



Diversity Concerns between China and Pakistan and its Impact on CPEC Success and Sustainability

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Abstract

This study focuses on the concerns of diversity between China and Pakistan and issue which might be impact on the CPEC sustainability and success due to these diversities. As far as the concerns for the diversity among both nations this study focuses particularly on political diversity, socio-cultural diversity and economic diversity. Many researchers and scholars finding way out towards these diversity challenges; this study helps in finding solution for the diversity problem to cater it well before time. This study also helps the way to converge the Diversity where the situation is feasible for both nations. This is review based study which proposes an integrated model with the help of inductive reasoning. The suggested theory of the study states that if the diversity concerns among both countries reduce or eliminate or converge in one place; it leads to CPEC success and sustainability. This is a partial work which will be empirically tested in next study with the help of quantitative survey, data analysis and findings. This study primarily focuses on these research objectives: 1. To highlight and review the diversity between two societies; China and Pakistan. 2. To suggest the way forward in resolution to the expected diversity issues between both nationals and provide the way towards sustainability and success of CPEC project. 3. To determine the feasible solutions towards the convergence of culture and diversity to both countries. Practical implication of this paper will be served as an eye-opening issue for strategic decision making of CPEC to converge two different country's diversity in one place for optimization and project success.

Keywords: CPEC, OBOR, China and Pakistan, CPEC success and sustainability, diversity concerns, political diversity, economic diversity, socio-culture diversity.

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Introduction

Diverse workforce is depending on how well strategically an organization managed the effectiveness. Diversity issue is very common in dynamic organization. Organizations are findings way out to converge the diversity concerns and create inclusion for successful outcomes. Diversity and inclusion management is based on some dimensions which are differing from people to people and country to country. Therefore, it is challenging task to make strategy for inclusion and diversity management. Similarly, understanding the nature of China and Pakistan diversity concern with respect to CPEC success and sustainability is a strategic decision. Pakistan has a diverse nature of heritage, religion and other diversity, which may hinder in CPEC implementation. CPEC is game-changer project for the economy of Pakistan, but due to diverse nature of workforce it may not be successfully implemented. The diversities and ideology of both nations is not similar, and it is challenging role for manager to converge it in one place. The aim of this study is to explore the diversity concerns and challenges.

CPEC:

The China-Pakistan Economic Corridor (CPEC) is a mega project under a part of One Belt One Road (OBOR) chain of projects which was started in March 2015 by China's National Development and Reform Committee (NDRC) through President XI Jinping. It has a development strategy in which the objective is to connect East and West Asia and Europe (Markey and West, 2016).

The OBOR comprises on six most significant economic corridors; namely China-Magnolia-Russia: New Eurasia Land Bridge; China-Central Asia-West Asia; Indochina Peninsular; China-Pakistan Economic Corridor (CPEC); and Bangladesh-India-China-Myanmar (BICM) (Source: The State Council; the People's Republic of China).

Alvin Cheng-Hin Lim (2016) reveals in his study that CPEC is the commitment by Chinese for the investment of U.S. \$46 billion to create the linkage between Kashgar (western China) with Gwadar port (Arabian Sea) by means of road and rail network in western, central and eastern routes from Gwadar. The project holds an aims to develop the connectivity across Pakistan through roads, pipeline, highways and railway link. Projects include energy, port, industrial parks, economic zone, and pipelines, Umair Jilani (2017). The CPEC is mutual benefited project by Pakistan and China to increase and strengthen the investment, economic stability and trade recreation. The estimated time of project is 15 years which will be completing in three phases (Anilesh S., 2015).

China-Pakistan Economic Corridor is a regional connectivity framework. It is the regional connectivity between two countries by way of road and rail network. These regional enhancements give an opportunity to exchange people's knowledge, growth, culture, business and cooperative integration by means win-win situation for China-Pakistan. On the other side, CPEC will not only benefited China and Pakistan but also other countries and regions like, Afghanistan, India, Iran and central Asia. Potential area of CPEC project towards regional collaboration includes; transportations, road and railway networks, energy flows, commerce, trade and logistics, peace, integration and harmony in the region.

Umair Jilani (2017) highlighted while going through the analysis on CPEC, it has been found that CPEC produce 2.0% increase in GDP growth. CPEC, the mega project, which brings opportunity for Pakistan to become regional hub for business, trade and commerce activities which ultimately bring peace and future advancement for growth of economy to Pakistan as well to China.

Diversity:

Term diversity refers to the state of being diverse and the degree of the range of differences. This study focuses on three category of diversity in the CPEC context:

- a. Political Diversity
- b. Socio-Culture Diversity
- c. Economic Diversity

Political Diversity:

Countries holding some participatory process and governing is called political diversity. The political system and philosophy of one country is may be difference from other region and country by holding and by adopting constituents' voice, by incorporating their charters' policy and economic progress. In short, the political divert vary country to country.

The political Diversity between china and Pakistan may also be impact on success of CPEC. Pakistan political system is based on Islamic ideology known as Islamic Republic of Pakistan, while China political system based on communism known as People's Republic of China. In Pakistan there are several internal political parties while in china there are few under Communist Party of China (CPC). Pakistan has a Parliamentary system while China has President Systems. So this study focuses on how it could be converging in one place.

Furthermore; E. Hussain (2017), reveals CPEC is facing the political rivalry from domestic political parties of Pakistan within the provinces and central government as well as the other regional political diversity. CPEC has also threat from the Pakistan political instability conditions and history of elections and democracy which were not good. One of the external concerns facing by the CPEC is Indian government issues which are created on the bases of Indian Ocean and Gilgit-Kashmir Dispute.

Socio-Culture Diversity:

The socio-cultural diversity includes the social and cultural aspects of society and country. Cultural aspects are norms, values, beliefs, languages, religions, customs and attitudes while social aspects are social groups, social class, role and status within the society.

As far as Pakistan and China Socio-Culture comparison and diversity has concerns, the Pakistan has believed on ISLAMIC values which 97% of total population while religion in China is broadly based on atheism and Buddhism. Pakistani society largely depended on joint family systems. Broadly accepted language in Pakistan is Urdu while in china Chinese or Mandarin. Dependency Ratio in Pakistan is 65.3% while in China 37.7%. Ethic group in China are 56 while in Pakistan are 06. (*Source: CIA Factbook*). These are some socio-cultural diversity between China and Pakistan.

With these diversities, the issues may arise over the time if these are not encounter proactively (Jain, R., 2018). For this the mutual efforts had been taken by Pakistan National Council of the Arts (PNCA) on Sunday, 25th February 2018 to arrange the Cultural Caravan festival which promotes the culture of both nations and the cultural expressions showed around the Silk Route/CPEC. To promoting this event, the mutual understanding at people-to-people level and heart-to-heart relationship create the bridge to convergence of both nations diversity (Kousar, S. et al., 2018). Protection and timely mutual understanding of both nations is the need of time to avoid any probable issues and conflicts in future (Jain, R., 2018). As Pakistan has rich in cultural heritage and has multicultural country it might not be properly converge in one place, same is for china, so the combine effort should have been done for convergence of culture in one place. (*Source: <http://www.pnca.org.pk/events/national-artist-convention>*).

Economic Diversity

The diversity on the bases of economic factors and dimension like GDP rate among different countries varies and has influenced differently. Others may be inflation and poverty rate, balance of trade and balance of payment, economic growth indicators, currency exchange, and other economic activities aggregate output.

The economic data in 2017 estimated Pakistan GPD Real Growth Rate 5.3% while China had 6.8%, Inflation 4.1% while China had 1.8%, Unemployment Rate 6% while China had 4%, exports \$21.7 billion while China had \$2.157 Trillion, Exchange Rate per Dollar had PRs.105.1 while China had 6.7588 (*Source: CIA Factbook*). These are some economic diversity between China and Pakistan.

CPEC should be critical assess these economic diversities to foster economic sustainability. Economic diversity between Pakistan and China may raise several issues in future. It must be aligning and converge well in time to increase the accomplishment of development goals. The economic diversity leads to regional economic stability. The critical analysis of local and regional economic diversity will ensure the better economic opportunity and its effective implementation, execution and utilization.

The connectivity and encouragement of local entrepreneur's businesses is also another concern because of required talents and skills of job-related CPEC. Pakistan should have equipped the people and raise them technically to face the CPEC challenges.

Scope and Significance:

This study focuses on the concerns of diversity between China and Pakistan and issue which may impact on the CPEC sustainability and success due to these diversities. As far as the concerns for the diversity among both nations this study focuses particularly on political diversity, socio-cultural diversity and economic diversity. Many researchers and scholars finding way out towards

these diversities challenges; this study helps in finding solution for the diversity problem to cater it well before time. This study also helps the way to converge the Diversities where the situation is feasible for both nations.

Research Objectives:

The research objectives of this study are:

1. To highlight and review the diversity between two societies i.e. China and Pakistan.
2. To analyze and suggest the way forward to resolve the expected diversity issues between both nationals and provide the way towards sustainability and success of CPEC project.
3. To determine the feasible solutions towards the convergence of culture and diversity to both countries.

Research Questions:

1. What are the diversities among China and Pakistan under the political, socio-cultural and economical dimensions of diversity?
2. Why these diversities have significant impact on CPEC success and sustainability? What are the causes and reasons?
3. How to resolve the expected diversity issue in CPEC and what are the suggestions and recommendations to way forward?
4. What is the feasibility of convergence of diversity to both countries? Could it be possible to converge at both nations' diversity in one place? How?

Literature Review

CPEC:

Abid and Ashfaq (2015) argued with the success of CPEC, Pakistan would become the Hub of major economic zone. Hussain and Ali (2015) revealed that CPEC brings regional and social

connectivity. Furthermore, CPEC also bring significant increase in economic come in Pakistan as well as in China. In many researchers article it is found that CPEC is a Mega Development project and considered as a “Game Changer” on economic and geography ground. Umair Jilani (2017) says while going through the analysis on CPEC, it has been founded that CPEC produce 2.0% increase in GDP growth.

CPEC is a challenge itself for the effective execution and implementation in Pakistan. Due to several inbound and out of bounders external threats and constraint CPEC face opposition. As said by Luan Jianzhang (The vice Director General of Policy Research Office at the International Department of the Central Committee Communist Party of China), acts of terrorism, unstable political situation and security, organizational & governmental performance and poor administration are the main hurdles in CPEC execution and success.

Diversity:

Today, in the era of globalization; the word diversity in workplace tends to pop up everywhere. The main reason is due to competitive environment. Wentling and Palma- Rivas (2000) argued in his study that in broader aspect the term diversity include age, color, race, gender, religion, lifestyle, values, national origin religion, beliefs, ethic, education, language, physical appearance and economic status. Managing diversity means enabling the employee of diverse group to use their full potential within equitable work environment where no group enjoys advantage over other on the bases of diversity, Torres and Bruxelles (1992).

Jain and Verma (1996) argued organization that value diversity in workplace will definitely meet with the success and organizational performance. Workplace diversity management is critical issue to manage by government and private organization. It is important to take care of labor laws, employee rights and minority groups who feel excluded while on workplace. Similarly, is in the case

CPEC, two nationals that are China and Pakistan shared vast nature of diversity due to CPEC project which need due diligence and proper convergence and alignment (Wolf S.O., 2019).

Ali A. (2016) reveals diversity influenced on employee and organizational performance, success and growth. Same is the case of CPEC. Pakistan is multicultural country and has so many diversities within the provinces even, and when compare with China; the diversity concerns has its prominence in shape of religion, language, food, society, economic and politics. It is the diverse nature multifaceted project comprises over heavy long-term investments (Jain, R., 2018).

Political Diversity:

The political Diversity between china and Pakistan may also be impact on success of CPEC. Pakistan political system is based on Islamic ideology known as Islamic Republic of Pakistan, while China political system based on communism known as People's Republic of China. In Pakistan there are several internal political parties while in china there are few under Communist Party of China (CPC). Pakistan has a Parliamentary system while China has President Systems. So this study focuses on how it could be converging in one place (Wolf S.O., 2019).

Many researcher and scholar found the regional implementation in consideration of CPEC project. Ritzinger (2016) argue the geopolitical challenges extended from Afghanistan and other neighborhood like India and Iran. Some researchers found that the huge investments by China on CPEC raise many concerns from neighbor countries especially from India Ocean (Syed, A., 1974). India also raises an issue of Kashmir-Dispute (Gilgit-Balistan), on which CPEC route passing, India claim that it is part of disputed territory, Anilesh S. Mahajan, (2015).

Muhammad Daim Fazil, (2016) said, it is not incidentally, that India has also been investing in Iran's port of Chabahar, which is 72 kilometers west of Gwadar port. CPEC serves as an alternative route for central Asia and Afghanistan for marine trade and shipments, and india perceived this

project as an obstacle to their plan to reach Central Asia and Afghanistan for trade connection. This is a political diversity facing Pakistan from external boundary (Abid and Ashfaq, 2015).

Markey and West said another political dispute impact on CPEC success is within political parties in Pakistan which have controversial on the routes selection and funds allocation regarding CPEC. The three possible independent corridors/routes to be link Kashgar with either Gwadar – western, central and eastern, the western is the shortest route followed by central and then eastern (Hussain, 2017). Provincial level key disagreement arises on the route selection of which benefit more on Punjab, on the other side Baluchistan and Khyber Pakhtunkhwa which are underdeveloped provinces accused federal government to change this route, (Markey and West, 2016). In particular, Baluchistan, the largest but least developed province of Pakistan, and with this project could become the hub of major economic zone and infrastructure developmental activities including Gwadar Port. But due to sardar's political representation and lack of awareness and knowledge; employment opportunities and over-dependency on Sardars these factors create violence and political instability in Baluchistan (Aftab et al. 2019).

Ali A. (2016) argues, these all political consequences and the history of Pakistan political instability conditions within the country can have a negative effects on the CPEC implementation and successful project completion and sustainability, the history of Pakistan also reveal that the all political parties gains more over personal interest instead national interests.

Following are some economic indicators which interpret the economic diversity between China and Pakistan

Figure 1 – Political Diversity Comparison between China and Pakistan

| | | |
|--|---|--|
| <p>Political parties and leaders</p> | <p>Awami National Party or ANP [Mian Iftikhar HUSSAIN] Balochistan National Party-Awami or BNP-A [Mir Israr Ullah ZEHRJ] Balochistan National Party-Mengal or BNP-M [Sardar Akhtar Jan MENGAL] Jamaat-i Islami or JI [Sirajul HAQ] Jamiat-i Ulema-i Islam Fazl-ur Rehman or JUI-F [Fazlur REHMAN] Muttahida Quami Movement or MQM [Farooq SATTAR] Muttahida Quami Movement-London or MQM-L [Nadeem NUSRAT] Pakhtun khwa Milli Awami Party or PkMAP [Mahmood Khan ACHAKZAI] Pakistan Muslim League-Functional or PML-F [Pir PAGARO or Syed Shah Mardan SHAH-II] Pakistan Muslim League-Nawaz or PML-N [Nawaz SHARIF] Pakistan Peoples Party Parliamentarians or PPP [Bilawal Bhutto ZARDARI and Asif Ali ZARDARI] Pakistan Tehrik-e Insaaf or PTI (Pakistan Movement for Justice) [Imran KHAN] Pak Sarzameen Party or PSP [Mustafa KAMAL] Quami Watan Party or QWP [Aftab Ahmed Khan SHERPAO]</p> <p>note: political alliances in Pakistan shift frequently</p> | <p>Chinese Communist Party or CCP [Xi Jinping] note: China has 8 nominally independent small parties ultimately controlled by the CCP</p> |
| <p>Political pressure groups and leaders</p> | <p>Pakistan Ulema Council or PUC other: military; landowners; industrialists; small merchants</p> | <p>no substantial political opposition groups exist</p> |

Source: CIA Fact book

Socio-Culture Diversity:

As we see Pakistan has multidimensional security threats including religious, sect and ethnic violence and law/order situation that are extreme and have serious threats to the execution and CPEC project implementation (Markey and West, 2016). Regional level and international level security issue is threatening to CPEC (Small, 2015). Worker kidnaps case, extremist group’s violation and target government officials which caused the human and country damage (Shah, 2013; Syed et al, 2016, Arifeen, 2017).

Robert holzmann (2001) points out that social risks assessment and management aims to reduce vulnerability, enhance consumption smoothing and improve equity. Therefore, it can be said

that social risk assessment should be done prior to reduce its negative consequences on implementation and project execution.

The Chinese Premier Keqiang Li, in his speech to Pakistan senate in 2013, said, “It is necessary to engage citizens of both Pakistan and China in mutual interaction through cultural exchanges and people-to-people contacts” (Kousar, S. et al., 2018). In addition, also strengthen the economic, commercial relation, cultural diversity promotion between China and Pakistan which have significance influences on CPEC project. Cultural Caravan event arranged in this regards to display and express culture of Pakistan and China. It serves as a key role in promoting regional and cultural connectivity.

Some detailed socio-cultural diversity shown in figure-2 below:

Figure 2 – Socio-Culture Diversity Comparison between China and Pakistan

| | | |
|--|---|--|
| Nationality | noun: Pakistani(s) adjective: Pakistani | noun: Chinese (singular and plural) adjective: Chinese |
| Ethnic groups | Punjabi 44.7%, Pashtun (Pathan) 15.4%, Sindhi 14.1%, Sariaki 8.4%, Muhajirs 7.6%, Balochi 3.6%, other 6.3% | Han Chinese 91.6%, Zhuang 1.3%, other (includes Hui, Manchu, Uighur, Miao, Yi, Tujia, Tibetan, Mongol, Dong, Buyei, Yao, Bai, Korean, Hani, Li, Kazakh, Dai, and other nationalities) 7.1% note: the Chinese Government officially recognizes 56 ethnic groups (2010 est.) |
| HIV/AIDS - people living with HIV/AIDS | 130,000 (2016 est.) | NA |
| Religions | Muslim (official) 96.4% (Sunni 85-90%, Shia 10-15%), other (includes Christian and Hindu) 3.6% (2010 est.) | Buddhist 18.2%, Christian 5.1%, Muslim 1.8%, folk religion 21.9%, Hindu < 0.1%, Jewish < 0.1%, other 0.7% (includes Daoist (Taoist)), unaffiliated 52.2% note: officially atheist (2010 est.) |
| HIV/AIDS - deaths | 5,500 (2016 est.) | NA |
| Languages | Punjabi 48%, Sindhi 12%, Saraiki (a Punjabi variant) 10%, Pashto (alternate name, Pashtu) 8%, Urdu (official) 8%, Balochi 3%, Hindko 2%, Brahui 1%, English (official; lingua franca of Pakistani elite and most government ministries), Burushaski, and other 8% | Standard Chinese or Mandarin (official; Putonghua, based on the Beijing dialect), Yue (Cantonese), Wu (Shanghainese), Minbei (Fuzhou), Minnan (Hokkien-Taiwanese), Xiang, Gan, Hakka dialects, minority languages (see Ethnic groups entry) note: Zhuang is official in Guangxi Zhuang, Yue is official in Guangdong, Mongolian is official in Nei Mongol, Uighur is official in Xinjiang Uygur, Kyrgyz is official in Xinjiang Uygur, and Tibetan is official in Xizang (Tibet) |
| Literacy | definition: age 15 and over can read and write total population: 57.9% male: 69.5% female: 45.8% (2015 est.) | definition: age 15 and over can read and write total population: 96.4% male: 98.2% female: 94.5% (2015 est.) |

Source: CIA Factbook

Economic Diversity:

The diversity comparison between China and Pakistan reveals that both nations face divergence in diversity. The economic data in 2017 estimated Pakistan GPD Real Growth Rate 5.3% while China had 6.8%, Inflation 4.1% while China had 1.8%, Unemployment Rate 6% while China had 4%, exports \$21.7 billion while China had \$2.157 Trillion, Exchange Rate per Dollar had PRs.105.1 while China had 6.7588 (*Source: CIA Factbook*). These are some economic diversity between China and Pakistan.

Rashid and Munawar (2015) said, as far as economic diversity concerns China has world's largest economy and economical structures with significant GDP growth on the other side Pakistan has significant geographical potential and location even then face economic disorders and instability, and have been struggling over past few decades to recover (Wolf S.O., 2019). This state reduces GDP growth by 2% every year. Likewise, the poor transport sector causes a loss of 4%-6% every year. CPEC offers tremendous opportunity to address Pakistan economic problems and raise the living standards of its people. In this scenario of CPEC mega investment of \$46 billion in Pakistan, it impacts the Pakistan economy positively (Maryam Nazir, 2016).

Markey and West (2016) estimated that if planned project of CPEC would be implemented according to expected execution, the value of Pakistan's foreign direct investment would exceed since 1970 which will be equal to 17% of Pakistan's gross domestic product 2015. Furthermore, CPEC project will create 700,000 jobs directly in the 2015-2030 in Pakistan and contribute 2.5% in growth rate of country, which ultimately uplift Pakistan economic system, growth and development; hence, remove the economic diversity among both nations.

Following are some economic indicators which interpret the economic diversity between China and Pakistan.

Figure 3 – Economic Diversity Comparison between China and Pakistan

| | | |
|--|--|--|
| GDP (purchasing power parity) | \$1.056 trillion (2017 est.) \$1.003 trillion (2016 est.) \$960.2 billion (2015 est.) note: data are in 2017 dollars data are for fiscal years | \$23.12 trillion (2017 est.) \$21.66 trillion (2016 est.) \$20.3 trillion (2015 est.) note: data are in 2017 dollars |
| GDP - real growth rate | 5.3% (2017 est.) 4.5% (2016 est.) 4.1% (2015 est.) note: data are for fiscal years | 6.8% (2017 est.) 6.7% (2016 est.) 6.9% (2015 est.) |
| GDP - per capita (PPP) | \$5,400 (2017 est.) \$5,200 (2016 est.) \$5,100 (2015 est.) note: data are in 2017 dollars data are for fiscal years | \$16,600 (2017 est.) \$15,700 (2016 est.) \$14,800 (2015 est.) note: data are in 2017 dollars |
| GDP - composition by sector | agriculture: 24.7% industry: 19.1% services: 56.3% (2017 est.) | agriculture: 8.2% industry: 39.5% services: 52.2% (2017 est.) |
| Inflation rate (consumer prices) | 4.1% (2017 est.) 2.9% (2016 est.) | 1.8% (2017 est.) 2% (2016 est.) |
| Labor force | 63.89 million note: extensive export of labor, mostly to the Middle East, and use of child labor (2017 est.) | 806.7 million note: by the end of 2012, China's population at working age (15-64 years) was 1.004 billion (2017 est.) |
| Labor force - by occupation | agriculture: 42.3% industry: 22.6% services: 35.1% (FY2015 est.) | agriculture: 28.3% industry: 29.3% services: 42.4% (2015 est.) |
| Unemployment rate | 6% (2017 est.) 6% (2016 est.) note: substantial underemployment exists | 4% (2017 est.) 4% (2016 est.) note: data are for registered urban unemployment, which excludes private enterprises and migrants |

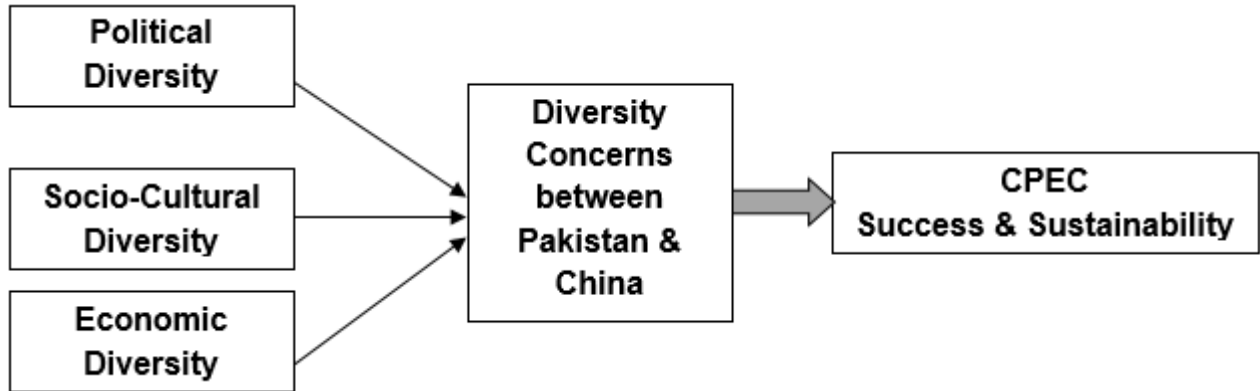
| | | |
|-----------------------------------|--|---|
| Budget | revenues: \$45.64 billion expenditures: \$59.28 billion note: data are for fiscal years (2017 est.) | revenues: \$2.672 trillion expenditures: \$3.146 trillion (2017 est.) |
| Industries | textiles and apparel, food processing, pharmaceuticals, surgical instruments, construction materials, paper products, fertilizer, shrimp | world leader in gross value of industrial output; mining and ore processing, iron, steel, aluminum, and other metals, coal; machine building; armaments; textiles and apparel; petroleum; cement; chemicals; fertilizer; consumer products (including footwear, toys, and electronics); food processing; transportation equipment, including automobiles, railcars and locomotives, ships, aircraft; telecommunications equipment, commercial space launch vehicles, satellites |
| Industrial production growth rate | 5% (2017 est.) | 6.2% (2017 est.) |
| Agriculture - products | cotton, wheat, rice, sugarcane, fruits, vegetables; milk, beef, mutton, eggs | world leader in gross value of agricultural output; rice, wheat, potatoes, corn, tobacco, peanuts, tea, apples, cotton, pork, mutton, eggs; fish, shrimp |
| Exports | \$21.7 billion (2017 est.) \$21.71 billion (2016 est.) | \$2.157 trillion (2017 est.) \$1.99 trillion (2016 est.) |

Source: CIA Factbook

Conceptual Development

Conceptual Framework:

The Theoretical Framework elaborate that there is significant relationship among the Independent Variables (Diversity Concerns among Pakistan & China) and the Dependent Variables (CPEC Success & Sustainability). However; there is also Independent-Cluster Variables (Political diversity, Socio-Cultural Diversity, Economical Diversities) which influence as dimensions of Diversity Concerns. The Theory states that if the diversity concerns among both countries reduced or eliminate or converge in one place then its leads to the CPEC success and sustainability.



Proposition

- P_{o1}*: The diversity concerns between china and Pakistan has significant impact on CPEC success and sustainability.
- P_{a1}*: The diversity concerns between china and Pakistan has no significant impact on CPEC success and sustainability.
- P_{o2}*: The political diversity concerns between china and Pakistan has significant impact on CPEC success and sustainability.
- P_{a2}*: The political diversity concerns between china and Pakistan has no significant impact on CPEC success and sustainability.
- P_{o3}*: The Socio-Culture diversity concerns between china and Pakistan has significant impact on CPEC success and sustainability.
- P_{a3}*: The Socio-Culture diversity concerns between china and Pakistan has no significant impact on CPEC success and sustainability.
- P_{o4}*: The Economic diversity concerns between china and Pakistan has significant impact on CPEC success and sustainability.
- P_{a4}*: The Economic diversity concerns between china and Pakistan has no significant impact on CPEC success and sustainability.

Research Methodology

This research comprises on Interpretivism Research Philosophy by using Inductive approach to research. The research philosophy behind this study is that, CPEC is the project agreement between two separate entities which have separate culture, norms, values, principles, economy and political boundaries. This diversity arises several workplace diversity issues and concerns which act as a roadblock in CPEC success and sustainability. It is identifying that the proper management of culture convergence should be taken well in time to avoid future negative consequences on CPEC success and sustainability. Therefore, this review paper and conceptual study philosophy comprises interpretive way of findings on how diversity concerns eliminate from the ground of CPEC employee to achieve successful project implementation and sustainability of CPEC. It is qualitative review research study; based on ethnography, and grounded theory methods of research design. Sampling frame comprises on Pakistan and China. The population of this research study is CPEC employees, workers, and labor; who are working in CPEC project and shared diverse culture. As this is partial study; based on review which will be empirically tested in later study, hence, no quantitative data were collected. Conceptual framework had been presented by incorporating inductive reasoning with the help of review.

Discussion

After reviewing the literature this study found that there are several diversities between China and Pakistan. Several studies from literature reveal that the Pakistan cultural heritage and China cultural heritage both are different. They are different with each other in religion, language, values, beliefs lifestyle, status, etcetera, although China and Pakistan sharing and enjoying long-term good relationship between each other. But the consideration in regards of cultural differences may create issue on successful CPEC project execution and sustainability. Due to diverse nature of workforce

that is Chinese workers and Pakistanis especially Balochi and Pathans they have rigid in their thoughts, rituals and actions. On the other side political and economic diversity is also act as a hinder. China has economical strong country while Pakistan not proven sustainable economic growth. Politically Pakistan is also unstable, the government interventions and political parties' conflicts create serious issue on CPEC project which need to resolve.

The need of the time is to properly convergence both nations diversity in one place for feasible working situation. Many efforts have been taken like Cultural Caravan event arranged in this regards to display and express culture of Pakistan and China. It serves as a key role in promoting regional and cultural connectivity by focusing on people-to-people and heart-to-heart. Universities have also taken collaborate effort for the success and sustainability of CPEC. COMSATS Institute of Information Technology in Islamabad, take initiative as China Study Center another initiative has been taken by LUMS University under the name of China-Pakistan-Management-Initiatives and others also. They all are moving forward towards the sustainability of CPEC and try to make converge with both nations effectively. It is needed to establish and enhanced further program which may able to impact the cultural convergence of both nations.

The political diversity and political instability due to rivalry among political parties of Pakistan is also hindering the CPEC execution plan. Governments and provincial disagreements on routes selection and funds allocation are also need to resolve. Others are Internal and external political threats like dispute on Kashmir-India, Baluchistan grievances, Pakistan religion extremist group in tribal areas of KPK, and others. Therefore, it is need to identify some grounds on which some joint effort and initiatives will have been taken to control these political issues for success and sustainability of CPEC projects. Pakistan government should have to take more measures to improve

these instable condition and threats. Although Pakistan government and Pakistan army had been taken many initiatives for security and control.

Economically China has strong nation than Pakistan and have many economic diversities, but after proper execution of CPEC project Pakistan will become the Hub of trade zone. It serves as a regional connectivity and integration. Aziz and Ahmad (2015) estimated 700,000 direct jobs in Pakistan which impact 2.5% to country's growth, which ultimate boost Pakistan economy and remove the diversity among China and Pakistan respectively. CPEC bring tremendous opportunity for Pakistan. Hassan and Ali (2015) also argued that CPEC has significant impact on the increase of economy of Pakistan as well as China.

Conclusion

CPEC is game-changer and has potential to change the fate of Pakistan, (Minhas, Ahmed, Saira, Farwa). CPEC presents a holistic and historical transformation of economy of Pakistan. Pakistan has a geo-centric region and shared geo-strategic location due to which tremendous and countless opportunity arises for Pakistan. Business for SMEs, jobs and employment opportunities, infrastructure, energy and development projects boost economy of Pakistan. But there are many hindrance and challenges which is faced by CPEC. The most obvious and prominent issue in the concerns of diversity among two nations especially in focus within the dimensions of political, economic and socio-cultural.

This study may conclude by revealing that to remove the diversity or to manage diversity on CPEC workplace it is the need of time to take initiative mutually for cultural convergence. The on-time solution to way forward of this diversity should be taken as measure. Political determination bureaucratic and others should perform mutually. This should be plan in different phases. A strict

policy on performance and quality will be taken. Pakistan need to give more attention on internal security issues, threats and terrorism and removing road block in CPEC way.

Recommendation

- i. Political determination, bureaucratic and others should perform mutually to take initiative for cultural convergence.
- ii. Cultural fair can enhance both nations in one place.
- iii. Proper training on language and culture will be give fruitful result.
- iv. Training of managers should also play significant role.
- v. Pakistan government should have to take measure to control the unstable political circumstances.
- vi. Political parties should understand the mutual benefit and remove their grievances.
- vii. Proper training on business start-up and entrepreneurship should be given to the student for future SMEs business in CPEC silk-route.
- viii. Universities may take initiatives towards the suitability of CPEC by arranging conferences, seminars and workshop for both countries.
- ix. China and Pakistan should mutually identify the need of diversity management and should come up with well-establish program and plan to converge with these diversities.
- x. The governments of both country nationals as well as people need to understand the opportunity and benefits which comes after CPEC projects completion.

Limitations and Future Research Directions

Firstly, as this was review study and proposing some predictions about future CPEC growth and success constraints; furthermore, the author of this study had limited financial resources and other obstacles to conduct survey. Hence, the study lacks empirical findings, analysis and support, model

were based on conceptual understanding and literature theories instead of quantitative and empirical evidence. Future research dimensions can be taken and initiated to prove this model with empirical findings by collecting comprehensive survey data. *Secondly*, due to time constraint, this review study only focuses on the diversity concern to estimate the future success and sustainability of CPEC. However, future research can also be conducted on other variables, dimensions and factors to analyze the CPEC successful execution and sustainability. Lastly, this study focuses on sampling frame of CPEC employee country-wise. However, it can also be found by comparative study of city-wise analysis.

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