THE INFLUENCE OF TERRORISM ON HUMAN RESOURCE PRACTICES: A COMPARATIVE STUDY OF AFGHANISTAN AND PAKISTAN

Abid Momand
Lecturer, Management Sciences
Alfalah University, Afghanistan
Email: abidmomand619@gmail.com

Ahmad Riaz Bilalzai
Lecturer, Management Sciences
Khurasan University, Afghanistan

Adalat Momand
Assistant Professor, Public Administration
Nangarhar University, Afghanistan

Muhammad Siddique
Assistant Professor
Institute of Management Sciences Peshawar, Pakistan

Abstract

Pakistan and Afghanistan are two neighboring countries adversely affected by terrorism through numerous channels including businesses, administrative issues, and human resource management in particular. Having bilateral links, the two countries in the region have a profound historical and cultural relationship with each other, and both are members of the South Asian Association of Regional Cooperation (SAARC). The purpose of this paper is to compare the adverse effects of terrorism on human resource management practices in Afghanistan and Pakistan. Data has been taken from secondary sources in the form of government annual reports of projects, statistics archives, and some scholarly articles published. Results demonstrate that some discrepancies and commonalities exist between Afghanistan and Pakistan in the human resources management practices negatively affected by terrorism. Recruitment and selection criteria are not merit-based, nepotism, discrimination, weak pay structure, loose performance appraisal mechanism, the lack of qualified labors, and no consideration to employees' safety are the common grounds of HRM practices in both the countries where terrorism makes an enormous contribution to all these wreckages. Lack of documented literature on HRM practices in Afghanistan was the critical limitation of the study. Studies that relate terrorism with HRM practices exist; however, this is the first study that comparatively links terrorism with HRM practices in two neighboring nations; Afghanistan and Pakistan.

Keywords: Terrorism, HRM practices, adverse effects, Public sector, "Tashkeelat"

Introduction

In order to effectively utilize human resources, a wide range of enterprises needs to have a human resource management division, strategies, policies, and practices. However, in countries like Afghanistan and Pakistan, where terrorism has been playing a corrosive role, these practices have been negatively influenced throughout history. In places with potential security hazards, many firms manage their staff. One of these risks is terrorism (Suder 2004) which affects organizations directly and indirectly (Czinkota, Knight, Liesch, and Steen 2010). According to Liou and Lin (2008), direct repercussions encompass demolition of firm infrastructure and abduction and assassination of staff. On contrary, indirect impacts provide client loss, factory stoppages, and disruption to distribution networks (Liou & Lin 2008).

After the 9/11 incident, the problem of terrorism has garnered substantial critical attention. In light of recent and prevalent terroristic incidents in Pakistan and Afghanistan, it has become challenging to ignore the presence of terrorism and its influence on human resource management practices. Since terrorism impacts negatively upon a range of HRM operations, studies on the subject have been primarily restricted to the comparison of countries in terms of terrorism and its influence on other variables. The working variables of this study are terrorism and HRM practices. Very little is currently known about human resource management and terrorism in Afghanistan. However, certain research has explored human resource management and terrorism in Pakistan. In addition, a thorough understanding of how terrorism relates to HRM practices is still understudied notably about Afghanistan and Pakistan.

The comparison criteria for this discussion is to figure out how seriously terrorism contributed to human resource management practices in both regions. Moreover, this study will analyze similarities and differences between two terrorism-affected countries, Afghanistan and its neighbor Pakistan. There have been no controlled studies that compare differences and similarities in terms of the influence of terrorism on HRM practices in these two bordering nations.

The fundamental purpose of this article is to explore how both countries have been influenced by terrorism throughout history and what commonalities and distinctions are out there in HRM practices affected by terrorism in both countries.

Data for this study was collected via secondary data in the form of credible scholarly articles, government reports, several project reports, and some statistics databases. This study initially presents a brief overview of Afghanistan's profile, history of terrorism, the effects of terrorism on political status, and the economy and status of HRM. Next, it talks about Pakistan's profile, terrorism in the region, and the effects of terrorism on the country's economy, and the current status of HRM in Pakistan. The second portion covers the convergences and divergences of both countries based on the comparison criteria given earlier. Moreover, the last section is devoted to the discussion and conclusion of the study.

2. Literature Review

2.1 Terrorism

Terrorism is a term that has been frequently used in political debates and mainstream media communication. This term has a range of interpretations among victims and supporters of terrorism. For victims, it is a violent phenomenon; for supporters, it is a struggle for liberty (Michael, 2007). According to Czinkota et al. (2010), terrorism is the deliberate, organized threat or use of violence by subnational actors in order to achieve geopolitical, religious, or ideological goals through intimidation of a diverse audience. Through various ideological, political, and religious messages, it spreads fear, threats, violence, and psychological stress to a larger group of noncombatants and a wide ranging public (Rosendorff & Sandler, 2005; Wernick, 2006; Enders & Sandler, 2000; Alexander, Carlton, & Wilkinson, 1979; Hoffman, 2006). According to Victoroff (2005), terrorism seeks to disrupt people's way of life in order to promote the ideology and interests of terrorist groups. Terrorism has impacted various places across the globe, affecting every aspect of our existence, including where we work, live, recreate, receive education, and execute governance. On a larger scale, it also targets plants, infrastructures, water systems, communication systems, mosques, churches, utilities, and world-famous areas, such as the terrorist attack on the World Trade Center in the United States of America on September 11, 2001. Additionally, terrorism has a long history in the world and has manifested itself in a variety of forms. It most probably happens against the ruling parties in political systems and aims to impose their interests on those in power. In the modern era, terrorism has expanded its scope from domestic to international or cross-border levels. Not all terrorist activities take place in the terrorists' home country; rather, they spread their violence throughout the world. For instance, the intervention of different active terrorist groups in Afghanistan. They are not all Afghans, but have been illegally dispatched into the region by neighboring countries. Additionally, the distinction between international and domestic terrorism is complicated. For example, in 2005, four Muslims carried out a terrorist attack on London's public transportation system. Three of them were born in the United Kingdom, while the fourth was born in Jamaica. They were directed by a larger terrorist organization, Al-Qaeda, but the extent to which they were directed by Al-Qaeda remains unknown (House of Commons, 2006). Thus, terrorism may have a domestic origin but may result in global distractions.

2.2 Diverse Implications of Terrorism

War and all forms of violence have historically had a detrimental effect on a region's people, economy, and government. It is a phenomenon with a dual impact in terms of the direct and indirect consequences of terrorism. The direct impact is the death of people as a result of a variety of forms of terroristic acts, such as the destruction of buildings, infrastructure, and other public areas. According to Wernick (2006), modern terrorism is less discriminatory in its audience selection because it directs its violence at "soft targets". Soft targets include hotels, cafeterias, educational institutions, telecommunications systems, and business settings and equipment. In terms of broader implications, religious terrorism is more powerful and dangerous. Supporters of this type of terrorism see themselves as countering evil, which is a fundamental principle of religious belief. Additionally, these groups seek to overthrow the current system and replace it with one that best serves their interests (Wernick, 2006; Cronin, 2003; Hoffman, 2006). Indirect consequences include a decline in foreign direct investment, consumer demand, trade

barriers, law enforcement challenges, and government regulation to counter emerging threats from terrorism. The body of existing literature illustrates that terrorism has a multiplicity of effects on international relations and business (Bouchet, 2004; Czinkota et al., 2004; Spich & Grosse, 2005; Ketata & McIntyre, 2008; Lenain, Bonturi, & Koen, 2002; Barth, Li, McCarthy, Phumiwasana, & Yago, 2006). Additionally, terrorism poses a plethora of challenges for human resource managers worldwide. Its impact on human resource planning is noteworthy (Reade, 2007). According to Liou and Lin (2008), disaster studies such as natural and technological disasters provide managers with insight into how to prepare for such uncertain situations in a post-war environment. According to The National Academy of Sciences (2002), researchers have assumed that terrorism is a same phenomenon as natural and other types of disasters that occasionally occur unexpectedly. As a result, studies have extrapolated disaster scenarios and applied them to dealing with terrorism. As a natural disaster, terrorism has the potential to damage buildings and infrastructure, disrupt commerce and public services, result in fatalities and injuries, and elicit a wide range of psychological responses in people.

2.3 Terrorism and Human Resource Practices

Individuals who are subjected to work under the threats of terrorism require a comprehensive package of assistance and support. According to disaster studies, organizations operating in terror environments communicate the anticipated threat to government authorities in order for them to take emergency measure to prevent it. However, this assistance is limited to following the authorities' instructions (Mankin & Perry 2004). However, employees in these situations require additional and consistent assistance. Perry and Lindell (1997) identified certain limitations in emergency planning in countries and various government departments. For example, organizations view emergency planning as a primary function of government authorities and departments and disregards thier input in such planning. Additionally, none of the departments or agencies have developed emergency plans to operate it prior to and following an emergency. On a similar note, a study conducted by the Society for Human Resource Management discovered that 40% of respondents indicated that their organization lacks disaster plans. It is deemed a danger to the safety of employees. Meanwhile, James (2001) notes that in the post-9/11 world, organizations should have a strategic plan and management in place not only to achieve excellence, but also to keep the government operating during such critical times. There should be a strategic fit between the organization's operations and the government's support during a crisis. Given that the majority of health and safety concerns fall under the purview of the human resource department, it should bear in mind the importance of having an emergency strategy in place and being prepared for such terroristic incidents. Employee assistance programs (EAPs) are a progressive approach to assisting afflicted employees in the workplace. Employee assistance programs "are job-based programs designed to identify and assist troubled employees" (Hartwell, Steele, French, Potter, Rodman, & Zarkin, 1996). Additionally, EAPs provide psychological support to employees who face adverse work situations and respond to certain primary psychological distresses through screening for more in-depth psychopathological diagnoses that may prevent employees from experiencing further serious psychological reactions (Mankin & Perry 2004). According to EAP studies, the 9/11 attack on the World Trade Center had a profound effect on employees' psychology. Following the 9/11 attacks, Promoting EAPs (2001) reported that employees were surveyed regarding the unprecedented need for EAP programs and services not just in New York and Washington, but throughout the United States and the world. Employers have also recognized the need to address

employees' psychological needs in the aftermath of the 9/11 terrorist attack. Within a year of the 9/11 attack, US businesses increased their efforts toward employee assistance programs, increasing the percentage from 49% in 2001 to 54% in August 2002, as Cohen reported (2002). Though it is not however almost enough, the primary reason for this lack of preparedness was the absence of appropriate disaster and emergency plans among organizations and departments. One way to increase employee protection is to effectively design and utilize employee assistance programs. Besides that, the human resources department should have a strong emergency preparedness plan that is consistent with employee assistance programs and initiatives.

2.4 Country Profile: Afghanistan

Afghanistan is located in Asia, it covers 652,230 square kilometers of land, being the 42nd largest nation in terms of land coverage. Afghanistan is surrounded by six countries: Pakistan, Iran, Turkmenistan, China and Uzbekistan, and Tajikistan. Its estimated population in July 2018 was 34,940,837 as of the 39th country in terms of population, with a growth rate of 2.37 percent (2018 est). Afghanistan is an Islamic country where the percentage of Muslims is 99.8 percent (CIA, 2014).

Despite the progress in income level, life expectancy, and literacy since 2001, Afghanistan is still one of the poor countries of the world where many people are still suffering from housing shortages, safe drinking water, electric power, healthcare, and jobs. Meanwhile, Afghanistan is a heavily reliant country on foreign assistance, although the percentage of people live under the poverty line is more than half of all population 54.5 percent (2017 est). With having the lowest living standard in the world (CIA, 2019). Corruption, instability, poor policymaking, insufficient infrastructure, and the complexity of the Afghan government to spread the constitution to all regions of the country offer challenges for overall economic progress. The rate of unemployment in Afghanistan reached 22.6 percent in 2013-16 and has increased by 1.3 percent to 23.9 percent in (2017 est.) (World Factbook 2019).

The total labor force is anticipated to be 8.478 million (2017 est). Afghanistan's economy is agriculture-based where most of the people are employed in the agriculture sector 44.3 percent (2017 est.), with the exclusion of opium production data, the contribution of agriculture to the GDP of Afghanistan is 23 percent (2016 est). The industrial sector has provided employment opportunities to 18.1 percent of the working force and their contribution to the GDP of Afghanistan is 21.1 percent (2016 est). The contribution of services to the GDP is 55.9 percent more than any other sector (World Factbook 2019).

2.4.1 Terrorism—a Long History

The history of terrorism goes back to the Romans and the Sicarii war against terrorism in the B.C. of 7366 (Dedeoglu, 2003; Kutlu, 2010). The word terrorism has been defined differently by many researchers. Terrorism in the contemporary sense comes from the French term 'terror', implying tremendous fear and uncertainty which has specific impacts on non-rational people and possibly means the complex interactions of unconscious response. Terror and Terrorism are thematically related, as according to Michael (2007), terrorism involves people with political opinions, which he described as having socio-cultural values and traditions that they wish to start imposing on society through ferocity.

Among researchers, controversy continues over how diverse freedom actions can be defined as a liberation movement or the movements of terrorists. Similarly, an act of some groups seems to be the fight for freedom for some people and terrorism for others (Michael, 2007). According to Öcal and Yildirim (2010), violence, political and ideologically driven, and social motivations are the primary constituents of terrorism. Terrorism is defined in similar words by the Federal Bureau of Investigation (FBI) as "the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives" (Cited in Bruce, 2013). This also serves as the operational definition for the study hand.

The Soviet invasion in 1979 resulted in terrorism in Afghanistan. The Soviet Military invaded Afghanistan in December 1979 after a further domestic communist takeover in Kabul. Since then, the region has never been totally tranquil. It was the highest point in the Cold War when the U.S.-financed Muhajideen Militias and the communist Government, supported by Soviet forces, fought a 10-year proxy war reported by (Norwegian Afghanistan Committee, n.d).

For over four decades, Afghanistan has been one of the countries harmfully affected by terrorist assaults. After the military operations across both Afghanistan and Iraq, the wreckage caused by violent conflict has allowed various extremist groups to achieve a substantial presence in the region (Statista, 2018). In addition to security, the military situation in the Gulf region as a consequence of military operations resulted in the extremist group of Afghanistan.

Terrorist groups in Afghanistan have taken practically all the civil, administrative, and business establishments under attack. Such as educational institutes, telecommunication, army stations, enterprises, NGOs, civil service centers, and even they have spread their violence to the extreme level of target killing of innocent people as well. According to the world terrorism index 2018, Afghanistan is listed as the 2nd highest country most affected by terrorism (Statista, 2018).

In terms of human causality, Afghanistan has experienced 25 percent of all deaths caused by terrorism in 2017. The biggest number of deaths from terrorism in the world equals the amount of 4,672 individuals killed by terrorism in Afghanistan in the single year of 2017 according to the survey of Statista (2018).

Chart 1. Human Causality Due to Terrorism in Afghanistan in 2017
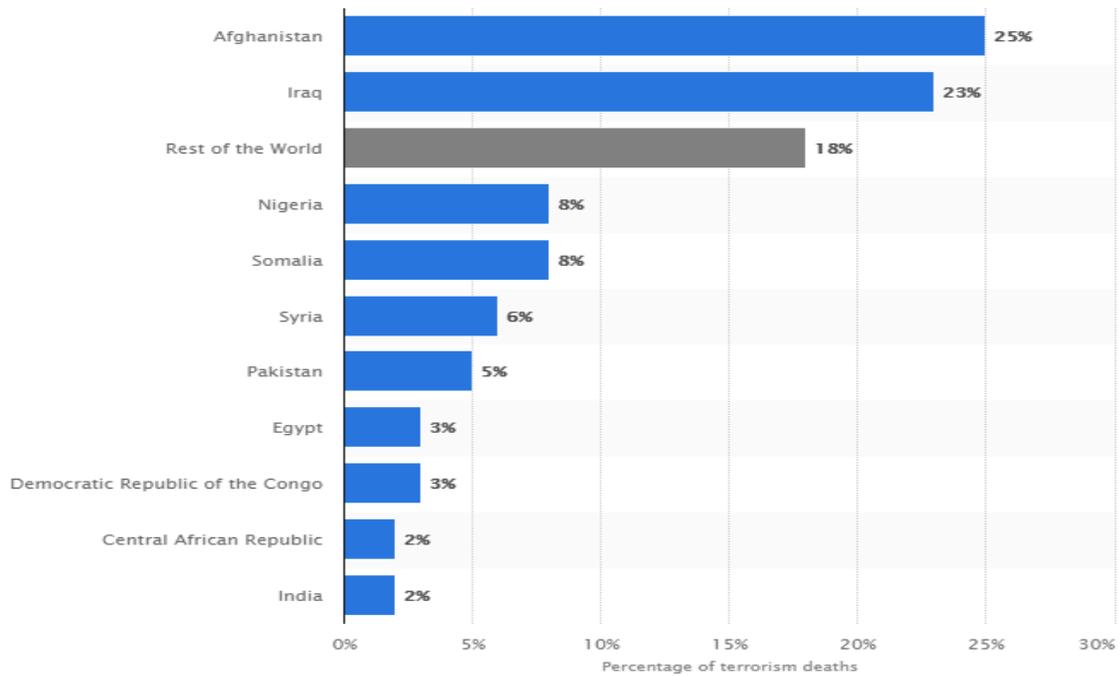
Source: Adapted from Statista (2018)

Chart 2. Terroristic attacks in Afghanistan from 2007 to 2017
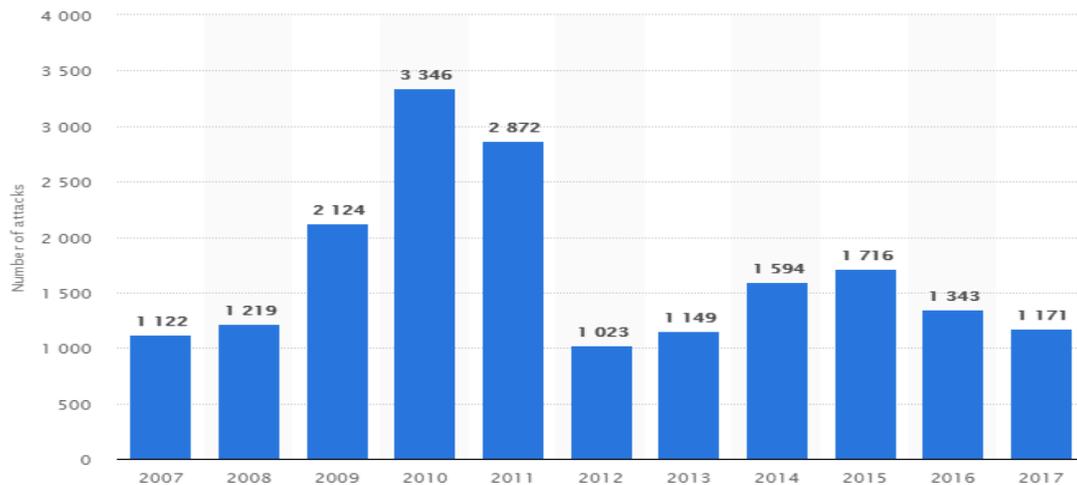
Source: Adapted from Statista (2018)

2.4.2 Effects of Terrorism on Political Systems

Afghanistan has always remained as a battleground for different superpowers and empires such as the British and Russian Empires till the time that Afghanistan gained independence from the British Empire in 1919, while Amanullah Khan was the ruler of Afghanistan (CIA, 2019). A short period of democracy ended in the 1973 coup and 1978 communist countercoup and a lengthy journey of terrorism started thereafter. Later on, the Soviet Union invaded in 1979 in order to defend their communist dictatorship, followed by more destruction and violence. After the persistent force of Mujahidin supported by numerous international anti-communist organizations, the era of the USSR was wiped away and withdrew in 1989. Subsequently, civil wars have commenced among the many mujahidin groups. Resultantly, Kabul finally fell to the Taliban in 1996; the Taliban was an extreme Pakistani-supported movement that primarily appeared in 1994 to wind up the civil war and revolt in Afghanistan (CIA, 2019). Succeeding the 9/11 2001 terrorist assault as part of its Operation Enduring Freedom, the United States formally initiated a "Global War on Terrorism" to oust the Taliban government from political power in Afghanistan, stated by Johnson (2006). Moreover, the United States and its Northern anti-Taliban Allied partners have insisted on the Taliban for sheltering Usama BIN LADIN, and finally, due to their united military operations, the Taliban rule was toppled in 2001.

According to the Central Intelligence Agency (2019), after the collapsing of the Taliban regime, an effort for the reconstruction of a political system that was supposed to adopt a new constitution, a presidential election in 2004, and National Assembly elections in 2005, has been recognized at the UN-sponsored Bonn Conference in 2001. Accordingly, in the accord of Bonn 2001, Afghanistan became the holder of a democratic government system and Hamid Karzai became the first democratically elected president of Afghanistan in 2004. In December 2005, the National Assembly was inaugurated. Hamid Karzai won the election for the second term as well in 2009, as per the Central Intelligence Agency (2019).

Then the power-sharing mechanism was begun by the end of the Hamid Karzai government and a new Government of National Unity was founded. Ashraf Ghani was elected as the president of Afghanistan and Abdullah Abdullah ascended to the newly-formed position of chief executive officer. Throughout the history of Afghanistan, war has been imposed by the people of Afghanistan in whatever form. The Taliban and other terrorist groups that have the assistance of other regional powers are still a bigger threat to the economic, political, and technological development of Afghanistan. As per the CIA (2019), the Taliban are specifically considered as the most influential terrorist group that has a presence nearly in all provinces of Afghanistan and sees itself as Afghanistan's legitimate government and remains a fully capable and confident jihadist force fighting to start withdrawing international forces from Afghanistan, setting up Islamic law as well as revising the Afghan constitution.

2.4.3 Economy- an adverse effect

According to Çınar (2017), a country's economy significantly harms owing to fear and terror in society. In the view of Frey et al. (2007), these factors hinder economic growth due to the profound impact of terrorism on political and cultural life. But these depend to a great extent on how people react to terrorism. Moreover, as a consequence of terrorism, the country's economy is harmed at a micro and macro level (Bird, Blomberg, & Hess, 2008). To see the micro-level influences of terrorism, Bird et al. (2008) stated that terrorism affects various sectors of the economy. The tourism sector, traveling and entertainment gatherings are anticipated to have sluggish growth and will also affect the insurance industry. The adverse effect involves the implications for consumption, investment, state spending, and interest rates in terms of aggregate demand. Concerning aggregate supply, the impact on the economic growth of productive potential is taken into consideration, and all these are negatively affected by terrorism whatsoever (Bird, et al., 2008).

Additionally, the study of Bird, et al. (2008) reveals the global repercussions of terrorism on international trade can be predicted to be negatively affected. The cost of importing goods will undoubtedly grow with rising fuel, insurance, and safety costs. Similarly, terrorism may cause an increase in military spending, an overall increase in production and transaction costs, a reduction in tourist revenue, a decline in savings, and a decrease in foreign direct investment (Eckstein & Tsiddon, 2004; Frey, Luechinger & Stutzer, 2007; Enders, Parise & Sandier, 1992; Yechiam, Barron & Erev, 2005; Fielding, 2003). The people of Afghanistan have therefore been quite subjected to persistent violence and their role in a conflict-related economy is as consumers and producers noted by Paul, Clarke, and Serena, (2014).

2.4.3 Status of HRM in Afghanistan

Development achievements in Afghanistan have greatly improved since 2001. Nevertheless, increased insecurity due to the terrorism threaten these gains. Since 2002, the size of Afghanistan's public service has almost doubled and the government budget is heavily affected. The government's salaries and wages, including the security sector, increased by 43.7 percent to the mid-term in 2018 (World Bank, 2018). Despite this encouraging growth, few public officials, particularly at the sub-national level, have sufficient academic degrees. This condition is supported by a political vulnerability in recruiting procedures in the public sector, notably for top appointments of Grades one and Grade two (World Bank, 2018).

According to the World Bank (2018) survey, this political vulnerability affects the recruitment of women into the civil service particularly. The establishments' control system, "Tashkeelat", is also a restriction on the efficient allocation of human resources, which prohibits priority from being given to policies. Here, the "Tashkeel" is essentially the outcome of the historical structure of personnel administration. Instead of the essential requirement to reorganize the "Tashkeel" mechanism to satisfy continually changing needs, more jobs are introduced without sufficient consideration of job designing. Therefore, considerations of political economy are making such initiatives more challenging. Moreover, the supply of workers, especially in the provinces, is not well focused on service delivery demand. The continuous usage of fragmented and primarily

manual payroll communications systems complements the issue of the "Tashkeel" mechanism. For these reasons, evaluation of the actual position and degree of active officials and validation of their identities can be challenging. This increases the vulnerability to the misuse of funds and raises concerns about ghost workers, or erroneous payments (World Bank, 2018).

The lack of a workable Human Resource Management Information System (HRMIS) also affects payroll automation efforts in the country's Financial Management Information System. The pay and grading (P & G) system, implemented in 2008, offered a structure to public servants but also impeded proper professional and technical progress. Since the system is simply grade-based, therefore, the technical skills of an employee, the growth of technical employees in the career are not considered. In recent times, the basic pay of public sector personnel has declined drastically since 2008, as recently the P & G wage level has been nominally fixed and has not been updated and, thus, compensation growth has been constrained. For example, in 2008 AFN 12,000 nominal wage had AFN 8,426 equivalent in 2017 (World Bank, 2018).

The World Bank is providing funding under the framework of the Capacity Building for Results (CBR) program for the National Technical Assistance (NTA) salaries to tackle these challenges. CBR funds are granted for the recruiting process of key positions requiring a redesigning and upgrading in duties and/or performances. Recently, CBR has recruited 1053 people, including 76 women employees. This strategy has been used to strengthen government ownership and accountability. In addition, several additional important projects are in existence that aims to consider contextual constraints (AREU, 2006) such as; the lack of a technically skilled workforce, reliance on an external source, and a "second civil service" that competes in the international aid community, has resulted in quite high wages for qualified or semi-qualified workers, obstacles for developing indigenous talent or skills, and difficulties in recruitment of merit-based employees respectively in Afghanistan with the expectation that the situation will prevail for the next few decades.

Moreover, The USAID Afghanistan Workforce Development Program (AWDP) complements the development goals of Afghan and U.S. governments by fostering training, education, and technical assistance for mid-career/semi-professional Afghans.

2.5 Country Profile: Pakistan:

Pakistan is the world's sixth most populous country, with a population of over 200 million people (World Bank, 2017). At 2.35 percent, the population is one of the highest in the world, with an expected population of more than 260 million over the next two decades. The entire employed labor force is estimated at 63.89 million, which is only 27.66 percent of the total population. By occupation, Pakistan's workforce constitutes 43.3 percent of the agriculture sector, 22.6 percent of the industrial sector, and 35.1 percent of the services sector. Farming, fishing, and forestry are all part of agriculture. The industry comprises mining, manufacturing, providing energy, and construction. Services cover public activities, communications, transport, banking, and any other economic activity not producing major commodities (CIA, 2017). The age structure of a population has an impact on a country's socio-economic concerns. Countries with young populations (high percentage under age 15) need to invest more in schools, while countries with older populations (high proportion ages 65 and over) need to invest more in the health sector. It

is also feasible to predict potential political questions using the age structure. The rapid growth in the population, for example, of a young adult who cannot find jobs can lead to unrest (CIA, 2017). The economy is agrarian since 43.3 percent of the labor force is employed in the agriculture sector.

2.5.1 History of Terrorism in Pakistan

The safety of Pakistan's state and society is significantly challenged by terrorism. The nuclear-armed country is described as the most dangerous place in the world and international security is being jeopardized by the disintegration of the state and the breakdown of the institutions (Riedel 2008). The origins of terrorism can be traced back to the 1980s in the country. Some of the historical events in the international political arena had a lasting effect on the political destiny of Pakistan. The couple in the neighboring country of Afghanistan by Muhammad Daud (1909–1978), the Soviet Amu Darya crossing into Afghanistan and the Iranian revolution, in 1979, was critical in shaping the geopolitics of the 1980s in Pakistan, causing violent crises in Pakistan's political environment alongside opportunistic domestic policies and imperatives for security.

Muhammad Daud began to make territorial claims on the Pakistani Pashtun area after King Shah (1914–2007) was exiled from the throne of Afghanistan in 1973. This led to Islamabad's tacit support for Islamist opposition to the Kabul government. In 1978, the communists coupled Afghanistan's internal political upheaval. But the battle between communist organizations and the growing Islamist insurgent movement led to the 1979 Soviet Invasion. The waves of shock caused by the Soviet 40th Red Army invading sent tremors across the Atlantic from Islamabad. This was also at a time of controversy in Pakistan's domestic politics.

The military junta in Islamabad was abandoned in isolation by General Ziaul Haq (1924–1988) in 1977 and by Zulfiqar Ali Bhutto (1928–1979), hanged by the elected Prime Minister, in 1979. Political and security requirements are combined with a policy measure that has devastating implications for Pakistan. General Zia's dictatorship tried desperately to seek legitimacy by Islamizing and adopting the frontline role of the state against the Red Army. The requirement for security was driven by the deep fear that India and its allies could be geographically confined. During this decade, terrorism in Pakistan was due to the spread of the conflict in Afghanistan. It is believed that during this period the Russian (KGB) and Afghan Intelligence agencies (KHAD) were behind terrorist acts. The predominant method of bombing in public places was used and the province of Khyber Pakhtunkhwa was the main target. During this period, Khomeini led the Iranian revolution to strengthen the gulf fault lines.

After the 2003 assault of Wana and the 2007 Red Mosque raid, terrorist activities peaked once more. During this decade, terrorist violence was prevalent and indiscriminate. This terrorist phenomenon was complemented by the insurgency in Baluchistan. From this brief history, it can be simply determined that terrorism in Pakistan has followed a definite approach, methods, and location in its response to changing domestic and international policies. A complicated combination of religious (non-sectarian, sectarian) and non-religious (ethnic, nationalist)

politically driven violence is the history of terrorism in the land. During different times, every sort of violence has persisted and varied execution techniques and concentrated in diverse areas (Saeed, & Syed, 2018).

2.5.2 Economy-An adverse effect

Terrorism has a far greater impact on developing countries than it does on developed countries. Since developed countries' economies are diverse, terrorism only causes resource redistribution to the safer sector of the economy, whereas developing countries are more affected because resources are focused on certain sectors (Sandler & Enders, 2005). Terrorism has impacted not just Pakistan's social structure, but also the economy of a developing country like Pakistan.

Pakistan has been a victim of terrorism for the past three decades due to its geographical proximity to Afghanistan. Involvement in the war, ethnic and sectarian strife among various factions, and separatist nationalist movements are all origins of terrorism in Pakistan. This finally resulted in a slowing of economic growth (Hyder, Akram & Padda, 2015). Terrorism has struck Pakistan's major cities. It is obvious from the rising suicide and terrorist strikes across Pakistan, which have resulted in the loss of thousands of lives and have had a significant impact on economic indices and FDI. Pakistan is also one of the countries whose economic progress, social system, and political structure are being eroded as a result of terrorism. These are an open challenge to Pakistan's law and order situation, impacting on citizens' human rights while also wreaking havoc on infrastructure and limiting economic potential. Property destruction, infrastructural damage, loss of life, and short-term economic activity are the immediate repercussions of terrorism on Pakistan's economy. The perception of fear and insecurity, which leads to lower investment and slower economic growth, is also rising (Fatima, Latif, Chugtai, Hussain, & Aslam, 2014).

2.5.3 Status of HRM in Pakistan

Pakistan is a country that demonstrates positive growth in its economy. The HR requirements and planning are growing as the economy grows. An essential proof of this is the emergence of several HR companies and recruiting agencies in Pakistan (Balagam & Fariduddin, 2008). The role of HRM is crucial for staff development and organizations to be able to compete better in competitive global markets. Whilst in Pakistan there is a primary inclination to enhance employee participation and commitment to organizational performance, there is no rational effort and the HR function frequently is found to fail a test of building legitimacy (Iraqi, Fatima, & Nadeem, 2015).

Universities in Pakistan offer Masters, MPhil, and Ph.D. in HRM. In addition, there is a substantial amount of academic research being done in the field of HRM. Despite this progress, HRM in Pakistan is still in its infancy. For example, Khilji (1999) conducted an empirical study of HRM in Pakistan and discovered that HRM in Pakistan is still in its early phases, with a lack of consistency in HRM practices. HRM is a relatively new field in Pakistan, although it has grown significantly in the recent decade (Qayum, 2011). Khilji (1995) and Siddiqui (1997) found that the majority of Pakistani enterprises (both domestic and international) transformed their personnel divisions into human resource divisions.

According to the findings, nepotism is a serious concern in HRM. Prospective applicants start trying their contacts during the recruitment process to influence the selection process. Organizational insiders such as managers and other strong and important people, as well as external parties such as soldiers, politicians, law enforcement agencies, and bureaucrats, frequently make up the referee. Selection processes in Pakistan are not just bureaucratic, but also entail corruption inside the public sector. In the private sector, several efforts are made to prevent nepotism and favoritism (Tahir & Batool, 2016). Discrimination is also a serious issue in Pakistani organizations, and discrimination is unavoidable. Employees are frequently hired and promoted based on their language, emphasis, ethnic origin, religious orientation, political affiliation, and geographic areas. In many developing countries, the situation can be linked to a lack of leadership qualities and a lack of understanding of supervisory organizational psychology (Daly, Jackson, Mannix, Davidson, & Hutchinson, 2014).

Another challenge is the lack of talented and qualified employees because often people with skills don't have the right combination. The HRM in Pakistan is also faced with poor compensation and low wages system. The country has high inflation, which leads to a decline in real wages. The situation makes it difficult for people, HRMs, and organizations to catch up with such a high inflation rate. It is a problem that affects everyone. Furthermore, because of employee resistance at various levels, the pay increase is primarily based on seniority, and the resulting pay is difficult to achieve (Tahir & Batool, 2016). Performance and evaluations for HR managers around the world are considered to be difficult tasks. Common evaluation issues have also been observed in Pakistani firms since interview participants frequently misuse assessments for personal gain by line managers. Furthermore, line managers view assessments as unnecessary paperwork, and many employees receive an average rating regardless of their performance (Tahir & Batool, 2016).

3. Data Analysis and Comparison of HRM Practices in Afghanistan and Pakistan

This part of the study covers the comparative analysis of both the countries in respect to the human resource practices affected by terrorism. The following discussion is based on the data taken from project reports such as the Norwegian Refugee Council, World Bank reports, Statista and World Factbook databases, as well as additional literature in the form of research articles, conference papers, and books.

3.1 Convergence

Two neighboring countries, Pakistan and Afghanistan, have jointly faced terrorism through several channels, including enterprises, administrative affairs, and notably human resource management. In both countries, there are certain commonalities involving the management of human resources affected by terrorism. The recruiting and selection process, training and development, performance evaluation, and reward are the areas where the HRM practices of both countries were compared more closely.

The emergence of HRM trends

The emergence of HRM trends through numerous means, like the emergence of recruitment agencies and employee associations in both countries and HR companies specifically in Pakistan. Additionally, through offering facilities, employment, training, and capacity-building opportunities as a whole, these agencies play a crucial role in HRM practices (Tahir & Batool, 2016).

Bureaucracy and Personnel Management are dominant

Despite encouraging growth in the respective economies and administrative affairs, both countries still suffer from terrorism and are not fully stable. Bureaucracy is dominant; there are still old-fashioned rigid personnel management practices, which means that HRM practices still need to be realized, upgraded, and improved.

Nepotism and Favoritism

HRM has several issues in both regions, such as nepotism and favoritism; where meritocracy ends, employment is usually based on ethnicity, language, religion, and family links. People who use their influential power or status by referring incompetent employees to different jobs usually include internal administrative staff such as managers, employers, or external parties, for instance, politicians, law enforcement agencies, members of parliament, military forces, and sometimes even terrorist groups; forcing employers to hire someone at their will especially, in Afghanistan's rural areas.

Discrimination

Discrimination in both countries' organizations is a persistent and irreversible problem. It occurs in the form of hiring or promoting employees based on their language, ethnic origin, religious tendencies, regional and political affiliation, and this situation can be attributed to a lack of leadership skills and a lower understanding of supervisory organizational psychology in many developing countries (Daly, Jackson, Mannix, Davidson, & Hutchinson, 2014). Other major challenges to HRM practices in both countries are the lack of technical and talented employees, poor compensation packages, lack of proper wages scale, and increments based on seniority and grads instead of other measures of performance, are the key obstacles facing by HRM (Tahir & Batool, 2016).

Performance Evaluation

Performance evaluation for HRMs is a kind of unneeded paperwork. In particular, in both countries' public sectors. Performance appraisal is done loosely or just as a formality, not as effective as it should be. As a result, supervisor-employee personal relations mediate this appraisal and this subjective evaluation can rate an employee's output to the upper grade, and simultaneously, it can easily hide the dark side of an employee's performance.

Recent Changes

In the public sector of both countries, bureaucracy, corruption, proper HRMIS, and traditional systems of personnel management like "Tashkeelat" have been modernized and updated to a certain extent. The selection benchmarks that realize employees' competence, experience, talents, technical capacities, and aptitude have been upgraded for the objective of selecting the best-fit applicant. However, in the private sector, to certain extents, initiatives are underway for the prevention of such practice that drives an organization toward decreased productivity and performance.

3.2 Divergence

Despite the various commonalities, there are also distinctions in both countries:

History of HRM

Pakistan, a developing region, and Afghanistan as an undeveloped country, which has been more long-standing than Afghanistan in terms of HRM practices. HRM is significantly in a better stage than Afghanistan where still it needs to be realized.

Education in HRM

In Pakistan, HRM education is rising in terms of students who do their major and study HRM as compared to Afghanistan. In contrast to Afghanistan, the Universities of Pakistan continue to offer HRM Masters, MPhil, and Ph.D. to thousands of students every year. In addition to this, academic studies have also been done to a greater extent among Pakistani academicians and students.

Recent Changes

Local and multinational Pakistani enterprises have made an early effort to restructure their personnel management divisions into the Human Resources Department, which has not yet been begun up to this level in Afghanistan. In Afghanistan, the primary cause of declining wages is the outmoded P&G wage status, but, in Pakistan; the same problem is caused by a high inflation rate of the country.

4. Discussion and Critical Analysis

Afghanistan is among the world's poorest nations. With relation to work and labor, dependency on foreign alliances, unemployment, and the absence of civil personnel and skilled workers are the key challenges. Terrorism is the imperative cause of this situation in the country. Due to terrorism, certain economic and commercial activities in the country are restricted, for example, as new entrants are reluctant to invest their capital in an uncertain business environment, in conjunction with persistent unemployment, people are not yet interested in jobs where the safety conditions are not good. Most of the projects still work where terrorism poses a threat to workers. Although there are many jobs in rural and remote parts of Afghanistan, nevertheless, almost every potential worker prefers to place himself in large cities of the country where

security condition is comparably good. As a result, transparency and soundness in HRM practices have been compromised through the recruitment of unskilled applicants into the terrorist areas for the sake of the fact that competent staff refuses the offer to work in uncertain conditions. Across all the provinces of the country such as Kabul, Nangarhar, Khust, and Mazare-sharif, several attacks have recently been committed, in almost all of them the terrorist group targeting public service institutions and NGOs. As a result, employees, guardians, and civil servants became the victims of these horrific attacks. However, the existing local employees working with foreign workers are particularly at risk from terrorist groups, mostly those residing in rural areas of the country. People do not wish to work together with foreigners. Many government and private organizations still function within under-warning conditions. Terrorism typically threatens hospitals, banks, towns, various directorates of public services, schools, and other educational institutions including universities. General research studies normally appear to demonstrate that firms frequently adhere to the demands of terrorist groups that may indicate that they perform illegal practices, such as shielding them in areas where their role is dominant (Ramirez, Madero, & Muñiz, 2014). The same goes for Afghanistan, where a gang of terrorists pushes several ideologies on schools, such as involvement in the core curriculum for the addition and removal of certain topics in schools. For instance, the subject of music and civic education has been substituted by other Islamic teachings in areas where militants are strong. Meanwhile, sometimes terrorist groups replace/transfer teachers and administrative employees in remote areas. In addition, universities are also being under the threat of terrorism by demanding funds and removing the co-education system. A similar view has been observed by Ramirez, et al. (2014) as two patterns are out there in current literature. Firstly, companies in terrorist and/or crime/violent contexts are adapting to the requirements of criminal organizations by subordinating them to their desires. Second, organizations that concentrate on HRM-based employees and community development, tailor their policies and procedures to suit the circumstances of terrorism, i.e. to provide their workers and also the community with suitable information and strategies for this type of atmosphere In order to effectively fit the organization in threatening conditions. The second pattern appears to mean that companies in the context of terrorism can take a strategically more focused position and this could require the expenditure in safety in order to avoid terrorism demands and/or investment in workers and associated people to address terrorism strategically (Harvey, 1993). This happens in regions where terrorism is prominent especially in rural areas of Afghanistan. Unless terrorist groups are satisfied and partake in, none of the projects can be done in distant regions of Afghanistan. Thus, all the problems stated earlier causing the lack of proper human resource management policies and practices. However, in such uncertain conditions, the concept and actual usage of human resource management are darkened; where unemployment is higher, people refuse to do the job due to insecurity, currently employed staffs are threatening regularly, students and teachers attend schools and universities with fright and anxiety. Such a horrific setting will take too much time to rise again in order to reach the professional level of HRM practices.

Pakistan is a comparatively appropriate region for HRM practices; yet, plenty of problems are out there that do not permit the proper execution of HRM policies and procedures. Nepotism, discrimination, inflation, and more significantly terrorism have adversely affected the country's management and organizational culture. Moreover, nepotism is a typical way for job seekers to gain a job through the reference of family members, government officials, political parties, managers, and friends. If the referee is not competent then this approach will negatively harm the

chief principles of HRM as it is against the notion of "the right person for the right job". Discrimination is rampant in Pakistani societies where HRM's idea of fairness becomes questionable and worthless. Discrimination may produce some dysfunctional problems among the workers and subsequently, employees' interpersonal relationships will not remain sound. The high rate of inflation is a hurdle in Pakistan that has recently sparked falling in people's wages. Performance appraisal is carrying out in a very loose form thus, line manager subjectively assesses their employees at average or higher level consequently, performance appraisal is not anything trustworthy and consistent in the country. As per the empirical research studies, Pakistan's local and foreign firms are trying to embrace HRM policies and practices. They have redesigned its HRM division in a proper way as compared to the prior personnel management practices. Compared with Afghanistan, currently, no intensive and progressive terrorism is out there in Pakistan; therefore, commitment is still alive to overcome barriers faced by HRM practices in Pakistan.

5. Recommendations to HR Managers in Afghanistan and Pakistan

The operational challenges posed by terrorism are significant, and the role of human resource managers in anticipating and responding to such uncertain conditions is critical. Given that both countries are adversely affected in multiple ways by the same type of terrorism, it is recommended that human resource managers in Afghanistan and Pakistan ensure they can deal with the situation effectively and mitigate the impact of terrorism on human resource practices through the following initiatives:

- Organizations, particularly HR managers, should coordinate with all other departments, with a particular focus on the security department, in order to work on security personnel capacity building. They must put in more effort to train them in order to gain the necessary skills to recognize threats, suspicious individuals, and stuff. Human resource managers are also in charge of establishing training programs for threatened personnel in order to familiarize them with the defensive measures and strategies required to protect them from the various repercussions of terrorist attacks.
- To mitigate the harmful effects of terrorism in the workplace, companies should provide adequate safe rooms within the company or close by, as well as emergency departure rooms. It will at the very least assist them in reducing the scope of the violence.
- Organizations should have their own security system in place rather than relying exclusively on external security authorities. Other security measures, such as scanners, detecting devices, security cameras, and standard inspection systems, must be accessible at companies.
- Organizations should hire skilled personnel to act as spies both within and outside the company to gather and share intelligence ahead of any terrorist threats.
- To respond quickly to any terrorist attack, an employee should serve as a coordinator with government security agencies in order to obtain the necessary information ahead of any threat.
- To ensure employee safety, human resource managers who work in terrorist-prone areas should have a thorough understanding of domestic security conditions and

cultivate a sense of community support in order to provide a safe working environment. It has the potential to mitigate the negative impact of terrorism on human capital and talented employees (Liou & Lin, 2008; Perry & Mankin, 2005; Reade, 2007).

- In order to minimize the impact of terrorism, corporations should focus more on CSR projects.
- Human resource managers in both countries should educate themselves about their employees' sensitivity to terrorism and how it affects their performance in a stressful environment. It provides information to human resource managers so they can assist employees in the workplace.
- Additionally, human resource managers are required to work on employee assistance programs that offer a holistic solution to employees' psychological problems in a stressful work environment.
- Organizations in general, and human resource managers in particular, are responsible for ensuring the safety of employees traveling to areas where terrorism poses a significant threat to both local and foreign workers. It would assist managers in determining the necessary initiatives to ensure employee care and safety. Emergency planning is another form of safety that comprehensively considers the measures to take in critical situations, particularly troubling situations.
- In such a terrifying situation, human resource managers should plan their work schedules around flexible work hours.
- Human resource managers should develop a strategy for telecommuting or remote work. It would assist employees in maintaining productivity during a crisis.
- Human resource managers should coordinate the issue of safe transportation with top authorities and provide pick-up and drop-off services for their employees.

Conclusion

The major purpose of the current study was to determine both countries' misery from terrorism notably its influence on HRM activities. These countries have a bilateral relationship and are adversely affected by terrorism in different ways. Throughout the analysis of current literature, it has been shown that in both nations terrorism has influenced organizations as a whole and HRM practices specifically. Since Pakistan is a developing country, HRM practices are carrying out in recovery as compared to Afghanistan where terrorism is still a major concern. However, HRM is not yet properly adapted to the ideal and standardized level in Pakistan. Multiple difficulties that discussed earlier exist. Recruitment and selection criteria are not merit-based, nepotism, discrimination, weak pay structure, loose performance appraisal mechanism, the lack of qualified labors, and no consideration to employees' safety are the status of HRM in both countries and terrorism makes an enormous contribution to all these devastations. Future research should look into the phenomena of terrorism and how it affects HR policies like as recruitment, training, and performance appraisal. On a similar point, examine the role of terrorism on staff motivation, productivity, and psychology. More research on terrorism is needed in both countries since they are more vulnerable to terrorism than the rest of the globe.

References

Alexander, Y. (2019). Terrorism and the media: some considerations. In *Terrorism: Theory and practice* (pp. 159-174). Routledge.

Balagam, A., & Fariduddin, S. (2008). A survey of major HR challenges in the mature and emerging industries: A comparison between IT and banking industries of Pakistan. *Journal of Independent Studies and Research (JISR)-Management and Social Sciences and Economics*, *6*(2), 24-30.

Barry Johnston, R., & Nedelescu, O. M. (2006). The impact of terrorism on financial markets. *Journal of Financial Crime*, *13*(1), 7-25.

Barth, J. R., Li, T., McCarthy, D., Phumiwasana, T., & Yago, G. (2006). Economic impacts of global terrorism: From Munich to Bali. *Available at SSRN 892033*.

Bird, G., Blomberg, S. B., & Hess, G. D. (2008). International terrorism: Causes, consequences, and cures. *World Economy*, *31*(2), 255-274.

Bouchet, M. H. (2004). The impact of geopolitical turmoil on country risk and global investment strategy. *Terrorism and the international business environment: The security-business nexus*, *83*(104), 767-790.

Bruce, G. (2013). Definition of terrorism social and political effects. *Journal of Military and Veterans Health*, *21*(2), 26.

Çınar, M. (2017). The effects of terrorism on economic growth: Panel data approach.

Cohen, D. (2002). HR implications of the attack on America: One year later. *Society for Human Resource Management*.

Cronin, A. K. (2003). Behind the curve: Globalization and international terrorism. *International security*, *27*(3), 30-58.

Czinkota, M. R., Knight, G., Liesch, P. W., & Steen, J. (2010). Terrorism and international business: A research agenda. *Journal of International Business Studies*, *41*(5), 826-843.

Czinkota, M. R., Knight, G., Liesch, P. W., & Steen, J. (2010). Terrorism and international business: A research agenda. *Journal of International Business Studies*, *41*(5), 826-843.

Daly, J., Jackson, D., Mannix, J., Davidson, P. M., & Hutchinson, M. (2014). The importance of clinical leadership in the hospital setting. *Journal of Healthcare Leadership*, *6*, 75-83.

Dedeoğlu, B. (2003) "Terörizm üzerine karşılaştırmalar: Bermuda şeytan üçgeni". In Dedeoğlu, B. ed., Dünden bugüne avrupa birliği, İstanbul: Boyut Kitapları.

Eckstein, Z., & Tsiddon, D. (2004). Macroeconomic consequences of terror: theory and the case of Israel. *Journal of Monetary Economics*, *51*(5), 971-1002.

Enders, W., & Sandler, T. (2000). Is transnational terrorism becoming more threatening? A time-series investigation. *Journal of Conflict Resolution*, *44*(3), 307-332.

Enders, W., Parise, G. F., & Sandler, T. (1992). A time-series analysis of transnational terrorism: Trends and cycles. *Defense and Peace Economics*, *3*(4), 305-320.

Fatima, M., Latif, M., Chugtai, S. F., Hussain, N., & Aslam, S. (2014). Terrorism and its impact on economic growth: Evidence from Pakistan and India. *Middle-East Journal of Scientific Research*, *22*(7), 1033-1043.

Frey, B. S., Luechinger, S., & Stutzer, A. (2007). Calculating tragedy: Assessing the costs of terrorism. *Journal of Economic Surveys*, *21*(1), 1-24.

Hartwell, T. D., Steele, P., French, M. T., Potter, F. J., Rodman, N. F., & Zarkin, G. A. (1996). Aiding troubled employees: the prevalence, cost, and characteristics of employee assistance programs in the United States. *American Journal of Public Health*, *86*(6), 804-808.

Hartwell, T. D., Steele, P., French, M. T., Potter, F. J., Rodman, N. F., & Zarkin, G. A. (1996). Aiding troubled employees: the prevalence, cost, and characteristics of employee assistance programs in the United States. *American Journal of Public Health*, *86*(6), 804-808.

Hoffman, B. (2006). Inside Terrorism Columbia University Press. *New York*, 33.

HOUSE, O. C. (2006). Report of the Official Account of the Bombings in London on 7th July 2005. *HC1087, Londres.[Recuperable en: www. official-documents. co. uk]*.

http://documents.worldbank.org/curated/en/542361547566412383/pdf/afghanistan-taghir-pad secpo-edit-01112019-636831000229465639.pdf

Hyder, S., Akram, N., & Padda, I. U. H. (2015). Impact of terrorism on economic development in Pakistan. *Pakistan Business Review*, *839*(1), 704-722.

Iraqi. M.K, Fatima A, & Nadeem. W. (2015). Human Resource Practices in Pakistan: A Case Study of Allied Bank Limited. *International Research Journal of Human Resources and Social Sciences*, 2(9).

James, K. (2001). The HR paradigm shift and the federal human capital opportunity. *Public Manager*, 30, 13-17.

Johnson, T. H. (2006). *The Prospects for Post-Conflict Afghanistan: A Call of the Sirens to the Country's Troubled Past. Strategic Insights. Volume 5, Issue 2, February 2006.* Naval Postgraduate School Monterey Ca Dept of National Security Affairs.

Ketata, I., & McIntyre, J. R. (2008). 11. Corporate social responsibility as a new orientation in response to crisis management of sea changes and navigational dead reckoning. *International business under adversity: a role in corporate responsibility, conflict prevention and peace*, 150.

Khilji, S.E. (1995), *International Human Resource Management in Pakistan.* Unpublished MPhil thesis, University of Cambridge.

Kondrasuk, J. N. (2004). The effects of 9/11 and terrorism on human resource management: Recovery, reconsideration, and renewal. *Employee Responsibilities and Rights Journal*, *16*(1), 25-35.

Kutlu, R. (2010). Uluslararası terörizm ve 11 eylül sonrasında türkiye'nin terörizmle mücadelesi. *Yayınlanmamış Yüksek Lisans Tezi, Karadeniz Teknik Üniversitesi, Sosyal Bilimler Enstitüsü, Trabzon*.

Lenain, P., Bonturi, M., & Koen, V. (2002). The economic consequences of terrorism.

Liou, D. Y., & Lin, C. H. (2008). Human resources planning on terrorism and crises in the Asia Pacific region: Cross-national challenge, reconsideration, and proposition from western experiences. *Human Resource Management: Published in Cooperation with the School of*

Business Administration, The University of Michigan and in Alliance with the Society of Human Resources Management*, 47*(1), 49-72.

Lister, S. (2006). *Moving Forward?: Assessing Public Administration Reform in Afghanistan*. Afghanistan Research and Evaluation Unit.

Mankin, L. D., & Perry, R. W. (2004). Commentary: Terrorism challenges for human resource management. *Review of Public Personnel Administration*, *24*(1), 3-17.

Michael, S. (2007). Terrorism a socio-economic and political phenomenon with special reference to Pakistan. *Journal of management and social sciences*, *3*(1), 35-46.

Norwegian Afghanistan Committee. (n.d.). Norwegian Afghanistan Committee. Retrieved 3 14, 2019 from NAC Web site: http://www.afghanistan.no/English/Afghanistan/Political_history/index.html

Öcal, N., & Yildirim, J. (2010). Regional effects of terrorism on economic growth in Turkey: A geographically weighted regression approach. *Journal of Peace Research*, *47*(4), 477-489.

Paul, C., Clarke, C., & Serena, C. (2014). Afghanistan (2001–2013). In *Mexico Is Not Colombia: Alternative Historical Analogies for Responding to the Challenge of Violent Drug-Trafficking Organizations, Supporting Case Studies* (pp. 211-222). RAND Corporation. Retrieved from http://www.jstor.org/stable/10.7249/j.ctt7zvzdn.17

Perry, R. W., & Lindell, M. K. (1997). Earthquake planning for government continuity. *Environmental Management*, *21*(1), 89-96.

Promoting EAPs. (2001). *EAP Exchange, 31*, 6.

Ramirez, J., Madero, S., & Muñiz, C. (2014). The Impact of Narco-terrorism on HRM.

Reade, C. (2007, November). The effects of war and terrorism on organizational commitment. In *Academy of International Business Fifth Annual Conference on Emerging Research Frontiers in International Business, Miami, Florida* (Vol. 28).

Rosendorff, B. P., & Sandler, T. (2005). The political economy of transnational terrorism. *Journal of Conflict Resolution*, *49*(2), 171-182.

Roundtable, N. D. (2002). *Countering terrorism: Lessons learned from natural and technological disasters*. National Academies Press.

Saeed, L., & Syed, S. H. (2018). Insights into selected features of Pakistan's most wanted terrorists. *Terrorism and political violence*, *30*(1), 47-73.

Spich, R., & Grosse, R. (2005). How does homeland security affect US firms' international competitiveness?. *Journal of International Management*, *11*(4), 457-478.

Statista. (2018). Countries with the highest number of deaths by terrorism. In *Statista - The Statistics Portal.* Retrieved from https://www.statista.com/statistics/377061/countries-with-the-highest number-of-deaths-by-terrorism/.

Suder, G. G. (Ed.). (2004). *Terrorism and the international business environment: the security-business nexus*. Edward Elgar Publishing.

Tahir, M., & Batool, S. (2016). A Study of Perception and Challenges Faced By HRM Function in Pakistan. *City University Research Journal*, *6*(1), 181-190.

Victoroff, J. (2005). The mind of the terrorist: A review and critique of psychological approaches. *Journal of Conflict Resolution*, *49*(1), 3-42.

Wernick, D. (2006). Terror incognito: International business in an era of heightened geopolitical risk. *Corporate strategies under international terrorism and adversity*, 59-82.

Wikipedia contributors. (2017, August 24). Afghan Interim Administration. In *Wikipedia, The Free Encyclopedia*. Retrieved 04:57, March 7, 2019, from https://en.wikipedia.org/w/index.php?title=Afghan_Interim_Administration&oldid=7969749 99

World Bank. (2018, November 27). Tackling Afghanistan's Government HRM and Institutional Reforms (TAGHIR). Retrieved from:

Yechiam, E., Barron, G., & Erev, I. (2005). The role of personal experience in contributing to different patterns of response to rare terrorist attacks. *Journal of Conflict Resolution*, *49*(3), 430-439.