding of project performance of culture is necessary success factor for the better management and communication. To better adjust in the diversified teams, cultural awareness supports the employees and managers who have the good knowledge about cultures can better contribute to the project success (Turner et al. 2005). Sometimes

managers understanding about culture related with the objectives. By accepting the cultural values and from side-to-side conduction of interaction of cross culture and understanding the activities, team members affiliation could be improved by managers into their organization by a set of interactive action.

Favorable jobs environment can be created by such understanding of other cultures, which may have the positive influence on satisfaction of employees (Vianen 2009). Similarly, if HR practices are also associated to understand the diversity than such better HR practices can help to the better utilize the teams which are diversified? Employees have much more expectations to their leaders and helpfulness of their leadership has an influence on innovations that is why it will be good opportunity for local employees to learn from experts. In addition, project management performance affects the performance of project, as managerial actions are reflected in the HR practices also than human resources or workers behavior will be improved towards duties. Managerial traits and actions have significant impact on the success of project. Hypothesis-2 H2: Managerial action has positive and significant impact on project performance.

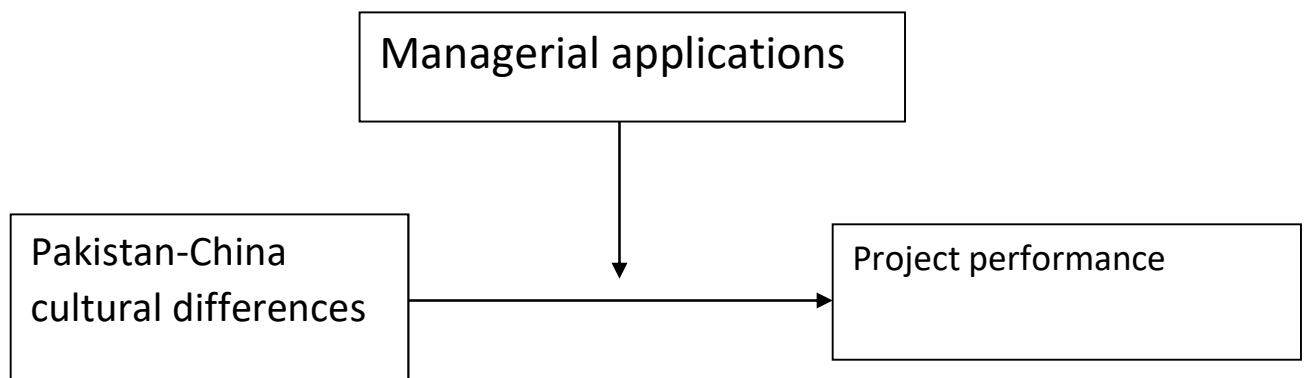
In various countries, cultural diversity contributes towards to success via managerial actions by operating in Multinational companies, they try to adopt the respect for norms and values and also local ways to better adjust their 52 and in the same way in Pakistan Chinese project-based companies that give much weightage to the cultural values.

It is believed by Chinese that there will be low efficiency and vice versa in case of lack of synchronization and at any level of employees, diversity can be taught and learnt while diversity can moderate the performance of project, therefore, “GuanXi” (relationship building) approach to have informal relations with the project stakeholders and team members.

The “Guanxi” approach which tells that there is a belief that better rationing can be additive to success and even in China, some traditions of Chinese are now also being converted from only towards professional from practical and business practices/actions and they also have started HR system and approaches to modern ones, they also have started Transformation of the traditional (G Mohan et al 2014).

Hypothesis-3 H3: Pak-China Cultural diversity positively impacts on Projects performance with the moderating role of better and enhanced Managerial actions.

National Telecom Vendors, 01 China Based Multi-National Telecom Operator and 01 is the organization, which has awarded their contracts to Chinese Companies for execution. 75% respondents are Managers or above level officers, 77% Males and 33% Females, more than 98% respondents are graduates or above, 85% Pakistani and 15% Chinese Nationals. 55% of respondent’s age is between 26 to 40 Years, 22% from 40 to 50 years and 2% Above 50 years. Regarding the professional experience of respondents, 11% have professional experience of less than 3 years, 18% have 4~5 Years’ experience, 42% have 6~10 Years and 29% have experience of more than 10 years.



**Hypothesis**

H1: Diversity of cultures has impact on managerial actions.

H2: Managerial action has positive and significant impact on project performance.

H: 3 Pak-China Cultural diversity positively impacts on Projects performance with the moderating role of better and enhanced Managerial actions.

## Methodology

### Instrument

By adopting the questionnaire from the Article by Kuen et al. and Shahzad Naeem, Kamran Butt and Benish Khanzada (2018), this study was conducted. The questionnaire had 36 items with the lickert's scale, to measure the culture 8 items were used, 17 for the managerial actions and for project performance 11 items were used. The data was collected in December – January 2018-2019 based on cross sectional. Questionnaire was sent to some respondents through email, but the response rate was extra ordinarily low. Sampling instrument was also given to some Chinese project managers, officers, and workers from different companies in Islamabad and the response was taken from them was mutual discussion.

### Population and Sample

Primarily this study was conducted within the organizations which are project based and are operating in Pakistan the population which was selected initially consisted of four Mega telecom vendors / operators. Convenience sampling method was adopted in this study due to the limitation of time period. The data was collected from 210 Pak China telecom professionals serving in 04 Telecom companies, with response rate of percent.

There are 2 organizations were based on Multi national's telecom vendors out of 4 organizations, 1 organization has awarded their contracts for execution to Chinese, while 1 was China based Multinational telecom Operators. 75% respondents are Managers or above level officers and workers, 77% Males and 33% Females, more than 98% respondents are graduates or above, 85% Pakistani and 15% Chinese Nationals. 55% of respondent's age is between 26 to 40 Years, 22% from 40 to 50 years and 2% Above 50 years. Regarding the professional experience of respondents, 11% have professional experience of less than 3 years, 18% have 4~5 Years' experience, 42% have 6~10 Years and 29% have experience of more than 10 years.

## Results and Discussion

### Reliability Analysis:

In this analysis Charonbach's Alpha is the accurate measure of reliability scale or analysis (Field et al. 2005). The value of alpha must be greater than 0.6 which an acceptable range is. (Van Zyl, Nerdecker & Nel, 2000).

Variables	Cronbach's Alpha
Pak China Culture	0.746
Managerial applications	0.731
Project performance	0.870

*Cronbach's alpha at  $0.9 \leq \alpha$  is Excellent, at  $0.8 \leq \alpha < 0.9$  is Good at  $0.7 \leq \alpha < 0.8$  is Acceptable, at  $0.6 \leq \alpha < 0.7$  is Questionable, at  $0.5 \leq \alpha < 0.6$  is Poor, at  $\alpha < 0.5$  is Unacceptable.*

### Correlation Matrix:

	Mean	Std. Deviation	PRM	PRA	MCR	PME	PS
PPC	4.0030	.91334	1				
MA	3.9848	.63934	.632	1			



PP	4.1291	.88294	.698**	.634	1		
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

THE VALUE OF N=110

**Correlation Analysis:**

Correlation measures the relationship between the variables. It is the representation of strength and weakness between the two variables. For determination of relationship between two variables Pearson Product Moment is used.

Here are the correlation ranges.

- 0.0 - 0.4 (Weak Correlation)
- 0.4 – 0.6 (Moderate Correlation)
- 0.6 – 0.8 (High Correlation)
- More than 8 (multi-Collinearity)

Calculated values are between positive one +1 and the negative one -1. When the value is closed to +1, it indicates that the positive relationship exists. If it is closer to -1 then negative relationship exists between the variables.

Table 1 shows the Means, Standard Deviations, and correlations among the variables while regression analysis to analyze the impact of Pak China culture on project performances with the moderating role managerial actions. In this study Baron & Kenny’s (1986) Method was used to test the Step- Wise Moderation Analysis. Results shows that cultural has significant impact on managerial actions and managers by adopting such actions they may sort out the cultural diversity issues and even they can mold it into productive and positive approaches which supports our hypothesis 1. It is also supported by the findings of the past studies which confirm the impact of diversity on the manager’s actions and the ways of managing things.

Clearly, simply understanding of the matters may result in the better solution and handling the issues. Therefore, the results support the hypothesis 2 that. Managerial actions have positive and significant impact on project performance.

**REGRESSION ANALYSIS:**

Regression analysis measures that how much independent variable is positively & significantly linked with dependent variable. In regression when we are aware how all the three variables used in this research are linked with dependent variable, after that we can easily get the information about independent variables.

Predictor	Project Performance (DV)			
	B	R <sup>2</sup>	ΔR <sup>2</sup>	Sig.
<b>Step I:</b>				
PCCMA	.128***	.117	.399	.399
<b>Step II:</b>				
PCCXMA				-.287***
0.000			.667	.268

Note: N=110 \*\*\*= p<0.001, \*\*=p<0.01, \*=p<0.05

In table 2 and hence in the hypothesis 3 Pak-China Cultural diversity positively impacts on Projects performance with the moderating role of better and enhanced Managerial actions is rejected.

Form these results, the seniors level officers, project managers, workers from sample were contacted to discuss the and they have recommended that it might be due to a various factors i.e. Pakistani perception about the Chinese companies and Chinese product, highly complexity of the culture of Chinese, highly collectivistic cultural traits of Pakistan, inadequate salaries and trimming benefits as compare to the other Multinational companies, the low cost strategy of Chinese organizations, the overall image and popularity of government and political leaders impact on business, Peoples variety of conceptions and about expectations about CPEC projects, role of media in creating the image of upcoming mega projects and our industry and political leaders statements about the mega projects of future .

**Summary of Results:**

No. Hypothesis Statement Results		
H1	Diversity of cultures has impact on managerial actions.	Accepted
H2	Managerial action has positive and significant impact on project performance.	Accepted
H3	Pak-China Cultural diversity positively impacts on Projects performance with the moderating role of better and enhanced Managerial actions.	Rejected

**Discussion**

The outcomes of this study have some management repercussions, the Cultural Diversity and its impacts on Managerial actions cannot be divorced because Managers have to be attentive about the diversity and the matters related to diversity. Managers need to mold the diversity features into productive practices to create harmony and cooperation amongst their teams. This study hereby confirms the positive impact of diversity amongst the team members which results in mutual harmony and learning’s and confirms the studies by Tachia (2018). This study indorses that Managers may understand the diversity to better manage their teams and be aware of their employee’s behaviors etc. The better understanding of employees can result in their better management and performance WD Davis (2005). Furthermore, manager’s performance collectively impacts the project success, so the organizations have started spending huge amounts in training and development of their staff to overcome the cultural diversity and teams’ management issues. Regarding the least impact of Pakistani and Chinese Cultural Diversity on the Project Success, we discussed the results with few senior Management Level officers and Managers and tried to sort out the factors which can support this concept. The feedback from concerned managers and officers was interesting because they have indicated numerous factors which have resulted in a specific Mind-set of our people and may be these are the reasons behind the low or less impact of diversity on project success. In Pakistan, majority of people have a concept of Chinese Low-cost strategy throughout in their companies’ operations and the same is adopted for their HR policies, employees when not paid adequately, do not sometimes do not even care whether they are serving with Pakistani or Chinese Bosses. Even, our media has also created a strange impression of upcoming mega projects especially they are trying to create a sort of controversy about CPEC so this cultural diversity may have unclear impacts of the projects.

Limitations

**Population and sampling**

Due to limitation of time, only few Chinese Project based organizations were selected for collecting data about this study. At present, numerous Chinese companies are operating in Pakistan and the results could be more accurate and comprehensive, if the large population was targeted. The date was collected from only 103 respondents which may not be true representative of thousands of officers and managers serving in such project-based organizations, so in future if such study is conducted, the sample size would be larger. Limitation of time and lack of funds for study resulted in convenience sampling and it is recommended that future studies would be conducted with some more reliable and authentic sampling method.

### Data collection

Cross sectional data were collected as the total time period available was around two months for Questionnaire finalization, Testing and Data collection. Hence, the results can be more appropriate if data is collected on time lapse basis.

### Research model

The simple research model with only one iv and one moderator and one dv was studied, it is recommended that the researchers may study more variables in future about affecting the project performance.

### Conclusion

As China has the potential to dominate the global economies in coming few years and even in Pakistan the Pakistani and Chinese collaborations for mega projects implementation has an historic track record. For upcoming Energy and infrastructure gigantic projects, understanding the cultural differences and traits of diversified work force is mandatory for Managers and an emerging challenge for the organizations. Although, this study has not proved or could not collect significant evidence of Pak-China Cultural difference massive impact on the project performance, but it's suggested that there is so much yet to be explored due to high complexity of Pakistani and Chinese Culture, their rich values and traditions, the popular hospitality of Pakistanis and slow and steady invasion of Chinese in the Global economies.

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