The Impact of Employee Involvement on Organizational Performance in NGOs in Nangarhar, Afghanistan

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To link to this article: http://dx.doi.org/10.31841/KJEMS.2024.162

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Article

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Abstract

This research was conducted to determine the effect of employee involvement on organizational performance in the NGOs of Nangarhar – Afghanistan. The study considered employee involvement as an independent variable, while organizational performance was the dependent variable. Besides, the study was a survey investigation conducted on employees working in the NGOs of Nangarhar province, of which 50% were considered samples. The data from them was collected by questionnaire. The sample was selected using a stratified random sampling technique for statistical analysis, such as correlation matrix and regression analysis. The estimated coefficient of employee involvement is 0.074, which is significantly high at 5 per cent. These positive values indicate a positive relationship between organizational performance and employee environment. The estimated coefficient of employee involvement indicates that as employee involvement increases by 1 per cent, this would cause the organizational performance to rise by 15.4 per cent, and vice versa is true.

Keywords: *Employee Involvement, Organizational Performance, NGOs, Nangarhar*

1. Introduction

Consumption can be defined as the overall monetary demand, represented in terms of all consumer goods and services in a given economy. Consumption is household spending on products and services like apparel, food, entertainment, medical care, and asset purchases. As a result, money (revenue) is needed to finance such expenses or to create a meaningful demand for such goods and services. Therefore, the primary way to express the consumption function is as the behaviour of total consumption that depends on income. John Maynard Keynes' psychological law states that men are generally inclined to increase their consumption as income increases, but not by as much as the increase in income, and this is where the theoretical underpinning of the consumption function first emerged. The absolute income hypothesis (AIH) is the name given to this law.

Other factors that influence consumption, aside from AIH, which shows how vital income is to consumption, are the interest rate, inflation or relative prices, wealth, liquid

assets, attitude, expectation of future price increases, and the accessibility of credit facilities (Poole, 1972; Hansen, 1996; Hall, 2001; and Iyoha, 2001). Interest rates can also be considered the rent borrowers pay when they use credit or as the money lenders receive back in exchange for their liquidity. Like other prices, an interest rate divides the finite supply of financial resources among their many competing demands. In general, interest rates are understood to be both the cost of getting credit from the financial markets (lending rate) and the return paid to the source of those resources (saving rates) for giving up their funds, or more precisely, for giving up liquidity that could have been used for immediate consumption but instead for investors to use.

Employee involvement may be the twenty-first century's most important indicator for businesses. Employee perception of the company, employee value creation, and organizational progress all directly impact employee involvement. HR professionals think that a large part of the employee engagement problem stems from the employee's perception of their work environment and treatment within the company. It has much to do with emotions propelling a company's financial success. Employee involvement initiatives directly impact the productivity of the company.

Aware of human resources' crucial role, today's organizations focus on empowering their employees. Employee involvement allows employees and their representatives to come together on issues related to organization management. Therefore, where there is a direct interest in the employee, employee Involvement refers to tasks that aim to increase the employee's sense of commitment (Anzemo, 2010). It is a human rights exercise that supports employee involvement throughout the organization. Partnership management practice ensures that management is equally involved in the company's decision-making process, data processing and problem-solving efforts (Vanichchinchai, 2012).

Employee involvement is associated with a variety of interests. Franca and Pahor (2014) argue that employee Involvement directly impacts the work environment. Employees' ability to control their working lives and displacement can be solved with this participation. Rothmann & Rothmann (2010) state that workers not involved in their roles usually experience physical or emotional stress.

As employees play a crucial role in the performance of organizations, employees should not ignore the crucial decisions that affect them. They intend to change their behaviour in the workplace in a new and better way. Employee participation in decision-making creates a sense of belonging to workers and a caring environment where management and employees voluntarily contribute to good industrial relations (Noah, 2008). Employee involvement is a process that allows employees to participate in decision-making behaviour according to their position. For this reason, employee participation is seen as a real name under various applications. This can be useful for a variety of purposes. Therefore, any survey on 'employee participation' should cover a wide range of needs. However, this research will examine the effects of employee Involvement on organizational performance in non-governmental organizations in Nangarhar Province, Afghanistan.

2. Literature Review

Employee involvement is directly related to the elements of organizational performance. Empowerment empowers people to reason, act, make decisions, and control tasks.

Employee empowerment is associated with improved organizational performance. This can be called a wish to shape one's destiny (Memon, 2014).

Employee involvement can be divided into explicit and implicit types. Material shares are any financial shares employees make to the company, such as capital and profits. Other forms, such as stock options and intangible involvement, involve employees in company information, coordination, and decision-making. It is necessary to distinguish between the joint legal structure at the board level and the additional participation at the organizational level, such as participation management, provided by the management voluntarily when employees share critical decision-making power with observers (Sharif, 2014).

Employees can positively impact organizational products when motivated and determined to achieve organizational goals. Employees can show their enthusiasm for their work. Provide management with employee commitments to perform their duties if they are involved in decision-making and corporate affairs. Each employee should not be treated individually. However, they should be involved in issues related to themselves and the organization. The last two years have seen unprecedented economic changes in the world. Well-documented change is the result of ever-changing information technology. Economic chaos reduces heavy productivity, including the labour market and the hospitality industry (Anzemo, 2010).

Milton Friedman (1957) proposed the permanent income hypothesis (PIH), which holds that an individual's level of consumption is determined by their permanent income rather than their present disposable income. The income that a person expects to receive for an extended period is known as permanent income (PI). According to Friedman, consumption is unaffected by transient or unforeseen income. The life cycle hypothesis (LCH), first proposed by Ando and Modigliani in 1963, is another theoretical stance that refutes the claims of PIH. He insisted that people organize their savings and consumption over an extended period that encompasses their entire lifetime. In this instance, all the resources at their disposal influence the consumer's decision. The consumer saves to enable him to secure the most desirable level of consumption in old age while allocating his money to optimize enjoyment over his lifetime. Thus, the central idea of LCH theory is that customers' lifetime projected income determines how much they consume. According to this theory, a consumer's consumption is determined by their available resources, the rate of return on capital, their spending plan, and their age when the plan is established. One of the apparent consequences of LCH is that consumers' net assets depend on their savings, consumption is a function of pricing, interest rates are constant, and people do not inherit any assets.

Williamson (2008) examined how expanding employee decision-making in an informal rewards environment impacts their role in creating substantial value. Research has found that employee involvement in the decision-making process allows employees to use their proprietary knowledge, which can lead to better decision-making for the organization and ultimately improve the performance of the organization.

Preuss and Lautsch (2002) conducted a study in the United States to examine the effects of employee involvement and organizational performance. They tested these problems using data sets from staff, managers, and government sources at 15 hospitals in a major U.S. city. They found that organizational performance and employee involvement

continued until employee involvement patterns increased employee involvement and control over work. Management was seen working to improve the safety of employees in future workplaces. They concluded that integrating ideas and information from employees leads to organizational flexibility. Moreover, it can improve product quality and efficiency.

In order to improve company performance and good citizen behaviour, managers must allow employees to participate in high-level decision-making processes. Ravenswood (2011) focuses on SMEs, and their research shows that employee participation positively affects satisfaction.

Noah (2008) examined workers' participation level in management decisions in the Nigerian work environment. The study results found that employees in both organizations are more interested in participating in the decision-making process in their workplaces. There is a significant link between employee Involvement in the decision-making process and the frequency of employee guidance and organizational commitment.

Pech and Slade (2006) assert that the business landscape's globalization, speed, and uncertainty necessitate the highest fitness levels to support organizational survival. Competitors with the right mix of economic production, trust, innovation, and leadership can survive such unstable situations. Researchers from Penna (2007) have also developed a new model called the "Hierarchy of Engagement," similar to Maslow's hierarchy of needs. In the end, compensation and benefits are necessities. After these demands are met, an employee looks for possibilities for growth, the chance to advance, and the inclusion of their leadership style in the model. After achieving the previously mentioned lower-level goals, the employee searches for a value-meaning alignment, demonstrated at work by a genuine sense of connection, a shared purpose, and a shared sense of meaning.

Sakib-Bin-Amin (2011) used annual data from 1976 to 2009 to investigate the causal relationship between consumption expenditure and economic growth in Bangladesh. The study employed the Johansen and ARDL co-integration tests as its methodology. The author discovered the long-term co-integration of consumption expenditure and economic growth. The study's use of the Granger causality test indicated a long-term, unidirectional causal link between consumption expenditure and economic growth. Using a variety of tests, including Granger causality, modified Granger causality, Engle-Granger co-integration, and Hausman, Guisan (2004) demonstrated a causal relationship between real consumption and real GDP for Mexico and the United States. There is a link between GDP and consumption in the US, but it is unclear how this would apply to Mexico.

"A condition of an employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour" is how Mone and London (2010) characterized employee engagement. It is, thus, the degree of dedication and participation a worker has for their company and its principles. Engagement needs to be developed and nurtured by the organization, which calls for a mutually beneficial connection between employers and employees. Employee engagement, then, serves as a gauge for an individual's affiliation with the company.

Nielsen and Randall (2012) examined the relationship between working conditions and well-being before intervening in a long-term study of team action in Denmark. Staff participation levels in the planning and execution report procedure change the independence and job satisfaction level before the intervention. Estimate the level of employee involvement in planning and implementing interventions. Well-being and social support before the intervention were directly related to the degree to which employees reported changes in current work practices regarding teamwork. There was a significant correlation with independence after the intervention. Social support and welfare outcomes show that employee involvement in the intervention process is essential in what appears to be a significant correlation with significant changes in the process and, therefore, in the outcome of the intervention.

According to Buckingham and Coffman (2005), pay and benefits are equally important to every employee, regardless of performance. At the very least, a company's pay should align with the market average. Pay and benefits are like baseball tickets; they can get an organization into the game but cannot help it win. Raising pay and benefits packages to market rates is a sensible starting step but will not drive a corporation ahead. According to Saks (2006), one way an individual can give back to their company is through their level of participation. As stated differently, employees will determine the degree and kind of involvement they want depending on their employer's resources. People can react to an organization's actions significantly by investing more of their cognitive, emotional, and physical resources into their job positions and giving them more of themselves.

Kweka and Morrissey (1998) looked into how Tanzania's economic growth affected spending on consumption. Using time series data and the Granger causality test method, there was no indication of a relationship between GDP growth and consumption spending. Using co-integration error correction methodology, Forgha (2008) developed econometric models of consumption and savings functions for Cameroon from 1970 to 2007. According to his research, the only factors that negatively impacted private consumption were family wealth and the number of financial institutions and branches. On the other hand, disposable income, general price level, expected inflation, interest rate, and dependency ratio positively affect savings. The difference between interest rates and inflation has a detrimental effect on savings. It was discovered that the savings were 35.65 per cent and that the consumption function was adjusting at a rate of 45.291 per cent.

A study by Sofijanova and Zabijakin-Chatleska (2013) discovered a link between decision-making and employee participation in problem-solving. The research analyzes the concept of employee involvement in the national cultural context. Research has found that effective use of employee Involvement is positively associated with organizational performance. More precisely, employee Involvement and empowerment programs and the use of self-mentoring teams are directly and statistically linked to management perspectives on organizational performance.

Holbeche and Springett (2003) assert that there is a definite correlation between employees' perceptions of "meaning" in the workplace and their levels of engagement, which in turn affects their performance. They contend that workers actively look for meaning in their work and are likely to leave an organization if they do not try to give them a feeling of purpose. Employee engagement is "a positive attitude held by the employee towards the organization and its value" by Robinson et al. (2004). An engaged

worker collaborates with coworkers to enhance job performance for the organization's benefit and is aware of the business context. Engagement needs to be developed and nurtured by the organization, which calls for a mutually beneficial connection between employers and employees.

In addition (Sofijanova, 2014, Noah, 2008 Nielsen and Randall 2012) attempt to determine whether leadership influences research into the relationship between employee involvement and organizational performance. Therefore, it is essential to examine such relationships to determine how employee involvement influences the organizational performance of NGOs in Nangarhar, Afghanistan.

Despite extensive research into the effectiveness and impact of HRM practices, little has been done to explain employee involvement, consulting joint decisions and group deals for corporate performance.

3. Research Methodology

A quantitative research strategy has been adopted for this study to test the effects of employee involvement on organizational performance in NGOs in Nangarhar, Afghanistan.

3.1 Target Population and Sampling

The study's target population is all employees working in Non-Governmental Organizations in Nangarhar, Afghanistan. In this study, NGOs were selected as the target population. This is because NGO workers are greatly affected by their organizational practices. This research area also serves a wide geographical area with minimal government interference in their day-to-day operations. The stratified random sampling technique was used in the research because the targeted participants had different types of workers. Stratified sampling techniques involve dividing the population into two distinct groups. Samples were then taken from each group to fill out the adopted questionnaire. The study's sample size is 274 employees working in different NGOs in Nangarhar, Afghanistan.

This study used an adapted questionnaire to collect the data from corresponding respondents. Participants are given ample time to complete the questionnaire selected by the researcher at various appropriate intervals. Data processing operations are performed, including data editing/cleaning and data classification. Data correction is the collected data to detect errors and omissions. Linear regression is used to determine the relationship between employee involvement. In addition to the leadership style, a linear regression model of organizational performance and employee involvement roles was used to examine the relationship between the variables. The model treats organizational performance as an exclusive variable. At the same time, the independent variable is a form of employee involvement.

The following model would be estimated for the current study

$$OP = \beta 0 + \beta 1\, EI + \epsilon$$

Where,

OP = Organizational Performance,

EI = Employee Involvement

ϵ = Error term

4. Results and Findings

Table 1

4.1 Demographic Information of the Respondents

Gender	Respondents	Percentage
Male	228	83.21
Female	46	16.78
Marital Status		
Married	220	80.29
Single	54	19.70
Divorce	-	-
Age		
25-30	83	30.29
30-35	111	40.51
35-40	55	18.24
> 40	25	9.12
Education		
School	-	-
Bachelor	128	46.71
Master	146	53.28
Experience		
Below 5	63	22.99
5—10	69	25.18
11—15	95	34.67
15 – 20	47	17.15
Above 20	-	-

Source: Field Survey

The above table represents the demographic information of the respondents. The number of male respondents in the study is 228, constituting 83.21 per cent of the sample. In contrast, the number of female respondents is 46, constituting 16.78 per cent of the sample. This implies that the number of male respondents in our study is greater than that of female respondents. The second demographic information is marital status. The number of single respondents working in the NGO sector is 54, while the number of married respondents is 220, constituting 80.29 per cent of the entire sample.

Similarly, the third demographic information of the respondents is education. The number of bachelor's degree holders in the NGO sector is 128, while the number of master's degree holders is 146, constituting 53.28 per cent of the respondents. This implies that the number of master's holders working in the telecommunication sector is greater than the number of workers with bachelor's degrees. The last demographic information of the respondent is experience. The number of respondents with experience below 5 years in the NGO sector is 63, and the number of respondents with experience between 5 to 10 years is 69. Most of the study respondents have 11 to 15 years of experience in the NGO sector in Nangarhar, Afghanistan.

4.2 Descriptive Statistics

Descriptive statistics summarize the information collected from the study respondents. This gives an idea about the collected information and whether the information is suitable for estimation and further procedure. The tables below show the descriptive statistics by representing the total observations, minimum value, minimum value, and the mean and standard deviation for each table. It can be seen that all the variables have 274 observations. The mean value of the organizational performance is 2.306, given the standard deviation by 0.354. The maximum value of the variable is 5, while its minimum value is 1. Similarly, the mean value of employee involvement is 3.045, given the standard deviation by 0.963. The maximum value of the variable is 5, while the minimum value is 1.

Table 2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Performance	274	1	5	2.036	0.354
Employee Involvement	274	1	5	3.045	0.963
Valid N (listwise)	274				

Source: Compiled by the authors

4.3 Model Summary

In this study, a regression analysis was conducted to determine the effects of employee involvement on organizational performance in NGOs in Nangarhar, Afghanistan. R is the value of the correlation coefficient between models. In our case, R indicates the relation between the estimated and actual value of the dependent variable, organizational performance. R-Square represents a measure of deviation in an organization's efficiency that shows how much variation is brought by independent variables of the study in the dependent variable. The adjusted R2 value is 0.53.7, indicating that dropping or adding some study variables might cause the R-square to be raised or declined. As mentioned, the R-square explains the study's independent variable compared to the dependent variable. This shows that 54.1 per cent variation in the study's dependent variable is due to the independent variable, and the remaining portion goes to the error term.

Table 3
Model Summary of the Study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.736	0.541	0.537	0.041

Source: Compiled by the authors

4.4 Analysis of Variance (ANOVA)

Variance analysis was performed to test whether the model could predict the outcome compared to device use. The F-ratio indicates the ratio of improvement in the estimate, resulting in the model being accurate. The F-ratio is 111.54 and significant ($p < .05$). This

model significantly improved the ability to assess the effects of employee involvement on organizational performance in Afghanistan. To be precise, one can say that F-statistics measure the model's overall validity. As the probability is lower than the significance level, it implies that the overall model is well fit.

Table 4

Analysis of the Variance

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	228.654	1	228.65	111.54	0.032
	Residual	352.584	172	2.0499		
	Total	581.238	273			

Source: Created by the authors

4.5 Regression Result
Table 5
Regression Result of the Study

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	B	Std. Error	Beta		
(Constant)	0.578	0.036		16.05	0.034
Employee Involvement	0.154	0.036	0.356	4.277	0.048

Source: Compiled by the authors

The regression result shows the effects of independent variables on the study's dependent variable. The estimated coefficient of employee involvement is 0.074, which is significantly high at 5 per cent. These positive values indicate a positive relationship between organizational performance and employee environment. The employee involvement was found to be a significant (p = 0.048) estimate coefficient, where p <0.05, so we rejected the null hypothesis and accepted the alternative hypothesis that employee involvement and organizational performance have a significant relationship. The estimated coefficient of employee involvement indicates that as employee involvement increases by 1 per cent, this would cause the organizational performance to rise by 15.4 per cent and vice versa.

4.6 Normality Test
Table 6
Normality Test of the Study

No	Variable	Skewness	Kurtosis
1	Organizational Performance	0.002	3.001
5	Employee Involvement	0.005	3.004

Source: Compiled by the authors

The normality test is an essential test to be done before estimation to obtain a consistent and efficient study result. The study variable must be normal because this would lead us to estimate the result in a way that ideally helps us to predict the phenomenon. For this purpose, we tested the normality of the study variables. We have tested through two tests. First, skewness and secondly, kurtosis. If the value of skewness is zero, this implies

that the variable is normal; otherwise not. If the value of kurtosis is 3, the variables are normal; otherwise, they are not. As the above table shows, the skewness of all variables is approximately equal to zero; therefore, the variables are normal. Similarly, the value of the kurtosis tests for all variables is equal to 3; therefore, the variables are normal.

4.7 Reliability Test

Table 7
Cronbach's Alpha Test

No	Variable	Alpha	Item
1	Organizational Performance	0.752	13
5	Employee Involvement	0.721	06

Source: Compiled by the authors

The reliability test was examined to test the validity of the variables. Further, we tested the reliability of the variables via Cronbach's Alpha. If the value of Cronbach's Alpha is greater than 70 per cent, this implies that the variables are normal; otherwise, they are not. Cronbach's Alpha test shows that all the variables are reliable and valid because Cronbach's Alpha is greater than 70 per cent.

5. Conclusion

This study examined the effects of employee involvement on organizational performance in NGOs in Nangarhar, Afghanistan. The data, collected using stratified random sampling from the corresponding respondents, was analyzed using simple linear regression. The study's sample size was 274 employees working in distinct NGOs in Nangarhar, Afghanistan, ensuring the robustness of our findings.

In this study, R indicates the relation between the estimated and actual value of the dependent variable, organizational performance. R-Square, a measure of deviation in an organization's efficiency, quantifies how much variation is brought by independent variables of the study in the dependent variable. The adjusted R^2 value is 53.7, indicating that dropping or adding some study variables might cause the R-square to be raised or declined. As mentioned, the R-square explains the study's independent variable compared to the dependent variable, which showed that 54.1 per cent variation in the study's dependent variable is due to the independent variable, and the remaining portion goes to the error term.

The F-ratio, a crucial indicator of the model's accuracy, is significant, i.e. 111.54 ($p < .05$). This underscores the model's ability to effectively assess the impact of employee involvement on organizational performance in Afghanistan. The f-statistics, which measure the model's overall validity, further support this, as the probability is lower than the significance level, indicating a well-fitting model.

The estimated coefficient of employee involvement is 0.074, significantly high at 5 per cent. These positive values indicate a strong relationship between organizational performance and employee involvement. The employee involvement was found to be a significant ($p = 0.048$) estimate coefficient, where $p < 0.05$, indicating a significant relationship. The estimated coefficient of employee involvement suggests that a 1% increase in employee involvement could lead to a 15.4% rise in organizational performance. These findings provide actionable insights for enhancing organizational

performance through employee involvement, empowering the audience with practical implications.

5.1 Recommendations

The following are recommendations for the corresponding organizations.

1. We strongly recommend that NGOs pay close attention to employee involvement in organizations' decision-making. This would have a significant effect on organizational performance.
2. Top management should involve the employees in the organization's decision-making process. Besides this, future research can be considered on the same topic by changing the research area.
3. Employers and managers need to recognize the critical role of employees and engage them in participative management because of the numerous benefits organizations stand to receive from such a move.
4. Modern organizations have no excuses regarding the inability to promote employee participation in decision-making in the workplace owing to the different styles of this approach, which could be adopted for their organizations.
5. As employee participation in decision-making has been found to affect organizational productivity and performance and motivate employees significantly, organizations that intend to stay ahead of the curve in their respective industries should make this part of their culture.
6. The government and its agencies should continue encouraging and incentivizing public and private organizations that prioritize employee voice or involve HRM. This will encourage other organizations that have yet to embrace this culture to do so.

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