

# Human Resources Function in Challenging Environment A case study of Afghanistan

Mohammad Salim Aslami\*

Lecturer, Jahan University

Email: saleem.aslami@yahoo.com

**Abstract** - In this study, we explore the difficulties encountered by HR departments in the present day. Human resource management (HRM) is an approach to running a business that aims to get the most out of its employees so that they can help the firm achieve its long-term goals and objectives. This research uses social network analysis (SNA) to examine how various HRM procedures at the Ministry of Mines and Petroleum have led to the development of specific networks. This study's findings suggest that the existing HRM inside public organizations in Afghanistan, especially the MoMP, exhibits certain aspects of strategic HRM, despite the absence of a contemporary administrative structure as a result of the failed implementation of administrative reform. This result sheds light on the notion of strategic HRM, which has greater potential than standard HRM to contribute to the long-term viability of the MoMP.

**Keywords** - Organization Performance, Recruitment and Selection, Training and Development, Impact, Government of Afghanistan,

-----X-----

## INTRODUCTION

Human resource management (HRM) is a set of computerized processes for collecting, organizing, analyzing, and disseminating data on an organization's human resources (HR). This definition comes from Tannenbaum. According to Kovach, human resource management is "a process through which an organization acquires, stores, maintains, retrieves, and verifies information essential to its operations pertaining to its human resources, personnel activities, and the characteristics of its organizational units."

Human resource management is a strategy used in business management that evaluates employees based on how well they contribute to the company's goals. People Resources saw them as an invaluable addition to the company (Armstrong, 1995). Many studies have examined the impact of HRM practices on both organizational and individual productivity, and the results have generally shown that HRM has positive results. Human resources management has been linked to higher levels of productivity in the workplace, according to a number of studies. Human resource management methods were also shown to have a significant impact on organizational performance (Cures et al. 2010). These methods are widely recognized as a powerful resource for boosting organizational output and individual performance. This resource is crucial for maintaining a competitive edge in the corporate world.

Human Resources (HR) is the business unit responsible for managing workers and their concerns in an organization. The management of performance, pay, benefits, education, staffing, promotion, and culture are all a part of this. However, HR is responsible for much more than just this. Human resources professionals cooperate with other departments to efficiently manage the employee lifecycle by working closely with the company. A company's growth and success rely heavily on the HR department, which helps workers advance in their careers and realize their full potential by providing them with a positive work environment and the resources they need to do so. Accreditation in this field is available in the United Kingdom via the Chartered Institute of Personal Development (CIPD), the most prominent professional organisation for HR and development certification. Given the political context of the nation during the previous four decades of conflict, emphasis has been attracted to security, health, and welfare rather than putting in place a framework to build Human Resources management in the sense that the function functions in the UK, where HR is more established. The Independent Administrative Reform and Civil Service Commission and the ongoing process of administrative reform in Afghanistan have, however, been paying some attention to this issue. Human Resources in the UK is responsible for developing and implementing policies that are consistent with local labor regulations and cover all stages of an employee's career. Although there is evidence that the Ministry

of Health in Afghanistan attempted to establish a Human Resources Taskforce to facilitate HR management and recruitment in 2003, a similar approach needs to be implemented for Afghanistan's entire workforce, where policies relating to the workforce are aligned with the Human Resources function. However, it should be noted that the Afghan government is already making certain allowances for the HR Functions' capabilities, and that some obvious measures, such as on-the-job training for HR professionals, inclusiveness, and management of stated tasks and responsibilities, are already in motion. Human resources experts also examine the training offered for other essential government roles and their corresponding employees.

All of the Government of Afghanistan's public sector agencies' personnel resources databases now only include primary data of civil employees and are either paper-based, Excel-based, or stand-alone applications. Because of this, the Human Resources department has to go through a difficult administrative process. The government has trouble extracting a wide range of reports and keeping its constituents up to speed on the status of its public personnel. Additionally, local development of such a system is lacking and incomplete in several public institutions. Despite this, every government organization welcomes and promotes HR department innovation.

In many businesses, HR departments were up against formidable obstacles. Human resource management, or HRM, is the process of finding and hiring qualified workers, as well as inducting them into the organization, training them, and helping them grow professionally. Human resource management (HRM) is the practice of allocating resources (including people) to achieve desired outcomes (such as increased output or improved performance). Human resource management (HRM) may be thought of as an interdisciplinary field since it incorporates insights from fields like as psychology, economics, and others. Human resource management places more emphasis on actions than on procedures. Year each year, HR faces new obstacles and performs new duties. Human resources departments nowadays have to deal with a wide range of issues, including recruitment, selection, retention, leadership development, corporate culture, etc.

## LITERATURE REVIEW

**Soumya Deb Chowdhury, (2022)** HRM strategies for local and global firms use AI and AI-based solutions. In the previous decade, new research has developed on the social presence of AI and robots, the implications of AI adoption on person and company results, and the assessment of AI-enabled HRM practises due to the development of AI-based applications in HRM. Opportunities for better resource utilization, decision making, and issue solving by both workers and businesses have arisen as a consequence of the widespread use of these technologies in both domestic and global enterprises.

Research on AI-based technologies for HRM is scarce and dispersed, despite rising scholarly interest. HRM roles and human-AI interactions in global firms spreading innovations need further investigation. As a reaction to these coupled challenges, scattered research, and limited existent literature, we give a systematic review on the subject of the special issue and provide a nuanced picture of what is known, what is unknown, and where future research should go. We provide a theoretical structure to unify the study of HRM's use of AI and provide a consistent groundwork for future studies in the field. In addition, we provide a collection of hypotheses that may be tested and used to guide future studies in this area.

**Kutieshat, R.; Farmanesh, P. (2022)** This study examines the influence of NHRM in the educational sector during the COVID-19 epidemic, especially how these practises affected innovation performance as mediated by organisational innovation and imaginative work behaviour. However, evidence from personal experience alone cannot establish this connection. For this reason, the research made use of quantitative statistical methods. Based on an online survey of 450 Ministry of Education employees in Amman, Jordan, the present results reveal a solid association between NHRM practises and innovation output. Organizational innovation mediates between workplace creativity and innovation. Organizational innovation strengthens the connection, according to the studies. A stronger focus on NHRM techniques would boost managerial execution and increase creative production, according to the results. As a result of the severe difficulties brought on by the COVID 19 pandemic, The education industry has to adopt organisational tactics to innovate quickly, which requires more efficient and effective technology processes to stay competitive. NHRM may assist give alternatives, solve concerns, and inspire innovation during a crisis's response phase. Innovation-driven businesses relate HR practises to organisational structure, operational efficiency, and environmental sustainability.

**Sunghoon Kim, et al. (2022)** This research refines and expands upon the current literature on human resource management (HRM) and environmental ambiguity. We highlight current uncertainties of large size and breadth and investigate their implications for HRM. We then survey key theoretical frameworks and outline potential applications. The most current research on uncertainty and human resource management is then presented, drawing on examples from all across the globe.

**Momand, Abid et al. (2021).** Terrorism has had a negative impact on the economies, administrations, and human resource management of Pakistan and Afghanistan, two adjacent nations. The two nations in the area are members of the South Asian Association for Regional Cooperation and have a deep historical and cultural bond due to their bilateral ties (SAARC). This study looks at how terrorism has affected human resource management in

Afghanistan and Pakistan. Secondary sources, such as government annual reports on projects, statistical archives, and published scientific papers, have been mined for information. The findings show that the terrorist attacks in Afghanistan and Pakistan have had a detrimental impact on human resource management methods in both countries. Human resource management (HRM) practices in both countries where terrorism plays a significant role in all these destructions share many commonalities, including a lack of merit-based recruitment and selection criteria, nepotism, discrimination, a weak pay structure, a lax performance appraisal mechanism, a lack of qualified labor, and a disregard for employees' safety. The study's biggest drawback was that there wasn't enough written on human resource management in Afghanistan. Although this is not the first research to connect terrorism with HRM, it is the first to do so by comparing the experiences of two close neighbors, Afghanistan and Pakistan.

**Roome, E., Raven, J. & Martineau, T. (2014)**

Populations in post-conflict situations are always at a higher risk for illness and have a larger need for health services than those in more stable resource-poor nations due to the significant disruption of health systems. During times of war, the medical staff often suffers casualties. This report reviews studies on three HRM functions in post-conflict contexts labour supply, distribution, and performance. Publications were combed for papers written in English that appeared between 2003 and 2013. Gender, money, leadership, and government are cross-cutting issues. Expanding knowledge is limited. Several articles have addressed pre-service education and training, remuneration, and recruitment as health workforce supply concerns. We know a lot less about how to evenly distribute workers around the country, Governance, administrative deployment mechanisms, and incentive systems may help equal out regional discrepancies. Human resource management (HRM) in the immediate aftermath of a conflict is a relatively unexplored area, with most studies using secondary sources. There has to be more first-hand studies conducted on labor availability, workforce dispersion, and workforce effectiveness. This should be done throughout several post-conflict eras, with a focus on leadership and governance, gender equality, and redistributing duties. Future study should solve the mentioned research gaps and examine how HRM might be used to rebuild health workforces, leading to more equitable and sustainable health systems in post-conflict situations.

**RESEARCH QUESTION**

The following methods were used to collect data for this study and draw conclusions on how incorporating SHRM into the HRM landscape of public enterprises in Afghanistan may improve the lives of employees and the country as a whole:

1. First, 31 high- and mid-level government officials were interviewed face-to-face to

represent the MoMP's internal departments (the "internal stakeholders"), and 10 external stakeholders' representatives were interviewed face-to-face to represent their interests;

2. Methods from social network analysis (SNA) were used to examine the gathered data.

**OBJECTIVE**

1. To study the responses of employees on the implementation of human resources function in challenging environment in Afghanistan.
2. To the study of the Project Management Office-implemented Traditional Human Resources Management (HRM) to Human Resource Management (HRM) Reform.
3. The purpose of this research is to improve HRM in Afghan public institutions, notably the MoMP, by creating and implementing policies and procedures that are in line with the organization's strategic objectives.

**TRADITIONAL AND REFORMED HRM IN AFGHAN PUBLIC ORGANIZATIONS**

Human resource management in Afghanistan is handled by what was once known as the Personnel Management Department (PMD), which oversaw all government agencies in the country. Afghanistan's political system and government structure both underwent significant changes during the 2011 revolution.

The IARCSC played a crucial role in implementing widespread improvements to the public sector, especially in creating the principles and practices of merit-based human resource management (HRM).

Over the last 15 years, the IARCSC has made significant strides in human resource management (HRM) in government agencies. The IARCSC can point to its successful transition from the PMD's implementation of conventional HRM to its own version of reformed HRM as a major accomplishment (see Table 1). Most HR practices in Afghan public institutions were finished in their rudimentary form before to the reform, when only the most fundamental HRM standards and processes were in place.

**Table 1. Human Resource Management in Afghanistan: A Look at the Difference Between the Old and New Systems**

	Traditional HR	Reformed HRM
Focus of Analysis	More traditional aspects	Employee motivation and capacity- building aspects
Scope of Analysis	Semi-micro-fragmented view that considers only two practices (recruiting and rewarding)	Micro and fragmented view (pursuing local optimization of individual HRM practices)
Timespan	Problem-solving is limited to recruiting and rewarding practices	Short-term problem-solving processes
Functions and Roles of HRM	No freedom to set goals for the department except those regarding the recruitment function	HRM goals are set in alignment with the organizations' needs

The PMD's original HRM system had minor adjustments as a result of the new reform plans (see Table 1). Small adjustments were made between the old and new methods of human resource management in Afghan governmental agencies, most notably the MoMP. Focus of study, breadth of analysis, time duration, and HRM functions and responsibilities were the four criteria used to gauge the impact of these changes. Human resource management in Afghan public organizations has historically focused on more customary issues; for example, before to the reform, candidates for public office in Afghanistan were not obliged to pass any kind of examination or test. The PMD's only responsibility was to handle the recruiting paperwork for new public servants once they had received permission from the relevant minister or deputy minister. As far as the PMD was concerned, all that mattered was getting the green light from the minister before bringing on new staff. Job performance and employee motivation were not taken into account in the procedure. After the HRM reform, testing became mandatory and attention was shifted to concentrate on the specifics of each employee in addition to their general qualities.

### STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE AFGHANISTAN

For this research, we used SNA to examine the network structures underlying the various HRM practices listed in the MoMP. Graph theory is the basis for SNA's analysis of the connections between nodes and the players within a network. An additional definition of SNA is "a collection of tools for systematically constructing networks of actors that may be used to effectively assess and stimulate cooperation within strategically essential groupings such as agencies". Nodes in the SNA might be anything from an organization to an individual to a participant. Through the use of a network analysis, the various participants in a system may be evaluated in terms of their roles and the nature of their connections to one another. Each company or government agency is treated as if it were a character in this play.

Thirty-one department heads from throughout the MoMP served as the primary respondents and interviewers for this research. We also interviewed 1 representative officials, all of whom were department heads outside the MoMP; representatives of nongovernmental organisations (NGOs) made up of domestic agencies that shared goals with the MoMP; and representatives of international agencies supporting the HR department in their efforts to improve practises; a total of ten external actors were recommended to be included in our target networks. Organizations inside the MoMP, outside the MoMP, local nonprofit agencies, and international organisations participated. (see Table 2).

**Table 2. Acronym list for departments and organizations**

No.	Acronyms	Department/Organization
1	MoMP_D1	Office of the Minister
2	MoMP_D2	Department of Internal Inspections
3	MoMP_D3	Department of Information and Public Communication
4	MoMP_D4	Department of State-Owned Enterprises
5	MoMP_D5	Human Resources Department
6	MoMP_D6	Admin and Services Department
7	MoMP_D7	Information Technology Department
8	MoMP_D8	Finance and Accounting Department
9	MoMP_D9	Procurement Department
10	MoMP_D10	Gender Department
11	MoMP_D11	Afghanistan Geological Survey Admin and Finance Department
12	MoMP_D12	Department of Legal Services
13	MoMP_D13	Department of Marketing
14	MoMP_D14	Department of Economic Analysis and Policy Design
15	MoMP_D15	Department of Collaboration and Programs Inspection
16	MoMP_D16	General Directorate of Petroleum
17	MoMP_D17	Department of Inspection on Oil and Gas Contracts
18	MoMP_D18	Department of Oil and Gas Projects
19	MoMP_D19	Department of Survey and Oil and Gas Technical Services
20	MoMP_D20	Cadaster Department
21	MoMP_D21	Department of Provincial Mining Coordination
22	MoMP_D22	Department of Technical Inspections on Mines
23	MoMP_D23	General Directorate of Solid Mines
24	MoMP_D24	Department of Small-Scale Mining
25	MoMP_D25	Department of Solid Mines' Contracts and inspections
26	MoMP_D26	General Directorate of Geological Surveys
27	MoMP_D27	Department of Geological Information
28	MoMP_D28	Department of Geological Environment
29	MoMP_D29	Mineral Survey Department
30	MoMP_D30	Laboratory Department
31	MoMP_D31	Kabul Province Mining Department
32	PMU	Project Management Unit
33	PSU	Project Support Unit



34	MIDAS	Mining Investment and Development for Afghanistan Sustainability
35	GIZ	German Society for International Cooperation
36	MoIT	Ministry of Information and Technology
37	MoF	Ministry of Finance
38	IARCSC	Independent Administration Reform and Civil Service Commission
39	CSI	Civil Service Institute
40	OPA	Administrative Office of the President
41	MoHE	Ministry of Higher Education

A questionnaire asked respondents about the HR department's role in creating organisational objectives and its engagement with other stakeholders inside and outside the MoMP. The quiz was created with the intention of determining whether the MoMP has any elements of SHRM. By asking questions like "With which departments/organizations does your organization/department collaborate to set the Ministry-level organizational goals within the Ministry of Mines and Petroleum or external stakeholders?" By conducting this survey, we were able to ascertain whether or not the MoMP's HR division plays a strategic role in the organization's goal-setting process and assess the quality of communication between the HR division and its internal stakeholders.

The HR division of the MoMP was found to be participating in a variety of collaborative initiatives involving all 41 actors. Network The 41 actors' interconnected webs are shown in Figures 1 through 6.

Table 3 shows centrality metrics for the top five participants in the organisational goal-setting network.

**Table 3. Key actors in the organizational goal-setting network.**

No.	Actors	In-degree	Actors	In-closeness	Actors	Betweenness
1	MoMP_D5	31	MoMP_D5	50	MoMP_D5	243.585
2	MoMP_D1	28	MoMP_D1	53	MoMP_D14	148.576
3	MoMP_D8	25	MoMP_D8	55	MoMP_D1	135.445
4	MoMP_D14	15	MoMP_D14	67	MoMP_D16	131.912
5	MoMP_D26	12	MoMP_D26	68	MoMP_D8	61.39

Based on the three centrality indicators, Table 4 displays the top five players in the recruitment-practices network. In order to find the best candidates for the MoMP, several parties are involved.

**Table 4. Major actors in the recruitment practices network**

No.	Actors	In-degree	Actors	In-closeness	Actors	Betweenness
1	MoMP_D5	31	MoMP_D5	70	MoMP_D5	591.167
2	MoMP_D1	22	MoMP_D1	79	MoMP_D21	412.75
3	IARCSC	16	IARCSC	85	MoMP_D20	179.333
4	MoMP_D10	7	MoF	100	MoMP_D7	164.689
5	MoF	5	MoMP_D11	104	MoMP_D9	152.917

The five most influential members of the training practices network are shown in Table 5. The five most influential people are ranked according to the centrality measurements. On all three metrics, MoMP D5 came out on top. It had the highest betweenness and lowest in-closeness.

**Table 5. Major actors in the training practices network.**

No.	Actors	In-degree	Actors	In-closeness	Actors	Betweenness
1	MoMP_D5	33	MoMP_D5	47	MoMP_D5	235.344
2	GIZ	14	GIZ	66	MoMP_D1	48.378
3	IARCSC	14	IARCSC	67	MoMP_D16	43.5
4	MoMP_D1	13	MoMP_D1	68	MoMP_D7	41.789
5	CSI	11	CSI	70	IARCSC	26.467

Table 6: Principal participants in the ecosystem of performance evaluation methods. Table 6 shows the five actors most usually cited by other players as being the most prominent within the network of performance assessment processes. Centrality metrics are used to rank these participants. According to civil service legislation and HRM processes, the HR department, the minister or deputy minister, Within the MoMP, performance and evaluation work is being done by the IARCSC, the heads of the departments whose employees are being evaluated, and the Department of Finance.

**Table 6. Key actors in the performance appraisal practices network.**

No.	Actors	In-degree	Actors	In-closeness	Actors	Betweenness
1	MoMP_D5	28	MoMP_D5	71	MoMP_D5	92.7
2	MoMP_D1	13	MoMP_D1	85	MoMP_D16	15.4
3	IARCSC	12	IARCSC	86	MoMP_D8	15.317
4	MoMP_D8	8	MoMP_D8	99	IARCSC	11.667
5	MoMP_D16	3	MoMP_D10	104	MoMP_D21	10.333

**FUNCTIONS OF HUMAN RESOURCE**

**Procurement of Personnel:** The term "human resource management" refers to the process of acquiring the right sort and number of workers to achieve an organization's objectives. Topics including estimating workforce needs, hiring,

screening, and orienting new employees are all addressed in detail.

**Development of Personnel:** Growth involves acquiring new knowledge and acquiring new abilities in order to conduct a task better. During this phase, workers are groomed using a variety of training methods. Elements of people development include formulating a fair promotion strategy, establishing criteria for promotions, and conducting performance reviews.

**Compensation to Personnel:** By "compensation," we mean the process of determining how much money employees should get in exchange for their efforts in helping the company achieve its goals. Job assessment, compensation, policy, innovation and premium plans, bonus structure, and collaboration are just few of the considerations that fall within the purview of this position. Furthermore, it helps the company implement a timely and appropriately compensated salary and wage policy.

**Maintaining Good Industrial Relation:** Management of people and their resources is an expansive area. Its goals include minimizing workplace conflicts, fostering a more harmonious workplace, guaranteeing employees a fair shake, and establishing a more democratic work environment. If the HR director cannot maintain peace between the company's upper management and its workers, millions of work hours would be wasted. Negative labor relations may have a negative impact on an organization's bottom line and its reputation abroad. That's why it's the HR manager's job to foster goodwill via an open line of communication and collaborative efforts.

**Record Keeping:** The HR manager is responsible for gathering and storing data pertaining to the company's employees. Management relies on it for making important choices, such who to hire and promote.

**Personnel Planning and Evaluation:** Various types of assessments, such as those for performance, organizational policy and procedure, employee morale and satisfaction, and job satisfaction are conducted within this framework.

### LIMITATIONS OF THE STUDY

The following restrictions were imposed by the research:

The available books and periodicals generally focused on human resource management rather than focusing on the difficulties of working in a tough setting.

Respondents' reluctance to provide specific details: The respondents' reluctance to speak in detail on the department was understandable given the sensitivity of the subject.

The sample size of the data gathering effort was too small to be representative of the whole nation. First, 31

randomly chosen public officials from the MoMP were interviewed face-to-face to acquire the relational data revealing the links among the players involved.

The responders only gave me a short amount of time for the interview, and I couldn't stay longer because of a business function.

Because of the exploratory nature of the research and the respondent's reluctance to provide detailed descriptions of the issue to an unknown interviewer, an in-depth interview was the primary data collection tool.

The research will narrow down on the most important aspect of a large issue based on people's perspectives: the difficulties associated with human resources. Knowing that individuals have a lot to say about human resource management and the challenges facing the industry is essential, but the thesis's narrow emphasis may have discouraged them from speaking out.

### SCOPE OF THE STUDY

It's possible to criticize the study's limited scope since it focuses just on one difficult setting for managing a business—Afghanistan. This should not be a restriction of the research, since a thorough investigation permits sharp analysis and extensive coverage to learn more about HRM problems in difficult settings.

Business organizations need to have effective procedures for dealing with the human element. These policies not only serve as a declaration of management's goals and a reflection of the organization's fundamental approach to the human element, but also as a necessary framework for guiding the activities of all relevant stakeholders in making crucial choices pertaining to human resources.

The current research is an effort to inquire into the many components of human resources function in a demanding setting. Wide and limited in scope is the current investigation. The scope of this report is broad since it encompasses the whole spectrum of organizational climate. Human resource management in a complex and uncertain context according to the International Association for Research and Case Studies on Competence (IARCSC) is also included.

### CONCLUSION

In conclusion, our study showed that whereas Afghan public organisations. Despite the fact that Afghanistan's public organizations, led by the MoMP, lacking a modern administrative framework as a result of the unsuccessful implementation of administrative reforms, several SHRM principles are readily apparent in the current HRM system. This finding is consistent with the presence of SHRM in the MoMP, since this group is essential in setting

strategic direction and making key decisions for the company. Beyond just controlling and monitoring the workforce, In order to ensure that HRM practises and company strategy goals are aligned. Therefore, this study reveals the incorporation of certain SHRM elements into the MoMP, and by placing a greater emphasis on these SHRM tenets, we can guarantee that the MoMP's aims are consistent with the organization's overarching purpose, vision, and objectives. Human Resources will be better able to contribute to MoMP strategy development, policy making, and implementation if it adopts SHRM principles.

### IMPLICATION OF THE STUDY

Indeed, the MBO enables the expansion of the organization's success and provides a foundation for the organization's long-term survival in attracting and retaining healthy, highly qualified staff. But the simultaneous implication of sustainability in daily HRM practices raises the issues of dilemmas and tensions, as organizations may find themselves confronted with conflicting needs, such as the need for employees to be available 24 hours a day and the need for employees to have a work-life balance. Next, as Industry 4.0 with developing technology changes the design and procedures of work, the effect of these technologies on people management from a sustainability viewpoint might also be explored in future studies. And lastly, sustainability is not the same as stability; it is a dynamic process. Human resource management implies that sustainable HRM is an ever-evolving concept, and further study is required to identify the traits of sustainable HRM as they emerge. Union-friendly policymaking and proactive engagement to resolve employee concerns before completing changes are among the consequences of long-term HRM. In addition, the training system alone isn't enough to ensure efficiency and production; for it to operate, employees must be open to and able to adapt to change. Transitioning into uncharted territory requires a collaborative and ongoing process of transformation. It's essential to include all relevant parties in the planning process and keep lines of communication open. To observe outcomes from this procedure should plan at least five years of implementation.

### REFERENCE

1. Soumyadeb Chowdhury, Sian Joel-Edgar, Prasanta Kumar Dey, Sudeshna Bhattacharya, Alexander Kharlamov. (2022) Embedding transparency in artificial intelligence machine learning models: managerial implications on predicting and explaining employee turnover. *The International Journal of Human Resource Management* 0:0, pages 1-32.
2. Kutieshat, R.; Farmanesh, P. The Impact of New Human Resource Management Practices on Innovation Performance during the COVID 19 Crisis: A New Perception on Enhancing the Educational Sector. *Sustainability* 2022, 14, 2872. <https://doi.org/10.3390/su14052872>
3. Sunghoon Kim, Vlad Vaiman, Karin Sanders. (2022) Strategic human resource management in the era of environmental disruptions. *Human Resource Management* 61:3, pages 283-293.
4. Mohmand, abid & bilalzai, ahmad & mohmand, adalat & siddique, muhammad. (2021). The influence of terrorism on human resource practices: a comparative study of afghanistan and pakistan. 6. 2021.
5. Roome, E., Raven, J. & Martineau, T. Human resource management in post-conflict health systems: review of research and knowledge gaps. *Confl Health* 8, 18 (2014). <https://doi.org/10.1186/1752-1505-8-18>
6. Us.sagepub.com. (2017). Cite a Website - Cite This for Me. [online] Available at: [https://us.sagepub.com/sites/default/files/upmbinaries/72282\\_Battaglio\\_Chapter\\_11.pdf](https://us.sagepub.com/sites/default/files/upmbinaries/72282_Battaglio_Chapter_11.pdf) [Accessed 29 Dec. 2017].
7. Eghrmis.gov.my. (2017). Cite a Website - Cite This for Me. [online] Available at: [http://www.eghrmis.gov.my/docs/pdf/buku\\_hrmis/bukuhrmis-english.pdf](http://www.eghrmis.gov.my/docs/pdf/buku_hrmis/bukuhrmis-english.pdf) [Accessed 29 Dec. 2017].
8. Anon (2017) [online] Available at: [https://www.ghris.go.ke/docs/ghrisusermanualfinal050520\\_11a.pdf](https://www.ghris.go.ke/docs/ghrisusermanualfinal050520_11a.pdf) [Accessed 29 Dec. 2017].
9. En.wikipedia.org. (2017). Human resource management system. [online] Available at: [https://en.wikipedia.org/wiki/Human\\_resource\\_management\\_system](https://en.wikipedia.org/wiki/Human_resource_management_system) [Accessed 29 Dec. 2017].
10. Cite a Website - Cite This for Me. Mpraubunimuenchende. 2018. Available at: [https://mpra.ub.unimuenchen.de/35286/1/Chapter\\_2\\_draft\\_The\\_Role\\_of\\_Information\\_Systems\\_in\\_Human\\_Resource\\_Management.pdf](https://mpra.ub.unimuenchen.de/35286/1/Chapter_2_draft_The_Role_of_Information_Systems_in_Human_Resource_Management.pdf). Accessed January 8, 2018.
11. Adeyemi, O. S, Dumade, E. O, & Fadare, O. M, (2015). The influence of recruitment and selection on organizational performance the influence of recruitment and selection on organizational performance IJAAR
12. Length, F. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan.

African Journal of Business Management, 6(1), 323–332. doi:10.5897/AJBM11.2312

13. Hashim, M. (2014). Organizational change: Case study of GM (General Motor). Journal of Business Administration and Management Sciences Research, 3(1), 001-005.
14. Afghanistan National Development Strategy. A strategy for security: Governance, economic growth and poverty reduction. Available online: <http://mcn.gov.af/Content/files/Afghanistan%20National%20Development%20Strategy.pdf> (accessed on 3 January 2018).
15. IARCSC. Public Administration Country Profile. Independence Administration Reform and Civil Service Commission. Available online: <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan023299.pdf> (accessed on 19 July 2018).

---

**Corresponding Author**

**Mohammad Salim Aslami\***

Lecturer, Jahan University