
The Impact of CPEC on Infrastructure Development, A-Double Mediating Role of Project Success Factors & Project Management

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Abstract

The economic growth of the countries depends on their monetary relationships with each other and the mega projects such as CPEC which joints the countries geographically along with socially & economically. In addition, this thing is getting attention for the researchers nowadays. Thus, the present study aim is to examine the impact of CPEC on infrastructure development along with the mediating role of project management and project success factors influencing the nexus of mega plan CPEC and infrastructure development. The present study has adopted the quantitative technique and the data has been gathered by using the questionnaires from the respondents and smart-PLS has been used for the analysis purpose. The results revealed that all the dimensions of infrastructure development such as environmental protection, economy-boosting, leadership, and OBOR initiative except economic relations have positive nexus with CPEC development. The results also exposed that the project management and project success factors positively mediating among the nexus of CPEC and infrastructure development. These findings provided the guidelines to the policymakers that they should develop the effective policies that enhance the mega plan projects like CPEC among the countries around the globe that enhance the economic growth of the world.

Keywords: CPEC, Infrastructure development, Environmental protection, Economy boosting, Economic relations, OBOR initiative, Project Management

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1. Introduction

The world has enlarged the prospected abilities that could enhance the significant portions of projects resulting in beneficial economic growth. Projects that are dominant for the world and opens various opportunistic levels for enhancing the growth of various countries have much dominance over the global economies. The objective of the study is to investigate the Impact of CPEC on Infrastructure Development, A-Double Mediating Role of Project Success Factors & Project Management. CPEC is aimed to establish various infrastructure sectors including, sector of health, economic zones, industrial sector, employment, infrastructure, and educational institutions with divine abilities of the Mega plan routes.

Across the length of CPEC routes, numerous countries could be benefited in their enormous sectors which could not only enhance the abilities but could boost their respective sectors. The CPEC proponents not only provides the list enumerating vast benefits to the local communities but also specifies the significance of benefits to national economies. However, the complexities also prevail among communities as well as to the international economies while striving for the projected benefits. Many factors prevail that have a dominant influence upon the CPEC project, while variation exists among plenty of components that have significant endorsement toward CPEC. The infrastructure of transport and road significantly endorse eminent measure over the tourism which supports in CPEC context through billion-dollar projects. The over-ambitious details of CPEC have enlisted numerous benefits to the economies of various countries with a vast variety of safety measures that could be established jointly. The initiative of one belt one road has lasted important aspects which significantly endorse eminent fulfilment of an agreement between the countries jointly linked through OBOR. Infrastructure development has an immense role in the significance of CPEC which is considered as a door opening for the small countries with small economies. It will not only help little countries to reach the world but also helps to develop various instances of developing their economies. For the efficient development of achieving perspectives in CPEC, the implication of infrastructure development could enumerate various elements dominantly influences directly on the CPEC project. The coverage of developing infrastructure, FDI, and CPEC are dominantly elaborated concerning Pakistan where the connection is enumerated with the desired phenomena (Mehtar, 2017). For the enhancement of trade and removing barriers of distance, China has established the project of CPEC which has given much attention toward the developed and underdeveloped economies. The generation of various trade needs is a dominant part of this project which has provided a close view of easing trade among various countries. The development of one belt one road is also the dominant mean of the CPEC where the countries could join trade within a single road project. Significance of CPEC project has attained greater importance where the relationships are developed with various countries of different regions, while the Asian region is much acquainted with it.

Within the development of CPEC, the role of environmental protection also dominates with due

importance over the green evaluations of stability. Among various countries, the significance of environmental protection has much importance due to the safety measures of the global environment that can disrupt various components of countries. Environmental protection is eminent toward India and China; therefore wide competition prevails among the components of maritime in Arabian Sea (Panneerselvam, 2017). With all significant measures of environmental protection, the robust impacts could be seen over CPEC stability and enhancement. Most of the countries emphasize environmental stability and protection while mentioning the projected that have been initiated for the country's growth (S. Z. Zafar, Siddique, Ahmad, & Khan, 2016). Embarking role of environmental protection is dominant over the flashpoint project of CPEC revolving over the world.

Much contributions have been enumerated through the development of CPEC; therefore, boosted economies have a wide impact over the CPEC contributions. Developed economies significantly invest in projects to gather higher returns or attain various benefits that have important aspects over the boosted economies as well as on the living standards of people. A significant boost is linked with the economy of Pakistan while emphasizing the cordial ties on CPEC which contributes toward development and economic growth of Pakistan (Raza, Mohiuddin, Zaidi, & Osama, 2018; S. Zafar, Ahmad, & Khan, 2016). Boosted economies of various developed countries significantly influence the projects of countries with the eminent significance of elements (Nawaz, Su, Din, et al., 2020; Nawaz, Waqar, Shah, Sajid, & Khalid, 2019; Sattar et al., 2020). Where the economies have boosted from the projects having international importance, the countries could positively spend all possible amenities that government retains for its public (Nawaz, Su, Iqbal, et al., 2020).

Economic relations are mostly dependent on the ties of projects that have significant importance over the countries (Shittu, Hassan, & Nawaz, 2018). Therefore, countries that have strong ties due to joint projects could easily develop strong relations to counter international pressures. Relationship between countries due to similar projects or joint investments could not only develop a friendly relationship but also developed economic relations. The interests of countries are primary aims; therefore, in CPEC, national and economic interests are more dominated with the elaboration of various initiatives (Rahman & Shurong, 2017). While emphasizing the projects that have significant importance, relations between countries are dominantly elaborated as the

relations of economies. Economic relations have a strong contribution toward the joint economies as well as projects whether local or international must dominant investments therefore, have joint importance over the two countries.

China took an initiative of one belt one road (OBOR), which has lasted an immense influence over the smallest and largest economies. The initiative has not only opened the door for getting indulged in OBOR but also has emphasized the era of moving products as well as services overall the world. Different perceptions prevail while dominating the initiative of one belt one road; therefore, the study dominates instance of China as well as India (Sachdeva, 2018). The role of OBOR has inserted the significance of joining distance countries to get indulged in various trading activities which are most difficult from other perspectives. The significance of OBOR since initiation has gained significant important which strengthens the communication among the world, while the connectivity could be much easier than expected.

In the evaluations of projects, the benefits and flaws are significantly examined with a vast variety of implications. Therefore, effective leadership has a dominant role over the projects to look after all weakest areas which require furnishing with effective capabilities. The significance of geopolitics are emergent in the corridors of the economy; therefore, leaderships are dreamed with the pertinence of economic grounds (Muzaffar, Shah, & Yaseen, 2018). So, leadership positively enhances its role over the local and international project due to its proportion towards the economy. CPEC has dominant influence by the leaderships because leadership has inserted the mode of the connecting world for better economies as well as standards of living.

Every project is linked with specified means where every country is linked to the benefits which could significantly endorse eminent measure toward the economies. The success of the project is always associated with the elements which could have positive and negative role toward the economy; therefore, project success factors as been mentioned as an important element. Success factor is important in CPEC where the project developments and potentials are eminently elaborated concerning businesses. The success factor of the project is a strong evaluation of any project that is directly associated with the countries joint relationship for the enhancement of economies as well as the stability levels. on the strengthening of the relationship. Project management is a significant role among the numerous behaviors of infrastructure and CPEC; therefore, China

has adapted significant measures for the robust influence of project management to meet the efficiency measures. While fighting the external and internal challenges, the role of project management significantly countermeasures to eliminate threats (Ashraf, Shafiq, & Batool, 2017). Relativeness of project management is prevalent upon the accomplishment of tasks that prevail between the development of infrastructure and CPEC project. Wide interpretations have been eminent among the dominance of developing infrastructure that could positively dominate over the CPEC project. While enumerating the significance of CPEC in various countries, the project manager has the ultimate impact

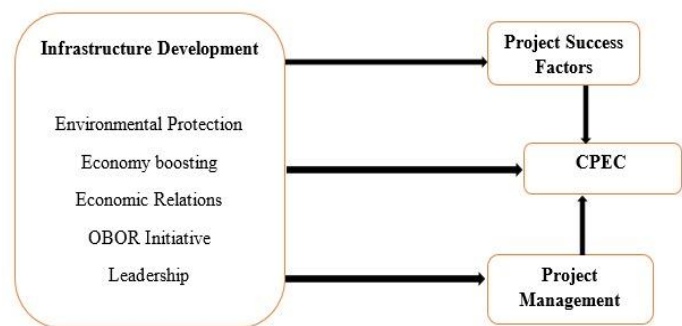


Figure 1. Basic Conceptual Model

2. Literature Review

Literature mentioned the importance of CPEC with the specification of achievements by numerous countries, while Pakistan and China are joint partners among the route of CPEC. There are many stakeholders among the CPEC development where the role of infrastructure positively dominates. The impacts among perceived tourism and infrastructural development are examined in CPEC (Khan & Liu, 2019; Nazneen, Xu, & Din, 2019). Studies considered the approach of CPEC with the emphasizing mean of developing infrastructure which differentiates the significance of the corridor project. Many elements prevail among literature while considering the eminence of infrastructure development including economic and environmental protection. Leadership has inserted eminent role in the CPEC where the collaboration between two countries are developed through the development of one belt one road (OBOR).

The balanced situation of economic and environmental goals could positively enumerate the significance of projects that have been initiated for boosting the growth of a country. The wide implications of environmental protection have a dominant influence upon the CPEC project which could vary upon the strategic implications. The study examined the environmental grounds where the international and local institutions have placed social safeguards (Lashari et al., 2020; Zhang, Andam, & Shi, 2017a). Studies widely described the dominance of environmental protection that directly insert eminent role over the stability and enhanced performance of CPEC. Various ecological practices have been adopted by governments of China as well as Pakistan for the due influence of forests upon embarking elements prevail in countries.

H1: Environmental protection significantly inserts a vital role over the CPEC.

The economy is boosted where the development of infrastructure is positively enabled; therefore, projects have a dominant role over them. The role of the economy is dominantly enumerated over the literature specifying significant impact over the projects where it could get significance over the international village of economies. Studies widely specified the investing amount of China in CPEC which could be enumerated as a game-changer for the economy of Pakistan (Imran Sharif, Faitma, Hafiz Gulfam, & Saeed ur, 2020; Malik, 2018). Boosting of economies not only influences the project but also insert eminent impact over the standards of living. CPEC has much significance over the economies while economies and projects are interrelated due to a variety of benefits that could be asserted through the projects.

H2: Economy boosting significantly have a vital role over the CPEC.

Projects are an important part among various countries that develops the relationship, while strengthening of relationship could be enumerated through economic relations. CPEC has much attained the importance of dominance of economic relations; therefore, the link of economic relations are significant proportion between the two countries. Sharing of routes not only enables trade but also could be dominant in establishing economical relationships (Hussain & Hussain, 2017; Makhdoom, Shah, & Sami, 2018). Although, economic relations are established the countries that have gained affiliation of the project could be robustly stated the economic allies. The economies are modernized through the development of CPEC project which positively

developed by the development of infrastructure among both countries.

H3: Economic relations significantly insert dominant role over the CPEC. One belt one road has connected the world through the imaginary analysis. Therefore, the dominant effectiveness of imaginary analysis could be dominantly resulted by the development of infrastructure between countries which could be enhanced by allies of the project. Investments are made initially by least countries, while the affiliation has endorsed the significance of CPEC project. OBOR initiatives are dominantly discussed with utilities of CPEC emphasizing the perspective of industries (Abbas, Liu, Wasti, Munir, & Abbas, 2019; Chawla, 2017). Therefore, OROB positively inserts effective role over the development of CPEC through the initiation of infrastructure which enables wide facilities to other countries. Significantly, the CPEC project has been attained much robustness due to the initiative of OBOR which results in cultural ties as well as soft and hard infrastructure.

H4: OROB initiative has significance over the CPEC project.

Qualities of leadership have a comprehensive role in the accomplishment of tasks or projects. Therefore, emphasizing the dominance of leadership positively inserts role among the projects variation. The study highlighted the role of governance and ethics implicated by strong leadership having influence over the CPEC (Syed, 2020). CPEC is eminently influenced by the establishment of leadership specification which enlarges the benefits to both countries and could be memorizing phase for the other countries becoming allies of that. To accomplish the projects, leadership insert dashing role which highlights the dominance of geographic importance as well as structural importance of projects.

H5: Leadership significantly insert vital role over the CPEC.

The development of infrastructure enhances the capabilities of projects while the project success factor also inserts a dominant role among them. Environmental protection is considered an important aspect among CPEC, while the importance of project success factor employs various measures to balance the situation that prevail between project and environmental protection. Critical success factors are analyzed while emphasizing the sustainability of projects with ultimate approaches (Kiani Mavi & Standing, 2018). The values of the

environment could not be hidden; therefore, through implications of project success factor situation could be dominantly mediated among environmental protection and project of CPEC.

H6: Project success factors significantly and positively mediates among the relationship between environmental protection and CPEC.

The change in living standards may due to the effectiveness of projects as well as economies that have contributed toward the countries. Studies widely enumerated the dominance of project success factor which could be evaluated from the projects and its mutual significance with other countries or local communities. The study reviewed the context of financial support by Europe which has a strong contribution toward the performance of the economy (Garrido, Gomez, Baeza, & Vassallo, 2017). The boosting of the economy could never induce impacts over the countries stability but also have many contributions toward the projects that have gained local as well as international importance.

H7: Project success factor significantly and positively mediates among the relationship between economy-boosting and CPEC.

Economic relations are positively linked with CPEC through variation of roles among numerous countries. The development of project success factor contributes much significance toward the initiation of relations among CPEC and economic relations. Through the co-creation, economies are well connected with the forces of cognitive and culture (de Jesus & Mendonça, 2018; Lan, Ma, Zhu, Mangalagiu, & Thornton, 2017). Studies mentioned project success factor an important part among the project which creates valuable forms to strengthen the link among various tasks. The mediating role of project success factor is dominant in literature while the role of project success factor among developing relations and projects are also eminent.

H8: Project success factor significantly and positively mediates among the relationship between economic relations and CPEC.

Mediation among one belt one road is positively enumerated in wide studies where the robustness of CPEC and OROB are positively linked. CPEC comprises the whole project prevalent on a road which is initiated between countries; therefore, OBOR positively develops relation among countries. The silk road of China eminently describes the politics and landscapes with

probable success factors (Sternberg, Ahearn, & McConnell, 2017; Tai & Huang, 2018). Project success factor among OBOR and CPEC enumerates wide elements which could provide feasible measures with comprehensive planning. The development of OBOR is considered as a mode of communication among countries that helps to stabilize economies as well as strengthening relationships.

H9: Project success factor significantly and positively mediates among the relationship between OROB initiative and CPEC.

The elements of risk prevail in the project; therefore, leadership effectively counters the elements of risk with various measures. Although, risk tends to be an important element in the project the significance of project success factor elaborates all the measures to counter the prevalent components. From the base of projects, leadership varies while emphasizing the project success, global clarity and styles (Raziq Muhammad, Borini Felipe, Malik Omer, Ahmad, & Shabaz, 2018; Sun, 2017). It is considered as the closure of strong project among countries while the mediation of project success factor is also dominant in wide studies. Detail communication through the factors of a project could establish various measures in countering different elements derailing the link amid CPEC and leadership.

H10: Project success factor significantly and positively mediates among the relationship between leadership and CPEC.

Things that have been elaborated in the literature about project management significantly elaborates the significance of project management among the variation of projects. Many flaws prevail among the accomplishment of the project where environmental protection is eminent one. Chinese are dominant in enumerating the governance of environmental protection through management and control (Goron & Bolsover, 2020; Schifman, Tryby, Berner, & Shuster, 2018). Therefore, project management help countries to employ mediating components among the relationship between environmental protection and CPEC. Studies widely described the significance of project management insert effective role for countering elements prevail between the effectiveness of environmental protection as well as projects.

H11: Project management significantly and positively mediates among the relationship between environmental protection and CPEC.

While boosting economies, the important aspects could be significantly enumerated through the inducement of project management. Among the dominant economies, the role of project management has been counted important which widely influences the projects that dominate local or international one. In boosting economies, the CPEC is dominant for the economy, transport and trade (Ashfaq, Azizul, Khalid, & Ihsan Ullah, 2018; Kanwal et al., 2020). Managing the project significantly elaborates the positivity of economy-boosting as well as CPEC; therefore, project management significantly mediates among them. The mediating role of project management is elaborated in literature while emphasizing the dominance of infrastructure development exits and have importance in the projects.

H12: Project management significantly and positively mediates among the relationship between economy-boosting and CPEC.

Different boards among the projects have effective measures through effective management over the development of the relationship between countries. Studies established the significance of project management which has effective role between economic relations and CPEC. The economic relations through CPEC helps to cover time and cost which is an effective mean of project management (Alam, Li, & Baig, 2019; Basit, 2019). The running of CPEC is effectively managed through the implication of project management where many means are ascertained to evaluate the significance. Literature enumerated the mediating role of project management in numerous studies while link amid economic relations and CPEC are managed as a part of efficacy.

H13: Project management significantly and positively mediates among the relationship between economic relations and CPEC.

Investments have been made by various countries to establish the road channel for management of appropriate trade. Therefore, one belt one road is denoted as a significant mean of an opening era for trade among various parts of the world. The implementation of handling and challenges through project management specifies the complexities in CPEC (Rizwanullah, Zhi, Ali, Yuan, & Hou, 2020; Sarmad & Choudhary, 2019). The effective project management has established the initiative of OROB among the CPEC where roads are dominant means of enhancing the activities of trade. Trade is countered as an eminent factor among OROB as well as CPEC, but the effective development of project

management has enumerated the possible effects of infrastructure over CPEC.

H14: Project management significantly and positively mediates among the relationship between OROB initiative and CPEC.

Leadership is widely denoted in literature an effective mean to accomplish any task; therefore, through project management, leadership could effectively interpret the significance of CPEC and project management. The qualities of leadership and megaproject management are interrelated with each other while comparing present and past (Demirkesen & Ozorhon, 2017; Sankaran, 2018). Studies enumerated project management concerning leadership inserting dominant measure over CPEC, although project management has a significant mediating role among the development of infrastructure. The corridor of Pakistan economy is well linked with the leadership where positive project management retains important measures to accomplish the task of projects with robust leadership.

H15: Project management significantly and positively mediates among the relationship between leadership and CPEC.

3. Research Methods

The goal of the current study is to investigate the impact of CPEC on infrastructure development along with the mediating role of project management and project success factors among the nexus of CPEC and infrastructure development. The present study has adopted the quantitative methods and data has been gathered by using the questionnaires. The simple random sampling has been adopted by the study to select the respondents. The managerial level employees of the CPEC project are the respondents and forwarded the questionnaires through the mail. A total of 320 questionnaires distributed to them and only 210 were returned that represents about 65.63 percent. In addition, smart-PLS has been executed for the analysis purpose because the study has used the complex framework and PLS provided the best estimation in this case (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). Additionally, the objective of the study is testing the hypotheses that are another reason for employing the smart-PLS for analysis.

The variables that have been used by the study has five predictors such as environmental protection (EP) that has six items (Saad, Xinping, & Ijaz, 2019), economy-boosting (EB) that has three items (Moya-Clemente, Ribes-Giner,

& Pantoja-Díaz, 2020), economic relations (ER) that has four items (Wang, Xue, Zhu, & Ge, 2017), OBOR initiative (OBORI) that has three items and leadership (LS) that has four items (Abdullah, Hamid, Shamsuddin, & Wahab, 2016). In addition, the present study has taken two variables as mediation such as project management (PM)

that has five items (Altarawneh, Thiruchelvam, & Samadi, 2018) and project success factors (PSF) that has ten items (Zuo, Zhao, Nguyen, Ma, & Gao, 2018). Finally, the CPEC used as the predictive variable that has five items (Saad et al., 2019). These variables have been highlighted along with their links in Figure 1.

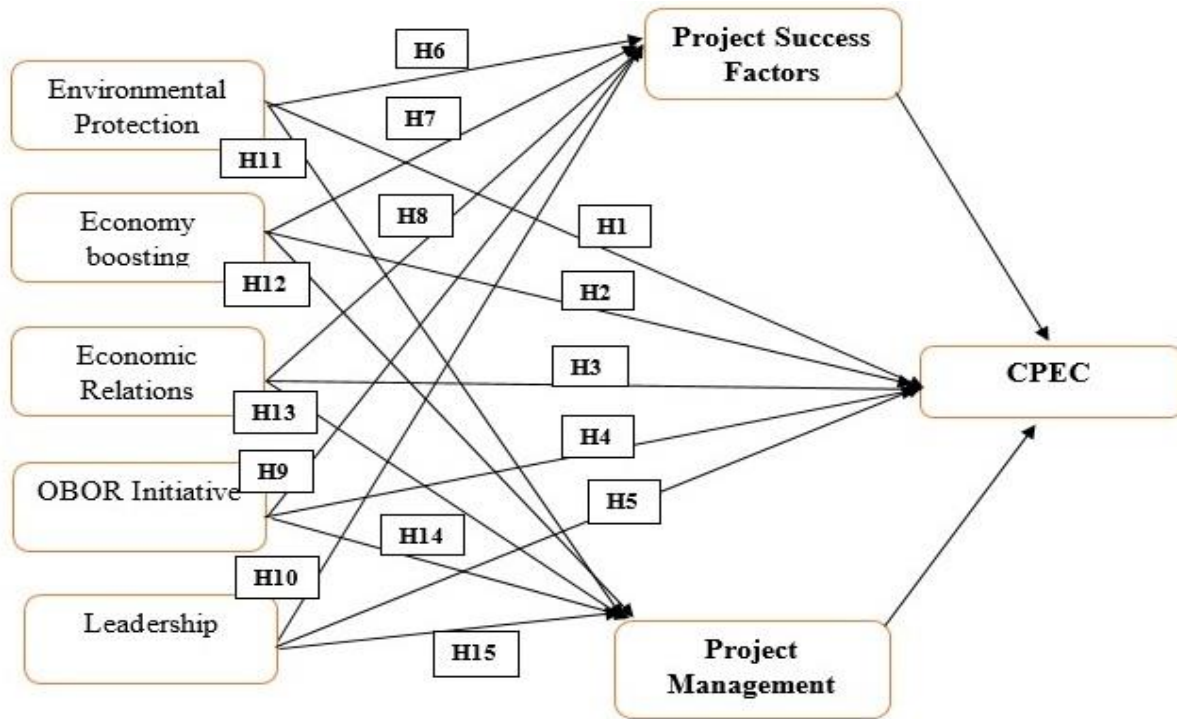


Figure 2: Theoretical Framework

4. Findings

The findings exposed the convergent along with discriminant validity and direct and indirect relationships among the variables. Firstly, convergent validity has been examined that show the links among the items. The

figures show that high correlation between items and valid convergent validity because the values of CR and Alpha are higher than 0.70 and the figures of AVE and loadings are bigger than 0.50. These values are highlighted in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
CPEC	CPEC1	0.738	0.807	0.866	0.566
	CPEC2	0.650			
	CPEC3	0.753			
	CPEC4	0.852			
	CPEC5	0.756			
Economy Boosting	EB1	0.897	0.710	0.790	0.562
	EB2	0.655			

	EB3	0.673			
Environmental Protection	EP1	0.850	0.911	0.931	0.692
	EP2	0.894			
	EP3	0.792			
	EP4	0.707			
	EP5	0.845			
	EP6	0.890			
Economic Relations	ER2	0.861	0.833	0.899	0.749
	ER3	0.868			
	ER4	0.867			
Leadership	LS1	0.890	0.910	0.943	0.846
	LS2	0.942			
	LS3	0.927			
OBOR Initiative	OBORI1	0.918	0.785	0.875	0.701
	OBORI2	0.833			
	OBORI3	0.753			
Project Management	PM1	0.807	0.838	0.887	0.612
	PM2	0.716			
	PM3	0.847			
	PM4	0.860			
	PM5	0.663			
Project Success Factors	PSF1	0.875	0.917	0.932	0.635
	PSF10	0.737			
	PSF3	0.661			
	PSF4	0.805			
	PSF5	0.781			
	PSF7	0.904			
	PSF8	0.718			
	PSF9	0.862			

Secondly, discriminant validity has been examined that show the links among the variables. The figures show that no high correlation between variables and valid

discriminant validity because the values of Heterotrait Monotrait (HTMT) ratio are lower than 0.90. These values are highlighted in Table 2.

Table 2: Discriminant Validity

	CPEC	EB	EP	ER	LS	OBORI	PM	PSF
CPEC								
EB	0.779							
EP	0.444	0.461						
ER	0.670	0.553	0.348					
LS	0.522	0.302	0.174	0.711				

OBORI	0.882	0.584	0.769	0.576	0.502		
PM	0.897	0.711	0.456	0.630	0.360	0.844	
PSF	0.653	0.600	0.278	0.454	0.267	0.506	0.763

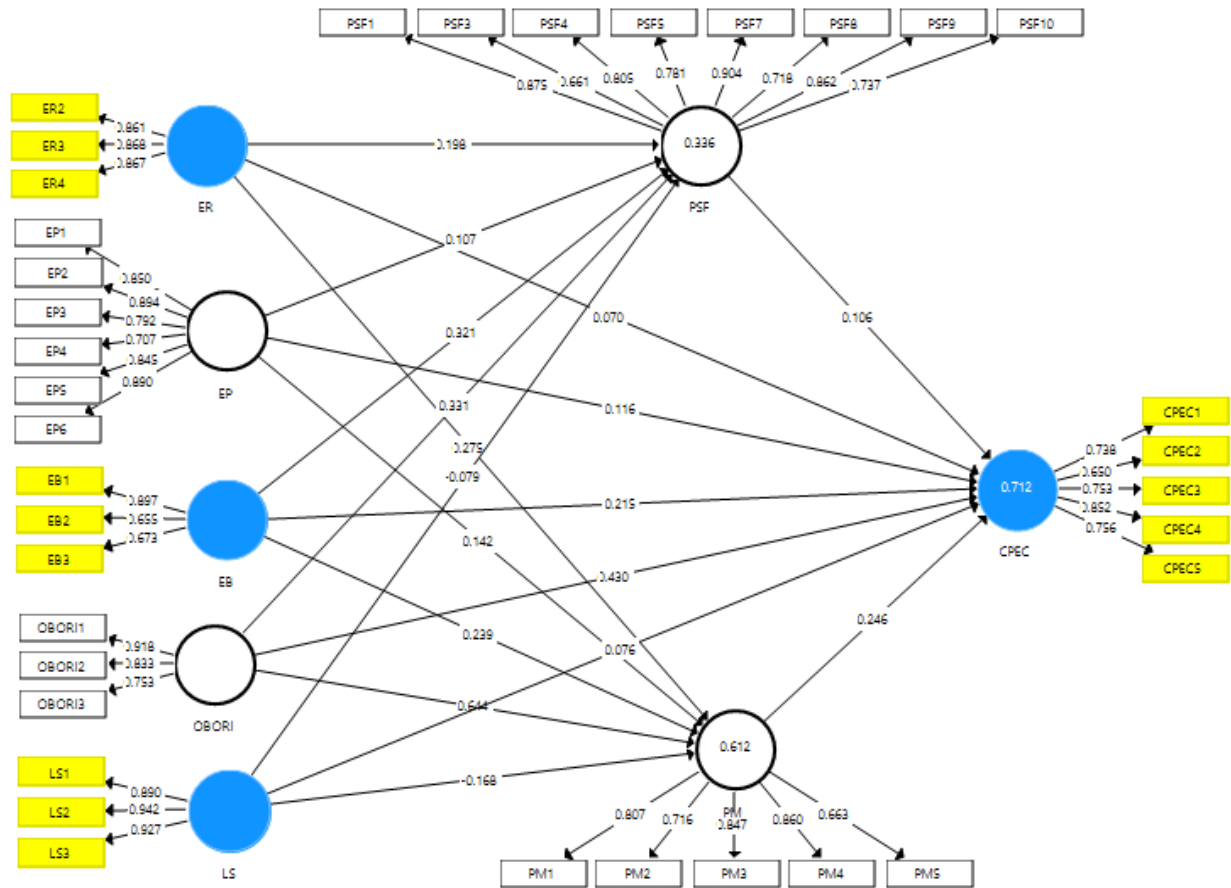


Figure 3: Measurement Model Assessment

The path analysis firstly shows the direct links among the variables and the figures show that positive along with significant links among all the dimensions of infrastructure development such as environmental protection, economy-boosting, OBOR initiative, and

leadership except economic relations have positive nexus with CPEC development and accept H1, H2, H4 and H5 and reject H2 because beta values have positive sign along with t-values higher than 1.64 and p-values are less than 0.05. These values are mentioned in Table 3.

Table 3: Direct Relationships

Relationships	Beta	S.D.	t-statistics	p-values	L.L.	U.L.
EB -> CPEC	0.215	0.049	4.385	0.000	0.157	0.318
EP -> CPEC	0.116	0.048	2.392	0.009	0.001	0.188
ER -> CPEC	0.070	0.053	1.326	0.094	-0.026	0.152
LS -> CPEC	0.076	0.046	1.668	0.049	0.011	0.153
OBORI -> CPEC	0.430	0.056	7.742	0.000	0.348	0.521
PM -> CPEC	0.246	0.074	3.329	0.001	0.111	0.341
PSF -> CPEC	0.106	0.050	2.124	0.018	0.018	0.198

The path analysis secondly shows the indirect links among the variables and the figures show that positive along with the significant mediating impact of project management and project success factors among all the dimensions of infrastructure development and CPEC development and accept H6 to H9 and H11 to H15

because beta values have positive sign along with t-values higher than 1.64 and p-values are less than 0.05. However, reject H10 because of the insignificant mediating impact of project success factors among the nexus of leadership and CPEC. These values are mentioned in Table 4.

Table 4: Indirect Relationships

Relationships	Beta	S.D.	t-statistics	p-values	L.L.	U.L.
EB -> PM -> CPEC	0.059	0.020	2.930	0.002	0.029	0.090
EP -> PM -> CPEC	0.035	0.017	2.069	0.021	0.000	0.054
ER -> PM -> CPEC	0.067	0.025	2.672	0.004	0.025	0.108
LS -> PM -> CPEC	0.041	0.016	2.631	0.005	0.064	0.287
OBORI -> PM -> CPEC	0.158	0.048	3.270	0.001	0.069	0.220
EB -> PSF -> CPEC	0.034	0.017	1.955	0.027	0.007	0.064
EP -> PSF -> CPEC	0.111	0.052	2.135	0.014	0.007	0.097
ER -> PSF -> CPEC	0.021	0.011	1.905	0.030	0.004	0.041
LS -> PSF -> CPEC	-0.008	0.009	0.931	0.177	-0.028	0.002
OBORI -> PSF -> CPEC	0.035	0.018	1.920	0.029	0.005	0.068

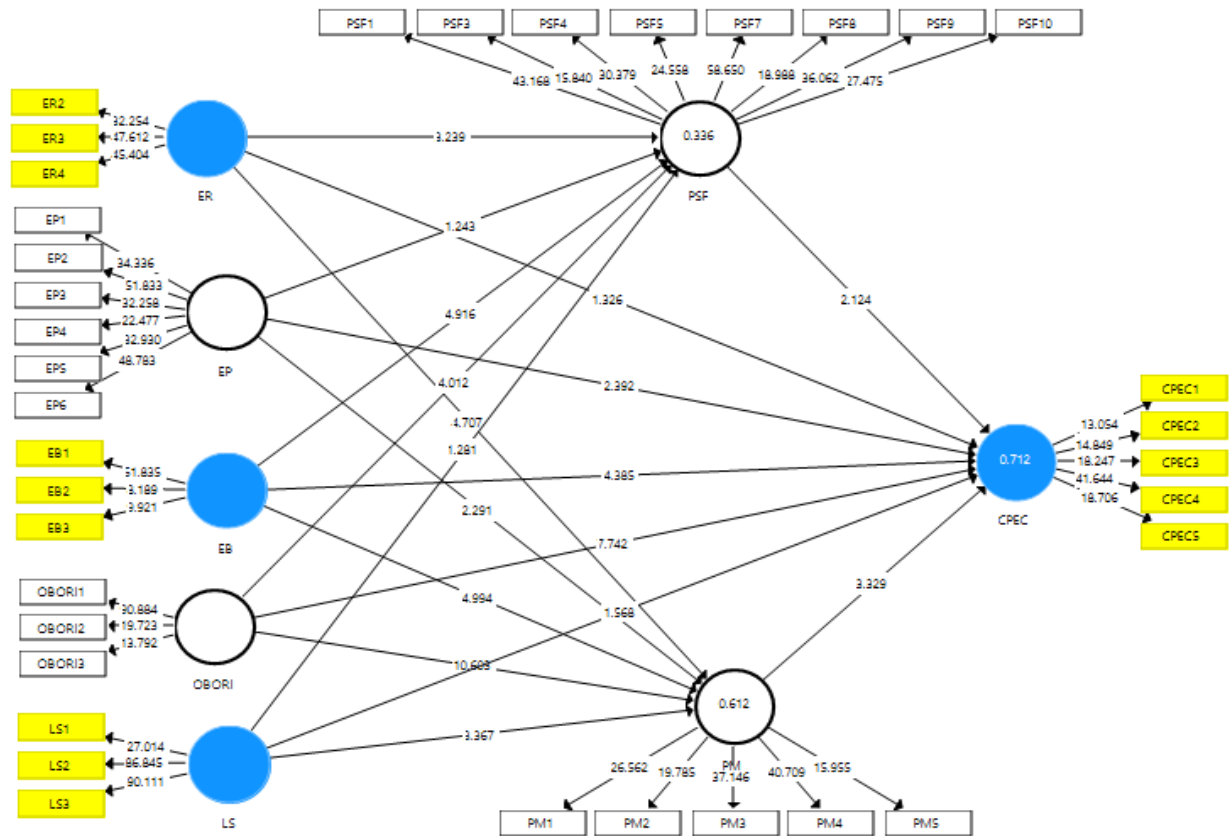


Figure 4: Structural Model Assessment

5. Discussions and Implications

The results revealed that environmental protection has positive nexus with CPEC development and these findings are similar to the outcomes of Zhang, Andam, and Shi (2017b) who also examined that the CPEC development influences the environmental protection of the countries. In addition, the results also show that economic boosting has a positive association and this could be similar to the results of Raza et al. (2018) who also exposed that the project of CPEC boosts the economy of the linked countries. Similarly, a study conducted by Ahmed, Arshad, Mahmood, and Akhtar (2017) exposed that the CPEC promotes the initiative of OBOR and this could be matched with present study outcomes. Likewise, a study conducted by Wolf (2020) shows that the leadership qualities could enhance the CPEC development and this could be similar to the ongoing study results. The results also exposed that the project management and project success factors positively mediating among the nexus of CPEC and infrastructure development and this could be in line with the findings of Sarmad and Choudhary (2019) who exposed that the project management could enhance the CPEC development along with the infrastructure development in the countries. These findings provided the guidelines to the policymakers that they should develop the effective policies that enhance the projects like CPEC among the countries around the globe that enhance the economic growth of the world. In

addition, this study could be beneficial for the new researchers who want to investigate this topic in future.

6. Conclusion and Limitations

Finally, the study concluded that the CPEC project has played an essential role in developing the infrastructure of the related countries. In addition, CPEC project could also improve the economy-boosting in the attached countries and promote the initiative OBOR among the countries.

Limitation: However, the present study has some limitations that would be the future directions for upcoming studies such as the present study has ignored the moderating role in the framework and suggested that future studies should incorporate this aspect in their studies.

Implication: In addition, the effective project management along with effective project success factors exists in this project that improves the infrastructure of the linked countries. Furthermore, the focus of the present study only on the CPEC project and recommended that future studies should add other such types of projects in their analysis. Finally, the ongoing study executed the smart-PLS for the analysis purpose and suggested that future studies should use the AMOS for the purpose of the analysis.

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