



**EUROPEAN
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COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialisation:	
Affiliated Center:	
Module Code & Module Title:	
Student's Full Name:	
Student ID:	
Word Count:	
Date of Submission:	

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HR Policy Proposal

Introduction

Human resources policies are considered the foundation the company uses for building a solid structure of human interrelations in the organisation. Additionally, it's the main critical framework for creating procedures and guidelines, which makes a quality culture that values trust and fairness in the organisation. It's defined as the mutual agreement between the company and the employees and a source of guidance to explain various types of relations, rights, roles, and responsibilities of the organisation's stakeholders.



FIGURE 1: ORGANIZATION'S STAKEHOLDERS, [HTTPS://MANOXBLOG.COM/2018/05/11/UNDERSTANDING-ORGANIZATIONAL-STAKEHOLDERS-FOR-DESIGN-SUCCESS/](https://manoxblog.com/2018/05/11/understanding-organizational-stakeholders-for-design-success/)

1. Human resources policies evaluation criteria

I have chosen the case scenario to be (the Indian institute of management Ahmedabad), a faculty that provides multiple academic programs established in India in 1961.

<https://www.iima.ac.in/web/hr-policy-manual-for-staff.pdf>

To be the world's finest institution in management education would not happen without a clear vision, mission, and reliable human resources "HR" policies.

As a best practice, HR policies must be dynamic with ongoing updates to handle technology development, economic changes, innovative managerial trends, organisation vision and objectives, nature of business, governmental laws, rules and regulations compliance, unions rights, employees' motivation, and retention, and any additional related criteria. HR policies must be flexible enough to cope with organisational culture's internal and external factors (Joshi, 2013).

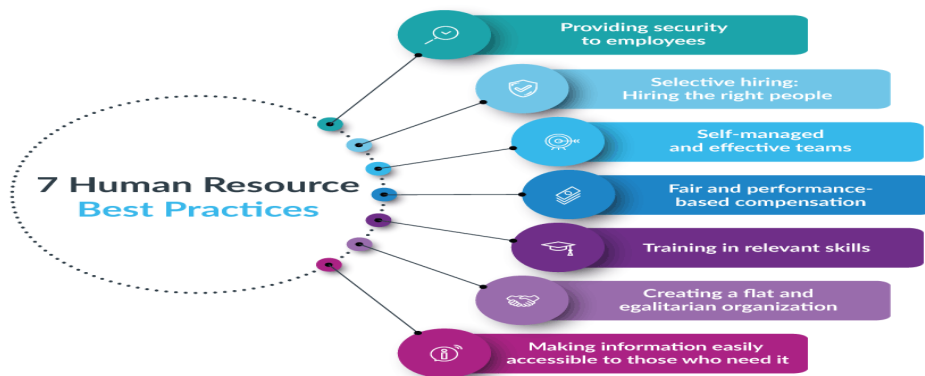


FIGURE 2: HUMAN RESOURCE BEST PRACTICES,

SOURCE: WWW.AIHR.COM/BLOG/HUMAN-RESOURCE-BEST-PRACTICES

Score grades for evaluating the human resources policies are as below:

Score	Grade
1	Poor
2	Fair
3	Satisfactory
4	Good
5	Excellent

Criteria	Key characters	Score	Reason
Providing security to employees	Being in a stable organisation gives the feeling of security about the employee's job.	4	The organisation was established in 1961 with decades of growing scale and implementing a solid policy for recruitment and training, which is costly; the organisation is working on retaining its staff by focusing on welfare activities. The policies don't include a retention policy.
Selective hiring: choose the appropriate candidate	Hire the most qualified candidate because they will be your valuable asset to the business.	4	1. The organisation is spending considerable effort to choose the best candidate that fits the job based on his skills, qualifications, and years of experience. 2. Other aspects to be focused on: - ability: to perform the job (especially if the job requires physical power) - trainability: he is the kind of person who can learn and develop. - commitment: after hiring and training costs, does he intend to stay with the organisation, or will he leave? 3. Scales of pay are precise. 4. The policy manual doesn't mention a review of salaries to be competitive with similar industry organisations.
Self-managed and effective teams	Creating and nurturing high-performance teams.	1	Nothing was mentioned about teamwork or team achievements. Except for the leading position, part of its role is to lead the teams.
Fair and performance-based compensation	Reward your employee for their extra efforts and achievements for	5	The policy clearly stated that promotion is based on seniority in lower-level jobs. Merit and background for higher-level. Promotions either level change or financial benefits.

	keeping them motivated		
Training and relevant skills	3 essential types of exercise are required (induction training, internal training, specialised training)	5	The policy focus in detail on the procedures for each type of training & re-training also may be organised for the employee's performance found to be below average.
Creating flat and standard benefits	Every member should be treated equally.	4	The organisation is applying benefits based on the staff group category. Ex: insurance package, purchase of phone and limit, mode of travel and allowances.
Accessibility to the policies	Each member should be able to access the policies which directly interact with his responsibilities and duties.	1	This manual is confidential and is for restricted circulation only.

(Villeneuve, 2012)

From my point of view, "the Indian institute of management Ahmedabad" has already covered the standard policies which provide clarity and meet employee expectations.

2. Proposing new human resources policies

2.A Improving employee retention policies

The overarching policy focuses on improving employee retention and reducing employee turnover to meet overall business goals that contribute to success through attracting and retaining valuable and skilled employees.

2.A.1 Fundamental principles for improving employee retention

- Create a motivating environment to make sure that employees are well-appreciated.
- Developing and retaining employees by having continuous perpetual learning programs.
- Make a transparent rewarding system for distinct performance.
- Celebrate achievements and successes publicly.
- Direct the employees to the imbalance between life work and life.
- Open a communication channel to share employee thoughts and ideas.
- Offer leadership programs.

Strategically employees should be identified based on the performance and potential of critical positions within the organisation. Accordingly, the organisation should adopt the best practices to attract and retain them through quality leadership management practices. (glenn, 2015).

2.A.2 Retention strategies

- Invest in human capital to increase profits and productivity.
- Ensure to achieve employee satisfaction to grant higher performance.
- Empower your staff; involve employees in problem-solving and decision-making.
- Job training with measurable achievements.
- Establishing attractive employee compensation & benefit facilities.
- Provision of rewards and benefits.
- Flexible work schedule.
- Ensure to have leaders, not bosses.(Al-Suraihi et al., 2021)

2.A.3 Proposed policies for employee retention

- Pledge to promote a healthy, safe workplace and consider a balanced work-life atmosphere through well-being initiatives to increase productivity and job satisfaction.
- Provide support and train decision-makers to ensure they do not exceed the acceptable employee turnover range.
- Adopt equal promotion opportunities based on performance.
- Set an annual employee development plan, training, leadership programs, etc.
- Annual review of salaries and benefits with comparable organisations and be the employer of choice.
- Continuous review of exit interviews and work on areas of concern.

2.A.4 Retention actions

<u>Financial intervention examples</u>	<u>Non-financial intervention examples</u>
Salaries – pay above the market average.	Skill development
Commission & bonus	Employee equity
Rewarding exceptional performance	Medical insurance
Health benefits: gym membership	Mentorship
Perks: occasional lunch, free snacks	Succession planning
Discount coupons for purchases “phone, appliances, food, etc.”	Delegations

(STAFF RETENTION POLICY, 2018)



FIGURE 3: EMPLOYEE NEEDS, WWW.KAIZENTRAININGSOLUTIONS.COM/KTS-BLOGS/WHAT-DOES-EMPLOYEE-RETENTION-HAVE-TO-DO-WITH-YOUR-STAR-EMPLOYEES/

2.B Effective customer service practices

Investing in customer service best practices is the foundation of long-term success for your business. When there is not much difference between your product and your competitor's product, the quality of service you provide your customer needs to be a big difference. Without professional and efficient customer service, you will be unable to keep the customers loyal to your brand, even if you offer excellent products. You should always ensure that customer gets an exceptional experience. and remember the importance of customers' positive word of mouth and referrals "it is easier to retain a customer than to find a new one".(brown, 2022)

2.B.1 Customer service satisfaction practices

- Respond should be quick and efficient: customers must get an immediate and quality response when they approach the customer service team for support or help.
- Create self-help guides: sort the helpful details of your products or services, organise and segment them, and make them easily accessible to your customers in your product manual, website, recorded messages, or other communication channels. For example, it can be in the form of answers to frequently asked questions (FAQS). Subsequently, it will reduce the human resources required to serve customers' inquiries and the costs of the customer service department.
- Fulfil your commitments and set service level agreement: while answering your customer's inquiries, you must ensure that you can deliver your responsibility within the agreed time. Ex: if you commit, the car repair will be done within three days. Make sure to surpass your customer expectations and make it ready earlier than the agreed time.
- Provide your full support: customers are the key to any business growth; they should be treated as business partners. Dedicate your resources to serve them and make them feel that their inquiry and suggestions are taken seriously.
- Record your customer's details: maintaining a record of your customers allows your support team to retrieve the details of the customer purchases and previous engagements. Also, it saves time repeating their concerns and makes them feel valued.
- Do a follow-up check: check with the customer if the problem is already solved or not. A follow-up call can make a big difference in the customer experience of your service. Indeed, this step will make them feel appreciated and satisfied.

- Use feedback and survey forms: learn from customers' feedback by analysing the feedback data and develop a plan for improving your service cracks.
- Train, empower, and reward your service team: your service support team is at the frontline regarding customer inquiries or complaints. So, they should be trained on how to deal with different types of customers' attitudes or requirements. Determine the standards you will operate to count the success of a task's fulfilment; these measures should be practical and achievable. On the other hand, keeping incentivising your support team for the extra miles they take to resolve customer inquiries will ensure quality support. (Pingrey, 2022).

2.C Use of technology improves interoffice communications:

Information technologies have experienced rapid advancement that can be seen in worldwide applications. This facilitates fast-growing human interactions and achieving dynamic leadership of organisation development, efficiency, and cross-functional relationships, as well as the intra- and inter-organization transmission of data that leads to more straightforward resolution of conflicts and reduces the time and effort needed to complete transactions. For enhancing responsiveness and increasing productivity, communication is no longer face-to-face and allows diverse team members; however, information can be discussed over the phone, social media, email, or any other web or mobile applications.(Mohamed, 2020)

Innovations such as mobile technologies and cloud computing have narrowed the distance between individuals and organisations, increasing the opportunities for organisations to enter the global market. As a result, improving the profit and reduces operational costs.

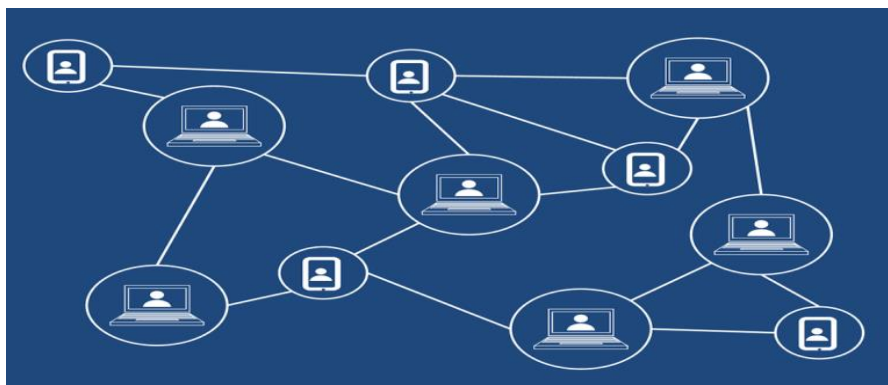


FIGURE 4: COMMUNICATION NETWORK, WWW.AVOCOR.COM/BLOG/7-ADVANTAGES-OF-TECHNOLOGY-IN-BUSINESS-COMMUNICATION/

2.C.1 Initiates for easy transition

- Determine the improvement required.
- Invest in training sessions.
- link the job requirements to the required training.
- Be patient while introducing new technology. Break it into small steps.
- Build social connections across the team while learning something new.
- Experienced staff mentor other employees and encourage collaboration between the team.
- Share with the employee the importance of implementing new technology and what benefit they will get from enhancing their skills.

- Learning new technology should be an ongoing engagement initiative.

2.C.2 Applications used in the workplace

- Landlines directory: can be used inside the organisation over the IP directory.
- Email: this is the most common tool to communicate with your colleagues, managers, customers, and vendors.
- Mobile phones: most companies provide their staff with mobile phones, on-net calls, and short CPN numbers.
- ERP system: allow the integration flow of information across different departments and functions. It also manages critical parts of operations, including accounting and resource management.
- Virtual events: since the coronavirus pandemic, the need for applications that can provide distance meetings to be in place has risen. This application has filled the requirements by offering video calls, instant messages, and file sharing. Ex: zoom application, Microsoft teams, google meet, and many other applications.
- Whatsapp application: it's normal nowadays that every team has created WhatsApp groups for more accessible communication and delivering messages to the entire team simultaneously. Also, it can allow sending voice messages, files, photos, links, etc.
- Inhouse portal: ex: office chat is also used for lighter use of instant messages and recorded training sessions.
- Social media: company's website for posting newsletters, events, and achievements.
- Digital signage: tv screens in waiting areas, canteen, and entrance. Most useful for visitors to be aware of safety guidelines and important messages.

2.D Creating performance appraisals:

- Performance appraisal “PA” is the mechanism employed for measuring success and finding the areas that need advancement or deciding the disciplinary actions required. Usually, it's used by employers, administrators, and hr staff to assess employee performance systematically. It may be called a “performance review,” and appraisal reports should be kept in the employee personnel file for records and review. (Sabir, 2017)
- Appraisal reports provide feedback for both employees and supervisors by giving them ideas on how to improve their performance. “Without supervisor feedback, the employee may struggle to find what exactly is needed to improve doing the required tasks.” It will show the strengths and weaknesses to identify potential job growth. As a result, it's considered a developmental and motivational tool for employees and the organisation. Staff work quality and efficiency can be measured if the targets, objectives, and standards have already been determined.

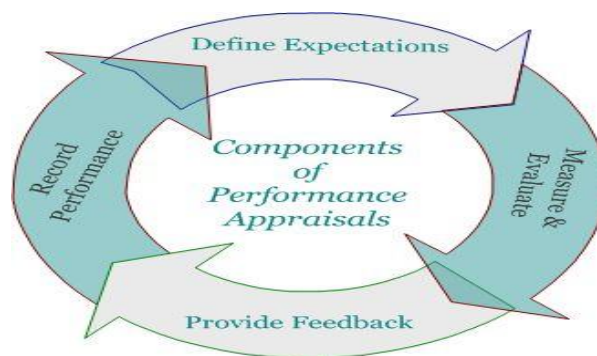


FIGURE 5 : PERFORMANCE APPRAISAL CYCLE: WWW.PINTEREST.COM/PIN/483714816202256113/

- Since the performance appraisal can be used in legal disputes, it must focus on performance, not personalities, gossip, or thoughts. It should be done in a procedure that includes standard equitable forms, measures, guidelines, disciplinary procedures, and effective communication to encourage staff to do the best practices. All staff levels in the organisation should be aware of their responsibilities, as well as managers and owners. Each job level has different requirements ex: tasks, knowledge, techniques, personality, quality, skills, and outputs. For leading positions, some more abilities are required ex: supervision, dependability, and judgment.

2.D.1 Creating performance appraisal steps

- Develop standard evaluation forms: evaluation forms should be designed relatively, consistently, and objectively to protect the staff's interests by focusing on job performance areas. This makes the assessment more meaningful and relevant to address critical matters. For managerial positions, the broad approach to evaluation can be used to include the ability to provide directions, team building, motivate subordinates, and problem-solving.
- Identify performance measures and rating rubric: create standard measures that can evaluate employee performance objectively and subjectively in some areas. The job description for each position should be identified to determine the quantity and quality goals. Developing the performance measures depends on the critical job requirements to achieve the organisation's plans.
- Set feedback guidelines: the appraisal provides feedback about past achievements and what should be done next and specifies areas of strengths and development.
- Create disciplinary procedures: if your employee performs poorly, you must provide him with the guidance and training required. After this, if the employee's performance is still poor, you need to handle such a situation by having written and well-defined written disciplinary action or even termination procedures.
- Set an evaluation schedule: after completing the above points, you must decide when to conduct the performance appraisal for all employees simultaneously or on each employee's anniversary. (Capko, 2003)

2.D.2 Performance evaluation criteria

2.D.2.1 Performance factors

- Job knowledge: to what extent is your employee aware of his job requirements, skills, procedures, and the required resources to achieve the job target?
- Quality of work: works with attention to detail and without error.
- Quantity of work: the volume of work tasks completed within the time frame.
- Responsibility and dependability: do your employee fulfil obligations, instil confidence, and work well without continuous supervision?
- Attendance/punctuality: to which level is your employee disciplined regarding office timings, meetings, and appointments?

- Interpersonal relations: the employee's techniques to express ideas and listen to the other colleagues' thoughts, showing commitment, supportive relationships and adhering to the team spirit in a professional attitude.
- Effective use of time: efficiently organising the time to complete workload.
- Initiative: takes the lead and contributes to implementing new ideas to facilitate the work process.
- Negotiation: the ability to get the best beneficial agreement with others.
- Responsiveness: Respond appropriately and quickly to requests for reports and information.
- Staff development: the ability to learn new skills and personal or professional growth techniques.

2.D.2.2 Supervisory/Management factors:

- Decision making: the ability to take sensible and appropriate decisions in unusual situations.
- Leadership: ability to motivate subordinates and apply policies and practices fairly and professionally.
- Planning: having the employee skill of utilising the available resources (employee, equipment, money, facilities, etc.) To achieve future goals.
- Presentation: performs group presentations effectively, credibly, and professionally.

3. Creating job listing:

We Arabi holding group is a successful publicly listed holding company in Kuwait, with subsidiaries in Saudi Arabia, United Arab Emirates, Qatar, Oman, Bahrain, and India.

Our business verticals:

- power tools & accessories division
- water equipment & accessories division
- industrial & construction equipment division
- safety equipment division
- welding equipment & accessories division
- cleaning equipment division
- oil & gas division

We are hiring for the following positions for our subsidiary in the sultanate of Oman.

Name of position/job reference	Job description	Job specifications	Qualifications	Salary range OMR
Operations Manager Ref: 501	An operations manager is a critical position responsible for different management areas. - oversees high-level hr duties, such as hiring talented employees. - improve organisation processes “efficiency, productivity, and quality”.	- understanding of general finance and budgeting, including profit and loss, balance sheet, and cash-flow management - the ability to focus on client and customer services, entrepreneurship and building and growing a solid business is	-master’s degree/PMP - minimum 15 years of experience in the field of the power tools industry - age 40 - 55 - work experience with the sap ERP system.	2000 - 3000

	<ul style="list-style-type: none"> - builds, develops, and leads a management team and staff capable of achieving organisational objectives. - prepare and control operational budgets and control inventory. - in partnership with finance, manages a budget and assists in the design of improvements to optimise financial performance and operational productivity 	<p>essential to success in this role.</p> <ul style="list-style-type: none"> - permanent, full-time employee (8 am – 5 pm) - job location: Oman, Muscat, HO - reporting to the CEO. 		
<p>Marketer Ref: 401</p>	<p>Marketing executives are usually part of a larger marketing team whose aim is to raise awareness of new products, brands and services via campaigns and projects</p> <ul style="list-style-type: none"> - contributing ideas to marketing campaigns - managing production and performance of multimedia content. - updating databases and using a customer 	<ul style="list-style-type: none"> - knowledge of web design and analytics. - IT skills, including social media and video editing. - permanent, full-time employee (8 am – 5 pm) - job location: Oman, Salalah branch - reporting to the marketing manager 	<ul style="list-style-type: none"> - bachelor's degree in marketing, communications or related. - certificate in web development and online marketing - minimum 5 years of experience in the field of 	<p>600 - 800</p>

	<p>relationship management (CRM) system</p> <ul style="list-style-type: none"> - preparing artwork or advertisements for publications. - assisting with the internal promotion of industry events and ad-hoc speaking opportunities <p>To members of chambers.</p>		<p>power tools industry.</p> <ul style="list-style-type: none"> - driving licence - age 25 - 40 	
<p>Secretary</p> <p>Ref: 301</p>	<p>A secretary, or administrative assistant, is responsible for facilitating communications within an office and fielding interactions with the public. Their duties include:</p> <ul style="list-style-type: none"> - answering calls, taking messages and handling correspondences. - organising and servicing meetings. - typing reports. - filing, organising and fixing documents. 	<ul style="list-style-type: none"> - Proficient skills in keyboarding, word processing, and file maintenance - Effective communication and interpersonal skills - Ability to develop spreadsheets, use databases, and do word processing. - Permanent, Full Time Employee - Job location: Oman, Sohar Branch 	<ul style="list-style-type: none"> - Minimum High School - holding a recent diploma in secretary. - Minimum 3 years of experience. - Age 25 - 40 	<p>300 - 500</p>

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- for candidates, please apply on our website www.arabi.com, select the job reference, fill out the application form, and upload your cv.

- please note that the deadline for submitting your application will be 15.11.2022

4. Health, safety, and well-being guide:

Health and safety work environment should be given the same awareness as other business functions. It is everyone's obligation, and organisations are committed to designing and applying the policy and procedures that serve this purpose. Employees should not fear their life is at risk of injury or illness; the company must ensure a safe and secure environment to improve their job satisfaction, which is considered a key indicator of organisational excellence. Work-related injuries or illness and hazard identification should constantly be under risk assessment, risk control procedures, and improvement through a health and safety management system.

Line managers are primarily responsible for maintaining and implementing health and safety procedures in coordination with the human resources team by providing expertise to assist in formulating preventive strategies to avoid, reduce and control safety risk-related causes. These strategies should be developed into procedures to be communicated to all the employees, vendors, customers or whoever will be impacted to risk.

Risk awareness and preventive procedures can be communicated to the stakeholders by providing them with a written guide manual, notices, roleplay, and posters. However, providing them with the required training and supervision enables them to understand and comply with the policy and the procedures.

Accidents preventive measures

- Doing things right: all employees should understand and be updated on the safe way of doing things, "safe working practices", and the consequences of failing to comply with safety procedures. Always focus on newcomer employees.
- Creating safety consciousness: Employees should be aware of safety techniques such as:
 - Posters and notices: visual reminders placed around the work facility.
 - Films or videos: showing guidelines on how to do things safely.
 - Use fear techniques: show your actual employee photographs of accidents and how the people suffered severe injuries.
- Discussions and roleplay technique: have open discussions with your employee on improving the safety procedures. "Employees are your safety partners".
- Implementation of procedures: preventive procedures to be applied for everyone in the organisation without exceptions.
- Examination of premises layout: ensure that exit doors and emergency passways are free of barriers.
- Regular maintenance: fixtures and equipment should be adequately maintained to avoid any faults or accidents.

- Set discipline actions: use clear and strict rules for those violating safety working practices.
- Safety Committees: a group of employees responsible for reviewing the safety procedures measures and required improvement.

4.1 Fire safety:

- Organizations should provide the necessary firefighting equipment and inspect it regularly ex: fire extinguishers and water hoses.
- Employees should be trained on how to use the firefighting equipment.
- Define the flammable materials and store them in the specially designed stores
- Exercise fire drill procedures at regular intervals.
- Install fire and smoke detectors coupled with fire alarms.
- Define the fire exits wherever required and use colour signs to indicate the fire exits.
- Fire exits must be kept clear.
- Smoking only allowed in the designated areas, “no smoking” signs should be placed, and any violation will be considered misconduct.
- Use a signboard for evacuation instructions and include emergency contacts (security officer, police, hospital, civil defence, etc.)



FIGURE 6: FIRE ACTIONS IN THE EVENT OF FIRE, [HTTPS://LEARNPAC.CO.UK/LESSONS/ACTIONS-IN-THE-EVENT-OF-FIRE](https://learnpac.co.uk/lessons/actions-in-the-event-of-fire)

4.2 Electrical/Mechanical safety:

- Provide safety tools such as helmets, gloves, and protective clothing to the staff before commencing any hazardous activity.
- Use 3 phase electrical system, and whoever installs or changes the electrical system should be a qualified and trained technician.

4.3 Medical Facility:

- Conduct pre-engagement health checks to ensure that nominated candidates are in good health.
- Do regular medical check-ups for your employee.
- Have your in-house medical clinic to ensure you can provide first aid in case of illness or injury. Also, it will help the organisation to reduce “lost man-hours” due to injuries sustained in the workplace.
- Provide a first aid box at each location.

4.4 Covid-19 safety:

- Identify and implement relevant governmental regulators.
- Implement social distancing & minimise physical interactions.
- Pay attention to the hygiene of your employee and the workplace.
- Ensure housekeeping in all areas to have a clean and safe environment.

(Walsh, 2022)

Conclusion:

Company success is based on distinct HR policies, as it plays a significant role in providing a complete manual explaining the organisational structure. And it addresses every aspect of the employment cycle in the short and long terms, alongside the expectation from each employee up to the management level and promoting a controlled ecosystem.

HR Policies shouldn't be biased, and away from any discrimination. This can protect the organisation and reduce future liabilities and legal claims if it's clearly stated, understood, and communicated to all the staff.

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