

Cross-Cultural Difference and Management, With a Focus on China and Pakistan

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Abstract

This paper goes for better understanding of the elements of universal projects bunches by a look on the procedures that are set up by project's pioneers to adapt to social assorted environments in the business markets. The study is in the domain of China and Pakistan's new project (CPEC), the highlight is on the issues comprising of cross-management. It studies the relevant texts on cultural management and cross-cultural difference from different practical features and unite the material out of them into a comprehensive outcome. Contrasts in social qualities is the material of attention because these distinctions show deviations in social dispositions toward equity. This examination ruins a trendsetter effort in Pakistan also for the overall organization who wants to establish cross cultural business.

Key words: Cultural Difference, Cross Cultural Management, Cross Cultural Perceptions, CPEC, International Business in Pakistan.

Introduction

Cross-cultural management describes managing work bunches in conventions that highlight the adjustments that are in practice in various societies, and leading choices of clients in an all-inclusive business circumstance. (Black, J.S. and Mendenhall, M. 1990). Each business/association must examine how to adapt or adjust their strategies in order to take an interest in fields never taken before, guaranteed by present topography with exchanges that are more utilized in business and different conditions. Development of industries has been targeted by number of states as a trip towards common employment and economic development (Iqbal, F. (2017). Now a day, when business spread globally then management through cross cultural is also necessary.

This paper is designed to comparatively analyzing the impact of culture alterations among China and Pakistan in the context of the theory of cross-cultural managements and its possible effects on learning and capabilities. Pakistan and China have launched the CPEC as a key note of President of China Xi Jinping theory "One Belt and One road". It was initiated with the transportation of First Chinese load by land route to Pakistani Port (Gwadar) that headed towards Africa on thirteenth of November 2016. (Duniya News, 2016) After the launching of CPEC, there is a huge traffic of businessmen's who wants to do business under this main project, in the shape of trading, servicing, hospitality etc.

(Javaid&Javaid, 2016). Many MNC's or industries from Pakistan, China and many different countries want to avail the opportunity to execute the business there as a chance to get the benefits of CPEC and that may further widen the cross-cultural impact for the project. (Acca. 2017).

Cross-culture administration is a therefore a must to MNC's, enhancing organizational learning in the diverse settings. (Trompenaars, 1994). The paper outlines the suggestions that look at potential social contrasts between the Pakistan and China, looking at dimensions and contrasts of the Chinese and Pakistani culture. This paper also helps to figure out the cross-culture management theories in Pakistan and China to develop, maintain and move forward the business relation in a smooth and reliable way.

Literature Review

The way of life influences administration and the conduct is also managed accordingly while execution is solely dependent over the social makeup. (Sekar, 1983). From the 1960s onwards, administration analysts have indicated enthusiasm for the idea of culture. In the meantime, there have been numerous issues that impede the progression of research in culture, making it hard to achieve a reasonable comprehension of the connection among culture and administration. (Linglim' and Peter Firkola, 2000). The issues confronted are joined by an expanding need to discover social answers for hierarchical issues in a world that has started to take after a 'worldwide town' (Doktor et al. 1991a: 259). The elevated pace of worldwide combination, achieved by innovative and prudent powers, recommends that chiefs will progressively need to manage partners from societies that are contrasting to their cultural terms. (Linglim' and Peter Firkola, 2000). From the compelling working of (Schon and Ariyris. 1978; Dill and Cangelosi, 1965; March and Cyert, 1963), learning on association, business climate and client introduction has completely fledged quickly developed commonly by and by and in the scholarly world. Several analysts finished at a question; why associations/business needs to realize, when and how they learn (Lahteenmaki et al., 2001; Dai, 2005; Lyles and Fiol, 1985; Crossan et al., 1999). With the reference of these examinations, learning on association/business incorporates psychosomatic methodology and conduct techniques the study is extended further (Tsang, 1997; Crossan, 1999).

CPEC (China–Pakistan Economic Corridor)

“CPEC will be a strategic game changer in the region, which would go a long way in making Pakistan a richer and stronger entity than ever before” (First post India, 22 April 2015). Pak-China Friendship is a notable case of world as a

worldwide town and CPEC is the demonstrated of that fellowship. Chinese president flaunted in September 2013 for MSR (Maritime Silk Road) and SREB (Silk Road Economic Belt) respectively also known as OBOR (One Belt and One Road Initiative). After a short time, English name changed as BRI (Belt and Road Initiative). BRI is included in a massive venture and super activities in the whole world; it covers sixty-eight nations. It geologically sorted out as six corridors alongside Maritime Silk Road. Maritime silk road connects Chinese shoreline from Mediterranean towards Singapore. From western Russia to western China it known's as NELB (New Eurasian Land Bridge), From East Russia to North part of China It known's as CMRC (China Mongolia Russia Corridor), connecting Turkey and China it known's as CAWA (Central Asia West Asia), From Singapore to China it known's as CIPC (China Indochina Peninsula Corridor), connecting Myanmar and China, is known's as CMBIC (China Myanmar Bangladesh India Corridor), and the tail of CPEC (China Pakistan Economic Corridor).

Both countries agreed on an accord of 46 billion dollars on twentieth of April 2015 to initiate work now which is possibly increased further to 75 billion dollars. This is the amount out of which US\$45 billion is the guaranteed amount so that the hall becomes operational in 2020 (World Bank, 2017). The CPEC scheme is cut into phases and the major one is Gwadar International Airport. The project works on the addition of Karakoram Highway-the street and the railroad tracks likewise that link China with Pakistan and development of fiber-optic line claiming healthier connection between the states. If systematically implemented and preceded the project value will surpass all previous foreign investments in the country since 1970. Estimated investments may exceed 17% of the country's GDP. The project may guarantee 700,000 employment opportunities to the countrymen from 2015 to 2030. It will be surely enhancing the growth rate of the country to 2.5% (Jabri, P. 2018). If geographical barriers may be nullified by an improved telecommunication and mobility infrastructure, people might feel at power to interact and it will add up to the harmony of culture, academics and knowledge of the area. Flow of capital and trade may introduce new options in the business genera of the zone, and it might create a win-win model, one of the predominant aims of OBR. The project is being looked forward to transforming the region into a zone of shared harmony and development. The region owes to CPEC for an economic regionalization in this globalized biosphere. CPEC undoubtedly claimed as a decisive project and both the countries are flaunting their own expected benefits. China needs a substitute of energy import and new markets to trade (BIPP, 2017). Pakistan has a subtle interest in

CPEC that may encounter the supremacy of the rival nation in the markets of Asia. Enjoying a warm water port country may link the former to the Eurasia, South Asia and South East Asia.

Cross Cultural Difference

The paper highlights the eminent and acceptable theories of cultural differences. By the term Cross-cultural studies, we figure out a subdivision of cultural studies by studying writers and content related to variety of culture. The term cross culturalism is used to define dissertations relating to cultural meeting, or to endorse numerous types of cultural interactivity (Lrongs, Firkola.2000). With the subsequent rise in the globalization and increased cross cultural interaction the Cross-cultural studies has become an acknowledged discipline of the present era. It is a relative propensity in a variety of grounds of cultural study. People of different cultural entities connect when a business is in its growth and expansion phase and this comes up with a need to manage and exploit the cultural differences in the best of the business. It is a predominant need to sensitize the business meant for global expansion regarding cultural differences that is a hot talk in the business community. Wilson Harris quoted in (The Womb of Space 1983), that "cultural heterogeneity or cross-cultural capacity" gives an "evolutionary thrust" to the imagination. The literary and cultural text related to Anthropology emphasizes on expansion of cross culturalism. French anthropologist Claude Lévi-Strauss worked on structuralism and post-structuralism while James Clifford and George Marcus's induced cross-influences in cultural studies in 1980s by writing "the Poetics and Politics of Ethnography" (1986). Clifford Geertz influenced Stephen Greenbelt, while others were influenced by Victor Turner and Mary Douglas. Cross culturalism is often judged as a discipline responsible of advocating terms like, cosmopolitanism, trans-culturation, inter-culturalism and globalization. However, cross-culturalism is an essentially neutral idea and peoples which help in the portrayal of secondary cultures and the courses of cultural mixing couldn't be tagged as cross-cultural.

For an instance a store of sojourner did a research focusing the cross-cultural success of the Peace Corps established in 1960s. Kealey and Ruben (1983) point out that studies of Peace Corps have interestingly ended up at consensus on majority arguments. Sojourner focused cross cultural success of Peace Corps established in 1960s. Kealey and Ruben (1983) referred to that study of Peace Corps (Guthrie & Zektick, 1967; Harris, 1973; Marezki, 1965), technical assistance personnel (Arensberg & Niehoff, 1971; Hawes & Kealey, 1980; Ruben & Kealey, 1979; Schwarz, 1973), overseas businessmen, (Cleveland, Mangone, &

Adams, 1960; Ivancevich, 1969; Miller, 1972), religious personnel (Gudykunst, Wiseman, & Hammer, 1977; Mezingo, 1974; Yellen & Hoover, 1973) all of them held a consensus on common arguments. As a matter of fact, they found six standards to be perilous for all i.e. empathy, flexibility, forbearance, technical expertise, interest in local culture. In some conditional analysis this consensus wasn't worth it, especially while living in foreign.

When reviewed on different groups i.e. (Military men, technical assistance workers, Peace unit and businessmen) the study indicated similarity of many traits including empathy, elasticity, broadmindedness, cordiality, gentleness, patience and curiosity. Moreover, the precise prediction of the success rates in overseas isn't a cup of tea for the researchers as it ends up putting up many situational factors. When at ease with analyzing culture shock one may not predict job effectiveness as it is still at failure to differentiate between culture shock, change, and efficiency. By the work of Ruben and Kealey (1979) we were given grounds in support of theory that open and skillful person, with extraordinary communication skills was not able to digest the severest culture shock.

Relations between people: Man is a social animal and societies are made by linking human beings in to relation of need and want. The characterization of these two attributes was done as individualism and collectivism by Hofstede while Trompenaars breakdowns down this dissimilarity into two further dimensions: universalism versus particularism and individualism versus communitarianism.

Individualism and collectivist: Individualism and collectivism are opposite ways of spending a lifespan, individual is at power after a certain age, either to care for himself or remain connected to groups that is a family. This positioning is certainly a critical process as time by time priorities change so as moods and societies face this as a problem. More specifically stating, Individualism means that the relations among individuals are frail and everyone must care for himself and his immediate family and Collectivism portrays cohesive bonds as groups professing nationalism and loyalty. For a study, National variations in Individualism (IDV) are calculated in different nations and the maximum IDV scores was entitled to United States while the lowest IDV scores were found in Guatemala.

Hofstede's Motivational orientation: Hofstede identifies three proportions: masculinity in comparison to femininity, magnitude of uncertainty avoidance, and power space. Successful societies choose suitable ways to manage the intrinsic life uncertainty to comfort the residing individuals.

Power distance: By this phenomenon we mean human inequality more precisely the power is unequally distributed in an organization or a society. The exploitation of lower-class members underlies the running of a society. Hofstede measures power distance in a Power Distance Index (PDI). The research was undertaken to determine the PDI index for categorical distribution of nations. In the High PDI lie the countries including Malaysia and Mexico while Austria and Denmark were ranked lower.

Uncertainty avoidance: Uncertainty is anything which is avoided in individual and social circles, and very often a culture teaches the men to be depressed in unstructured situations that could be unidentified, astounding, and new than usual. The point of concern is how and to which extent society cope with something uncontrollable (Hofstede, 2000). In Hofstede's study 20 countries and three zones were tested for parameters including rule course, employment constancy, and tension by Uncertainty Avoidance Index (UAI). Highest UAI is claimed by Greece (highest UAI) and lowest is tagged to Singapore.

Masculinity versus femininity: This controversial topic encircles the allocation of roles among genders. The feminine societies oppose the gender distribution and they cope it with a different way. It is stated in many surveys that women are closer to social goals comprised of relationships, courtesy and the physical environment in comparison to men that are particularly egoistic and crave for careers and money. Masculinity gives distinctive gender roles-based societies as Men are money-oriented, self-assured and focused. Modesty and concern are associated with Women and so Femininity is engaging a society of overlapping gender roles.

The research ended up in the Masculinity Index (MAS) as most of the respondents were male. The high rank rates are Austria, Switzerland, and Germany then Mexico, Venezuela, Colombia and Italy. Ireland, the United States, Great Britain, South Africa Australia, New Zealand, and Canada are all quantized above average. The feminine side includes France, Spain, Salvador, etc.). At the extreme "feminine" pole were Norway, Sweden and the Netherland.

The judgmental attributes for Low MAS are teamwork and good working associating with the boss, group decisions, merit and low job stress. High MAS acquires challenging environment and acknowledgement in jobs and job stress.

Attitudes toward time: This attitude of a society towards time management predicts its success and Hofstede classifies this characteristic as a long-term to a short-term plan. Trompenaars defines two dimensions for this attribute: inner versus outer time and sequential to synchronic and

Long-term versus short-term orientation: In a society very often a delayed acknowledgment and fulfillment of material, shared and emotional desires of individual is received, and the society teaches its members to admit it in a humble way. Hofstede's research worked on 23 countries for Long-term Orientation Index (LTO) and China, Hong Kong, Taiwan, Japan, and South Korea got highest score. Western countries scored average while Philippines, Zimbabwe, Nigeria and Pakistan scored lowest. Business minded people believe in long-term cultures and do not anticipate instant results whereas Managers make their individual offerings in immediate slanting cultures as the outcome is a major concern and managers are judged by it. The judgement supports culture as the only resource of the time management as the entire rationality rests over it.

Cross Cultural Management

Human races own diverse Cultural backgrounds as there are innumerable ways of doing the same thing. Goods and Bad in a culture are a relative quantity, countless years of human history and we are still not able to have consensus on basic moral values. Same activity is performed in two cultures in a different way, has a different name and two different interpretations. It is impossible to stay isolated and when person from one culture interact with person from other culture differences arise and managing it is the crux of Cross-Cultural Management. In USA individual performance count which leads to assignments and promotions and in India it is not the base of judgment. It is Organizational compatibility that a matter the extent to which the employee is adjusted in to the organization being fit has its own interpretations. Business in USA is an organizational wealth and in India it stands for personal wealth and even the recruitment criteria differ. In a nutshell, the certainly, the difference are innumerable, and management is not an easy task.

Looking more closely to the subject we perceive Cross-cultural management as a course relating to the management of variations in cross-cultures. It analyses the influence of societal culture and cultural orientations on managers and management exercise. Individually and collectively the values, reaction and thinking grounds differ by cultural context. The other overlapping disciplines include sociology, cross-cultural psychology, anthropology, human resource management and organizational behavior. The subject covers the topics like management, the power of culture on organizational construction and management among nations and cultures. CCM covers scientific disciplines including Sociology, Anthropology, Political Science, Economics, and Management Sciences. Sociology and anthropology analyses and detect the changes in culture. Psychology

relates personal difference and cultural variances. While management sciences deal in with the behavioral approaches of people around the globe and enhancement of the team working and cooperation among organizations. It also provides information regarding the behavior of organization with society and culture. Requirement is the adoption of broad management method to the culture of various nations having diverse business cultures to combine them in the altering business scenarios. There exists another management method which originates to grip the local culture. Anyhow the main purpose is to design flexible and adaptable organization structures and management which are workable in different cultural backgrounds and the paper of Black and Porter is relatable in this context. Cross cultural management is a consequence of generation development. The generation development is studied with globalization and makes a globally suitable product. Multinational enterprises demand a lot of work in the cross-cultural context and the working relationship between typical managers and expatriates' desires to be considered in depth adding up more effective performance in overseas organizations. Moreover, factors that force cross cultural management should be studied deeply.

Theories of Cross-Cultural Management

Cross-Cultural Management lacks theories unlike other discipline of management and probably it was Hofstede's [1981] who initiated the theoretical advances in the field. The work of Hofstede's selected 40 nations and dealt in with a large sample and longitudinal data along with that he used and multivariate methods to frame some universal theories to order the nations in 4 dimensions. According to Hofstede, OB theories are biased and prioritize the culture of their origin.

The problem arises when it is to test the hypothesis in different cultural backgrounds for which we do not own enough information. As theoretically any discipline must attain a core of knowledge in peruse of developing theories and generalizations. The discipline is casing its infancy and equipped under U.S.-based hypothetical models and struggles to get state of art status against the dearth of resources and data. But now people have started looking to it and developing models of sampling and micro as well as macro variables. Negandhi and Prasad [1971] and Negandhi [1979] measured the burden of environmental influences on organization. In addition, Brown and Blandin [1979] explained managerial response and organizational alteration and Hofstede [1980] included numerous macro aspects. Reportedly numerous studies of macro and micro factorial nature and there influences at organizational level are in pipeline and will be fruitful for

future endeavors.

Some demanding research methods are underway, and it is a beginning to an interdisciplinary approach in the subject developing theories concerning for practicalizing the theoretical approaches and concepts. According to Malpass [1973] book review cross-cultural research has further enlightened the issues, stipulating the variables, and lucid inferences. Kraut [1975] added up that there exists a need of more integration and theories and for cross-cultural studies out of influence of U.S. findings. He pointed out the hurdles like funding, time management interdisciplinary team building and local experts. Time consumption and late result interpretation along with the resource management make this less appealing to the students and research analysts. Mostly such researches are met by opportunist researchers and biased organization for a nation or region. But there exists an opportunity to interweave them in comparative analysis of two nations and building theories. As suggested by Hill [1980] and many others, cross-net indicators could be created by utilizing data of area experts and often small samples of the population enhance cultural understanding of various cultures. By connecting researchers all over the world in a collaborative model speculate on collaborative efforts and their reality.

Pak-China, Cross-Cross Cultural Management

The point of analysis here is Pak-china cultural difference and cross-cultural management which is need of the region after the initiation of CPEC and close business and economic ties among the two nations. The cultural analysts categorize Chinese culture as highly context that requires to be comprehended and Pakistan owns a collectivist society. A labeled communist society intermingling in a pro-religious social system sounds like a challenging task. There exists a requirement to study and closely comprehend the Chinese culture to intermingle with Chinese professionals and community. When the MNC's or industries from Pakistan and china or other countries started working, they faced too many problems, so they need the cross-cultural management to overcome the hindrances and challenges.

As described earlier, the subject is US study oriented that cannot be generalized for the whole world and need to be changed according to the regional requirements. Moreover, China is potentially capable to become global business master shortly and Pakistan may be benefited by it as a partner in the region enjoying mega projects. [Jawad Syed, Memoona Tariq, 2018, Cooperation among Business Schools along the Belt and Road: A CPEC Perspective]

The socio-economic ties of the countries go back to 1951

and the friendship has China has been passed over plentiful challenging times. The close cooperation in infrastructure, defense sector and Telecom Sector owed to the unmatched socio-economic support of the People's Republic of China. Recently, several mega projects have been fruitfully executed in Pakistan by various Chinese Companies depicting cooperation and understanding. There were new contracts signed by the country heads in the lieu of power generation namely, 660 MW coal Power project Muzaffargarh, 660 MW coal-fired Power Project Sahiwal, Suki-Kinari Hydro Power Project, 330 MW Thar coal-fired Plant, Quad-e-Azam Solar Power 900MW and UEP 99 MW Power Project. [Shahzad Naeem¹*, Kamran Butt¹ and Benish Khanzada², 2018, The Impact of Pakistani and Chinese Cultural Differences on Project Success in Chinese Project Oriented Companies]

CPEC in the recent years owes a lot to the exchanges between China and Pakistan and Improved people-to-people tie and now looking forward to influencing the culture of the region. CPEC is serving tourism and student and teachers exchange lineups between the two countries. The China-Pakistan Economic Corridor Cultural Communication Centre (CPEC CCC) is working with Education ministry of China that is an instance of a 'Talent Corridor' that will contribute to vocational guidance and scholarships to students for one-year. An MoU between the CPEC CCC, Khayber Pakhtunkhwa (KPk) and Gilgit-Baltistan (GB) governments craved way for cultural communication centers under CPEC to offer educational and communicational services. [CPEC and Cultural Convergence by Quratul Ain Hafeez in Modern Diplomacy]. Differences in cultural values are of interest because these differences indicate deviations in cultural attitudes toward equality. These study relics a modernizer exertion in Pakistan also for the worldwide organization.

Methodology

The issues related to methodology of cross-cultural research are under discussion frequently by known names of political sciences, criminology, economics, sociology, psychology, anthropology, social psychology, public administration and management [Ross & Homer 1976], [Vigderhous 1978], [Wagner 1969], [Bendix 1969], [Whiting 1968], [Naroll 1968], [Berry 1979], [Riggs 1969], [Nath 1968; Roberts and Snow 1973]. Precisely the hypothetical and methodological ideas of the research have concluded with remarks of distrust. [Roberts 1970; Roberts and Snow 1973.] Kraut [1975], the tracing and identification of advancement in methodology of cross-sectional research rang an optimistic chime in the paper presented at "Cross-National Views of the Manager in Industry" in 1974. Literature analysis realities on parade

the errands which stay after to novelties, assessing also enumerating the incentives of cross-cultural management. We collect the data from business society who linked with Pak- China business. Questionnaire was used to get the data from the CEO's or top-level management or middle level management from the organization of both countries who are doing business across the country in China and Pakistan. In china data has been collect from the Yiwu and Guangzhou business community while in Pakistan data has been collected from different Pakistani manufacturing companies who are directly or indirectly involved with the Pak-china business. Two hundred and seventy questionnaires were circulated and two hundred and fifty-five were chosen for among them fifteen was unfinished questionnaire, so the respondent ratio is 94%. One hundred and sixty five questionnaire are filled by the Pakistani community or businessman whether they are in Pakistan or china while ninety questionnaires are filled by Chinese in China and Pakistan. It's hard to draw and assemble the data from the Chinese because of language barrier. Statistical tackles like descriptive statistics, anova table, regression analysis and Pearson moment correlation were used for analysing the impacts of independent variables on dependent variables. The collected statistics were verified through the SPSS to conclude the outcomes and discussion on the data collected.

Results

Demographic Summary

Both tables indicate that the Pakistani and Chinese both are participants in the study. Data has been collected, 78.3 percent from Pakistan and 21.7 Percent from china. Gender groups has comparative sex representation. Females are 7.9 percent while mens are 92.1 percent. Clearly the number of males outpass the females in number and the positions. According to the age ratio the youth is majority stakeholder in the projects in both nations precisely, 79.1 percent with the range of 20-29, 30-39 and 40- 49 with a percentage of 14.2 and 6.7 respectively. The thing that is worth mentioning is that most of them are married with a percentage of 96.1 percent. The married persons are more responsible and intend to take responsibilities as compared to single people. Descriptive data with standard deviation regarding demographics is also shown collaboratively

Pakistan	78.3 %		N	Minimum	Maximum	Mean	Std. Deviation
Chinese	21.7%	Gender	254	1.00	2.00	1.9213	.26986
Male	92.1%	Age	254	2.00	4.00	2.2756	.57863
Female	7.9%	Nationality	254	1.00	2.00	1.2165	.41270
20-29	79.1%	M Staus	254	1.00	2.00	1.9606	.19486
30-39	14.2%	Valid N	254				
40-49	6.7%						
Single	3.9%						
Married	96.1%						

Education and Experience:

Both tablels indicatethat the sector means the type of organization, education shows the literarcy level, designation,international experience shows the experience level of employes of different companies from pakistani and Chinese. Education ratio shows that data has been collected from 61.8 percent who is bachelors while 20.9% and 17.3% are master and m.phill respectively. These employeesbelong to 15 public and 239 private firms or

organization or personal business. From these business, firms and organization at non-mamagemerial level aee about 89.4% AND 10.6% are at managerial level. The persons whobelongto 15 public and 239 private organizations are having experience of working abroad about 72% with the little ratio of 2% who study abroad and those who studied and worked abroad are 26%. Descriptive data with standard deviation regarding these factors is also shown collarabartively.

Bachelors (14 years)	61.8%					
Master (16years)	20.9%		Minimum	Maximum	Mean	Std.Deviation
M.Phil. (18 years)	17.3%	Education	1.00	3.00	1.5551	.77186
Managerial	10.6%	Designation	1.00	2.00	1.8937	.30883
Non-Managerial	89.4%	INT-Exp	1.00	3.00	2.2402	.47194
Study Abroad	2.0%					
Working Abroad	72.0%					
Study and Working	26.0%					

Regression and Correlation

The results of regression were done by statistical analysis on data of ordinal survey using likert scale of 1-5 resulted in regression. The reliability of ordinal data scale is somehow questionable, so two types of sensitivity analysis were performed to support our analysis. The analyses performed

are more sophisticated and signify the present state-of-the-art in the examination of ordinal survey data. The former sensitivity analysis estimated the reliability of data by practice of atidyprobit model followed by second anova table and then correlation.

Reliability Statistics

Cronbach's Alpha	N of Items
.815	2

Consistency and stability are established through reliability tests. Consistency depicts that how fit the items examining the concept together. How well the items are positively correlated in a set together is demonstrated by the Cronbach' alpha reliability coefficient. Regression inquiry is present similarly directed towards investigate the

facts also to attain modest purposes. To check the affiliation of cross culture management and project leadership and to check the normality of actualities and last but not the least, to classify even if intended one is typically suitable otherwise not?

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df2	Sig. F Change	
1	.725 _a	.526	.524	.41364	.526	279.761	1	252	.000	1.693

a. Predictors: (Constant), ccm

b. Dependent Variable: pml

R=.526 relies to acceptable one that shows healthy productive association of CCM with PL. Gamble the value of R square remains near to close the typical relies the best fit. R square shows 5.0% variation in project leadership is designated through CCM. Pearson produce moment connotations pointed at every of the impalpable variable hip the studyerected. The results showed that project leadership was positively correlated to cross culture

management. It means that when employees have more sense of belongings to project it results in more efficient and loyal usage of their ability without having any risk to their job and leaders will motivate the employees in a greater score and perform their function very smoothly rather than the barrier of the cross culture.

Correlations

		pml	Ccm
Pearson Correlation	pml	1.000	.725
	ccm	.725	1.000
Sig. (1-tailed)	pml	.	.000
	ccm	.000	.
N	pml	254	254
	ccm	254	254

Discussion

Sustainability and competition for multinational firm is a challenge and cross-cultural management and the research lot has made it easier to cope with that threat. Recently china has been declared as world's best country for professing goodwill in business by combination of opportunism and altruism. (Flynn, 2004). This study empirically confirmed the relevance of individual, behavioral, communicative competencies to eradicate the barriers of language culture and financial systems, in an environment of cross-cultural business. The paper interpreted and inferred that project leadership is absolutely correlated to cross culture management. That gave an idea that employees that share a comfortable sense of belongings towards the projects or more comprehensively organization, it results in exposure of their best skills and efficient working engagement overlooking the job risk. Moreover, a positive leadership will motivate the employees in a greater score and lead them performing their function very smoothly overlooking the barrier of culture and language.

They further validated the findings of 1979 and went on to establish a concept of overseas effectiveness by Hawes and Kealey, in 1981 and they gave a profile of the successful technical assistance advisor. This current study has essentially focused on answering two major questions: (a) can we identify cross culture management effect the leadership? And (b) can we develop or identify theory that will be useful in CPEC with the respect of cross culture difference? Cross-culture management is helping hand to MNC and its survival in different cultural backgrounds, leading in an environment of change and sustainable competitive advantage. After closely observing the variations in the cultures of both populations and analyzing the data collected by the samples by various statistical methods, we can infer that the both variables are closely impacting the business of the area. Data was mostly collected from Pakistani premises as the people residing have a history of change, they have seen many novel trends introduced by invaders approaching the area. They can critically analyze the new changing environment created by CPEC. Language barrier is the second important reason behind sampling trend. This paper tested the propositions that would be offered in close future studies concerning the cross-cultural management in the area, that is trending the most in the world nowadays. The variable of organizational/project leadership with references to business in Pakistan and china in the context of CPEC that is becoming more research worthy in coming future. Business. There is a profound need of research to enlighten the community and world regarding the impact of society

and culture on four sub-processes of organizational learning/projects and three factors specifically on the MNCs that are china-based and working or intended to operate in Pakistan.

It is positively anticipated that the research and its findings may positively contributes to the hurdles and challenge confronted by the multinational organizations with the aspects of CPEC will persuade others to pursue new methods for elucidation and forecasting cross-cultural adjustment and effectiveness in different cultural contexts.

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