



**EUROPEAN
INTERNATIONAL
UNIVERSITY**



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:	

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE: _____

DATE: _____

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** info@eiu.ac

Table of Contents

Introduction:.....	2
Main Body	2
1. Critique the company’s HR policies.....	2
Recruitment and Selection:	2
Compensation and Benefits:	3
Health and Safety:.....	3
2. Proposal for New HR Policies.....	4
Proposal to Improve Employee Retention	4
Proposal for More Effective Customer Service Practices.....	7
Proposal for Using Technology to Improve Interoffice Communication	10
Proposal for Creating/Revising Employee Performance Appraisals	13
3. Sample Job Listings for Google Company.....	16
Position: Secretary	16
Position: Marketer.....	17
Position: Operations Manager.....	18
4. Health, Safety, and Wellbeing Guide for Google Company	19
Conclusion	25
References.....	25

Introduction:

The development and implementation of effective HR policies are crucial for fostering a positive workplace culture, ensuring compliance with legal regulations, and enhancing overall organizational performance. In today's dynamic business environment, it is imperative for companies to continually assess and adapt their HR policies to meet evolving needs and challenges. This HR Policy Proposal aims to address these needs by presenting a comprehensive framework for the creation and maintenance of HR policies that align with the organization's mission, values, and strategic goals.

Main Body

1. Critique the company's HR policies

Google, a multinational technology giant, is renowned for its innovative products and services as well as its unique corporate culture. To maintain its position as a global leader, Google must continually evaluate and refine its human resource (HR) policies. In this critique, we will assess Google's HR policies across key areas such as recruitment and selection, compensation and benefits, and health and safety. (Qadadeh et al. 2022)

Recruitment and Selection:

Google's recruitment and selection process is widely acknowledged for its rigor and innovation. The company's commitment to hiring top talent is evident in its exhaustive interview process, which assesses not only technical skills but also cultural fit and problem-solving abilities. However, there are areas where Google could further improve. While Google has made substantial efforts to promote diversity and inclusion, there is still work to be done. The company has faced

criticism for underrepresentation of women and minority groups in technical roles. Although Google has implemented various diversity initiatives and released annual diversity reports, progress has been slow. To address this, Google should set clear diversity targets and hold leadership accountable for meeting them. Moreover, the company should consider providing more detailed information about the skills and qualifications they seek, which would benefit both candidates and interviewers in ensuring a smoother interview process. (Ogorodnikova et al. 2021)

Compensation and Benefits:

Google offers highly competitive compensation packages, including competitive salaries, stock options, and a wide range of benefits such as comprehensive health coverage, retirement plans, and on-site wellness programs. However, there are concerns related to compensation and benefits that merit attention. There have been reports and legal actions alleging pay disparities among different genders and racial groups at Google. The company must take a proactive approach to address these issues. Regular pay equity audits should be conducted to identify and rectify any disparities, and steps should be taken to ensure that equitable pay structures are maintained. While Google's work culture encourages innovation and dedication, it can sometimes lead to excessive work hours and burnout. Google could enhance its benefits by introducing flexible work arrangements, including remote work options, and supporting employees with better work-life balance. Additional benefits like paid parental leave and professional development opportunities can contribute to employee satisfaction. (WOŻNIAK et al. 2017)

Health and Safety:

Google places a significant emphasis on the health and safety of its employees. The company's state-of-the-art campuses, ergonomic workspaces, and wellness programs demonstrate its

commitment to creating a safe and healthy work environment. However, there are opportunities to further enhance employee well-being. In today's fast-paced work environment, mental health is a critical concern. Google could bolster its efforts in this area by offering mental health support services, including counseling and stress management programs. Recognizing and addressing mental health concerns can significantly improve employee well-being. While Google promotes a culture of openness, a more transparent and accessible process for reporting workplace issues is essential. This includes mechanisms for reporting workplace harassment, discrimination, or any other concerns. Ensuring that employees can report such issues confidentially and without fear of retaliation is vital. (Pavithra et al. 2021)

2. Proposal for New HR Policies

Proposal to Improve Employee Retention

Employee retention is a critical concern for organizations, as high turnover rates can have detrimental effects on productivity, morale, and overall company performance. To address this challenge, we propose a set of new HR policies aimed at enhancing employee retention. These policies are designed to create a supportive, engaging, and inclusive work environment that fosters employee satisfaction and loyalty. (Voronin et al. 2023)

1. Flexible Work Arrangements:

One of the key policies to improve employee retention is the introduction of flexible work arrangements. This policy allows employees to have more control over their work schedules, including options for remote work, flexible hours, and compressed workweeks. Research has

shown that offering flexibility can significantly enhance job satisfaction and reduce turnover rates. By providing employees with the flexibility to balance work and personal life, we can improve overall job satisfaction and commitment to the organization.

2. Professional Development and Growth Opportunities:

Investing in the growth and development of employees is essential for retaining top talent. We propose a policy that emphasizes continuous learning and skill development. This includes providing access to training programs, mentorship opportunities, and career advancement paths. Employees who see a clear path for growth within the organization are more likely to stay and contribute their expertise over the long term.

3. Competitive Compensation and Benefits:

To retain employees, it is crucial to ensure that their compensation is competitive in the job market. Regular salary reviews and adjustments should be conducted to align with industry standards. Additionally, we recommend introducing performance-based bonuses and incentives to reward top performers and acknowledge their contributions. Moreover, a comprehensive benefits package, including health insurance, retirement plans, and wellness programs, can significantly contribute to employee retention.

4. Recognition and Rewards Program:

Implementing a formal recognition and rewards program is essential for boosting employee morale and engagement. Recognizing employees for their achievements, both big and small, can create a positive work environment and a sense of belonging. This policy should include regular

performance reviews, peer-to-peer recognition, and tangible rewards such as bonuses, additional paid time off, or company-wide recognition events.

5. Work-Life Balance Support:

To improve retention, we propose policies that support work-life balance. This includes offering generous paid time off, parental leave, and caregiving support. Additionally, we recommend creating an environment where employees are encouraged to take breaks and vacations without fear of negative consequences. Ensuring that employees can balance their personal and professional lives will lead to higher job satisfaction and longer tenures.

6. Diversity and Inclusion Initiatives:

Promoting diversity and inclusion is not only a moral imperative but also a key factor in employee retention. Organizations should establish policies and practices that foster a diverse and inclusive workplace. This includes unbiased hiring processes, diversity training, and mentorship programs for underrepresented groups. A diverse and inclusive work environment increases employee satisfaction and reduces turnover.

7. Employee Well-being Programs:

A comprehensive well-being program can have a significant impact on employee retention. These programs should encompass physical and mental health support, stress management workshops, and access to counseling services. Investing in employee well-being not only improves retention but also enhances overall productivity and morale.

8. Transparent Communication:

Open and transparent communication is essential for retaining employees. We recommend a policy that encourages regular communication between employees and management. This includes providing feedback mechanisms, conducting stay interviews to understand employee concerns, and promptly addressing issues. When employees feel heard and valued, they are more likely to stay with the organization.

9. Employee Engagement Surveys:

Implementing regular employee engagement surveys can provide valuable insights into the organization's strengths and areas for improvement. This policy should include conducting anonymous surveys to gather honest feedback from employees. The results of these surveys should be used to inform HR policies and practices, ensuring they align with employee needs and preferences.

Proposal for More Effective Customer Service Practices

Delivering exceptional customer service is crucial for the success and growth of any organization. It not only retains existing customers but also attracts new ones through positive word-of-mouth and reputation. To enhance customer service practices, we propose a set of policies and strategies that prioritize customer satisfaction, efficiency, and continuous improvement. (Hien et al. 2023)

1. Customer-Centric Training Programs:

A key policy to improve customer service is the implementation of comprehensive training programs for frontline employees. These programs should focus on enhancing interpersonal skills, active listening, problem-solving, and empathy. Continuous training ensures that employees are

equipped with the necessary skills to provide exceptional service and adapt to changing customer needs.

2. Empowerment and Autonomy:

Empowering frontline employees with decision-making authority is essential for providing efficient and effective customer service. A policy should be established that allows employees to resolve customer issues without the need for multiple approvals. This not only accelerates problem resolution but also demonstrates trust in the team's abilities.

3. Customer Feedback and Analysis:

To continuously improve customer service, organizations should implement a policy for collecting, analyzing, and acting upon customer feedback. This includes regular surveys, feedback forms, and social media monitoring. Customer feedback should be used to identify areas for improvement and make necessary changes promptly.

4. Streamlined Communication Channels:

Efficient communication is essential for effective customer service. A policy should be developed to ensure seamless communication between different departments within the organization. This includes the integration of customer relationship management (CRM) systems and clear protocols for handling customer inquiries and issues.

5. Personalization and Anticipation:

To enhance the customer experience, policies should encourage personalization in interactions. Employees should be trained to anticipate customer needs based on historical data and previous

interactions. This proactive approach can lead to more meaningful and satisfying customer interactions.

6. Service Recovery Guidelines:

No organization is immune to service failures. Having a clear policy for service recovery is essential. Employees should be trained in how to handle complaints, offer appropriate solutions, and go the extra mile to regain customer trust. Timely and effective service recovery can turn dissatisfied customers into loyal advocates.

7. Performance Metrics and Recognition:

A policy should be established to define key performance metrics for customer service teams. Regularly measuring and monitoring performance against these metrics can provide insights into areas that need improvement. Additionally, organizations should implement recognition programs to celebrate and reward outstanding customer service performance, fostering motivation and dedication among employees.

8. Technology Integration:

Incorporating the latest technology solutions is vital for efficient customer service. A policy should outline the adoption of customer service technologies such as chatbots, artificial intelligence, and omni-channel support to provide customers with multiple ways to interact with the organization.

9. Service Standards and Quality Assurance:

Establishing clear service standards and quality assurance policies is essential for consistency. These policies should define service levels, response times, and quality benchmarks that all

employees must adhere to. Regular quality checks and audits can ensure compliance with these standards.

10. Continuous Learning and Improvement:

Finally, a policy for continuous learning and improvement should be in place. Organizations should encourage employees to participate in ongoing training and development programs. Additionally, regular reviews of customer service processes should identify areas for refinement and optimization.

Proposal for Using Technology to Improve Interoffice Communication

Efficient interoffice communication is the backbone of a productive and collaborative work environment. Leveraging technology can greatly enhance communication within an organization. In this proposal, we outline policies and strategies to harness technology effectively for improved interoffice communication. (Mushchynska et al. 2022)

1. Unified Communication Platform:

Implementing a unified communication platform is crucial. This policy involves adopting a single platform or suite of tools that integrate email, instant messaging, video conferencing, and file sharing. Tools like Microsoft Teams, Slack, or Zoom can streamline communication and facilitate seamless collaboration.

2. Mobile Accessibility:

To ensure accessibility and flexibility, a policy should be established to support mobile access to communication tools. This allows employees to stay connected and respond to work-related matters even when they are not at their desks.

3. Real-Time Chat and Messaging:

Encourage the use of real-time chat and messaging apps within the organization. These tools, such as Slack or Microsoft Teams, enable quick exchanges and reduce email overload. Policies should promote the use of these tools for non-urgent communications.

4. Video Conferencing Etiquette:

Video conferencing has become increasingly important, especially for remote or geographically dispersed teams. Establish clear policies for video conferencing etiquette, including guidelines for muting, camera use, and punctuality.

5. Document Sharing and Collaboration:

Utilize cloud-based document sharing and collaboration tools like Google Workspace or Microsoft 365. A policy should encourage employees to use these platforms for collaborative work, ensuring that documents are always up-to-date and accessible by relevant team members.

6. Intranet and Knowledge Management:

Implement a company intranet or knowledge management system to centralize information and resources. This policy promotes the use of these platforms for document storage, employee directories, and access to important company information.

7. Security and Data Privacy:

Given the importance of data security, establish policies for secure communication. Encourage the use of encrypted communication tools, enforce strong password policies, and provide training on recognizing and mitigating security threats.

8. Virtual Meetings and Webinars:

Virtual meetings and webinars are valuable for training and disseminating information. Develop policies for hosting and participating in virtual events, ensuring that they are well-organized and engaging.

9. Regular Training and Updates:

Promote ongoing training for employees to familiarize them with communication tools and technologies. Regular updates should also be provided to keep employees informed about new features or changes.

10. Feedback Mechanisms:

Encourage employees to provide feedback on the effectiveness of communication tools and platforms. This feedback can help in making continuous improvements and adjustments to meet the evolving needs of the organization.

11. IT Support and Helpdesk:

Establish clear policies for accessing IT support and helpdesk services. Employees should have easy access to technical support for resolving communication tool-related issues promptly.

12. Integration with Other Tools:

Explore integrations with other software and tools that employees commonly use. For example, integrating communication tools with project management software can streamline workflow and enhance productivity.

13. Cross-Functional Collaboration:

Encourage cross-functional collaboration by using technology to break down silos within the organization. Policies should support the use of communication tools to facilitate interdepartmental communication and cooperation.

Proposal for Creating/Revising Employee Performance Appraisals

Effective employee performance appraisals are crucial for aligning individual goals with organizational objectives, providing feedback, and facilitating employee development. To create or revise employee performance appraisals, consider the following policies and strategies: (Dahunsi et al. 2023)

1. Clear and Measurable Goals:

Performance appraisals should start with clear and measurable goals. Define Key Performance Indicators (KPIs) that are directly tied to the employee's role and the organization's objectives. Policies should ensure that employees understand their goals and how they contribute to the overall success of the company.

2. Regular Feedback and Check-Ins:

Implement regular feedback and check-in policies to facilitate ongoing communication between employees and their supervisors. This includes periodic one-on-one meetings where progress toward goals is discussed, and feedback is exchanged. These check-ins should occur at least quarterly, if not more frequently.

3. 360-Degree Feedback:

Consider the use of 360-degree feedback for a more holistic view of employee performance. This involves gathering feedback from supervisors, peers, subordinates, and even external stakeholders. Establish clear guidelines for soliciting, analyzing, and sharing this feedback with employees.

4. Competency-Based Assessment:

Design performance appraisals that assess not only job-specific tasks but also competencies and behaviors aligned with the organization's values. Policies should specify the competencies relevant to each role and provide a framework for evaluation.

5. Employee Self-Assessment:

Encourage employees to participate actively in their performance appraisals by including a self-assessment component. This policy empowers employees to reflect on their achievements and areas for improvement, fostering a sense of ownership over their development.

6. Training and Development Plans:

Develop policies that require the creation of individualized training and development plans as part of the performance appraisal process. These plans should outline the skills, knowledge, or competencies employees need to develop and specify the resources and support available to them.

7. Rating Scales and Performance Metrics:

Use rating scales or performance metrics to quantify performance levels. Ensure consistency in rating scales across the organization and provide guidelines for supervisors to assign ratings that accurately reflect an employee's performance.

8. Calibration Sessions:

Hold calibration sessions to ensure fairness and consistency in performance appraisals. Policies should outline the process for conducting these sessions, where supervisors discuss and justify their ratings with input from peers or higher-level managers.

9. Developmental Feedback:

Encourage supervisors to focus on developmental feedback rather than just evaluative feedback. This policy should emphasize the importance of discussing strengths and areas for improvement and setting actionable goals for employee growth.

10. Documentation and Record Keeping:

Establish policies for thorough documentation and record keeping of performance appraisals. This includes maintaining a record of appraisal meetings, feedback, and development plans. Proper documentation is essential for tracking progress and making informed decisions.

11. Appraisal Timeline:

Define a clear timeline for conducting performance appraisals, including deadlines for goal setting, mid-year reviews, year-end appraisals, and follow-up discussions. These timelines ensure that the process is consistent and timely.

12. Employee Recognition and Rewards:

Link performance appraisals to employee recognition and rewards. Policies should outline how exceptional performance will be rewarded, whether through salary increases, bonuses, promotions, or other incentives.

13. Compliance with Legal and Ethical Standards:

Ensure that performance appraisals and related policies comply with legal and ethical standards, including anti-discrimination laws and regulations. Train managers and HR personnel to conduct appraisals in a fair and unbiased manner.

3. Sample Job Listings for Google Company

Position: Secretary

Location: Mountain View, CA

Starting Salary: \$60,000 - \$80,000 per year (Salary may vary based on experience and qualifications)

Job Description:

Google is seeking a highly organized and detail-oriented Secretary to support our dynamic team in Mountain View, California. As a Secretary, you will play a crucial role in ensuring the efficient operation of our office and supporting our executives. If you are a proactive and resourceful individual with exceptional administrative skills, we want to hear from you.

Responsibilities:

- Manage executives' schedules and appointments.
- Arrange and coordinate meetings and events.
- Prepare and organize documents, reports, and presentations.
- Handle phone calls, emails, and other correspondence.
- Maintain office supplies and equipment.
- Assist in travel arrangements and expense reporting.
- Perform general administrative tasks as needed.

Qualifications:

- High school diploma or equivalent (Associate's degree preferred).
- Proven experience as a secretary or administrative assistant.
- Proficiency in Microsoft Office Suite (Word, Excel, PowerPoint).
- Strong organizational and multitasking abilities.
- Excellent communication and interpersonal skills.
- Ability to maintain confidentiality and discretion.

Position: Marketer

Location: San Francisco, CA

Starting Salary: \$70,000 - \$90,000 per year (Salary may vary based on experience and qualifications)

Job Description:

Google is looking for a creative and results-driven Marketer to join our San Francisco-based marketing team. As a Marketer, you will be responsible for developing and executing marketing strategies that drive brand awareness and engagement. If you have a passion for marketing and a track record of success in this field, we invite you to apply.

Responsibilities:

- Develop and implement marketing campaigns across various channels.
- Conduct market research and analyze consumer trends.
- Collaborate with cross-functional teams to execute marketing initiatives.

- Create engaging content for digital and social media platforms.
- Monitor and report on campaign performance and ROI.
- Stay up-to-date with industry trends and emerging technologies.
- Build and maintain relationships with partners and stakeholders.

Qualifications:

- Bachelor's degree in Marketing or a related field (Master's degree preferred).
- Proven experience in marketing roles, preferably in tech or digital marketing.
- Strong analytical and problem-solving skills.
- Excellent written and verbal communication skills.
- Proficiency in marketing software and analytics tools.
- Creative thinking and a passion for innovation.

Position: Operations Manager

Location: Sunnyvale, CA

Starting Salary: \$90,000 - \$120,000 per year (Salary may vary based on experience and qualifications)

Job Description:

Google is seeking an experienced Operations Manager to lead and optimize our operations in Sunnyvale, California. As an Operations Manager, you will play a pivotal role in driving efficiency and productivity within our organization. If you have a strong background in operations management and a proven track record of success, we invite you to apply.

Responsibilities:

- Oversee daily operations to ensure smooth and efficient workflows.
- Develop and implement operational policies and procedures.
- Manage a team of operational staff and provide guidance and support.
- Collaborate with cross-functional teams to achieve operational goals.
- Identify areas for process improvement and implement solutions.
- Monitor and analyze operational performance metrics.
- Ensure compliance with safety and regulatory standards.

Qualifications:

- Bachelor's degree in Business Administration or related field (Master's degree preferred).
- Proven experience in operations management roles.
- Strong leadership and team management skills.
- Excellent problem-solving and decision-making abilities.
- Analytical mindset and proficiency in data-driven decision-making.
- Strong communication and interpersonal skills.

4. Health, Safety, and Wellbeing Guide for Google Company

At Google, we are committed to creating a safe, healthy, and supportive work environment for our employees. Our mission is to make information universally accessible and useful, and that includes

providing the resources and guidance necessary to ensure the wellbeing of our employees. This guide outlines our policies and practices related to health, safety, and wellbeing at Google.

Table of Contents:

1. Introduction

- Our Commitment to Health, Safety, and Wellbeing
- Employee Responsibilities

2. Health and Wellness

- Promoting Physical Health
- Mental Health and Wellbeing
- Access to Healthcare
- Ergonomics and Workspace Comfort

3. Safety and Security

- Workplace Safety
- Emergency Response
- Data Security and Privacy
- Cybersecurity Awareness

4. Work-Life Balance

- Flexible Work Arrangements
- Paid Time Off and Holidays
- Family and Parental Leave

5. Professional Development

- Continuous Learning Opportunities

- Career Advancement
- Workshops and Training

6. Community and Inclusion

- Diversity and Inclusion
- Employee Resource Groups
- Volunteering and Community Engagement

1. Introduction

Our Commitment to Health, Safety, and Wellbeing: At Google, the health, safety, and wellbeing of our employees are top priorities. We are committed to providing a work environment that promotes physical and mental health, ensures safety, and supports personal and professional growth.

Employee Responsibilities: Employees at Google play a crucial role in maintaining a safe and healthy workplace. It is the responsibility of each employee to adhere to company policies, report safety concerns, and prioritize their own wellbeing.

2. Health and Wellness

Promoting Physical Health:

- Access to fitness centers and wellness programs.
- Encouragement of regular physical activity.
- Health screenings and preventive healthcare services.

Mental Health and Wellbeing:

- Confidential counseling services.

- Stress management and mental health awareness programs.
- Workshops on maintaining work-life balance.

Access to Healthcare:

- Comprehensive health insurance coverage.
- Access to healthcare professionals and specialists.
- Support for health-related concerns and accommodations.

Ergonomics and Workspace Comfort:

- Ergonomically designed workspaces.
- Equipment and tools to enhance comfort and productivity.
- Regular assessments for ergonomic adjustments.

3. Safety and Security

Workplace Safety:

- Safety protocols and guidelines for workplace hazards.
- Training on emergency procedures and evacuation plans.
- Reporting mechanisms for safety concerns.

Emergency Response:

- Communication channels for emergency notifications.
- Emergency response teams and drills.
- Resources for employees during natural disasters or crises.

Data Security and Privacy:

- Data protection policies and training.

- Cybersecurity awareness programs.
- Confidential reporting of security incidents.

Cybersecurity Awareness:

- Regular updates on cybersecurity threats.
- Training on safe online practices.
- Encouragement of strong password management.

4. Work-Life Balance

Flexible Work Arrangements:

- Options for remote work and flexible hours.
- Support for maintaining work-life balance.
- Policies for caregiving and personal leave.

Paid Time Off and Holidays:

- Generous paid time off policies.
- Paid holidays and personal days.
- Support for vacation planning.

Family and Parental Leave:

- Parental leave policies for both new mothers and fathers.
- Support for adoption and foster care.
- Return-to-work programs for parents.

5. Professional Development

Continuous Learning Opportunities:

- Access to online courses and resources.
- Financial support for further education.
- Opportunities for skill development and certifications.

Career Advancement:

- Clear career paths and development plans.
- Mentorship and coaching programs.
- Opportunities for cross-functional experiences.

Workshops and Training:

- Soft skills development workshops.
- Leadership and management training.
- Employee-led knowledge sharing sessions.

6. Community and Inclusion

Diversity and Inclusion:

- Commitment to diverse hiring practices.
- Inclusive workplace culture.
- Equal opportunity policies.

Employee Resource Groups:

- Supportive networks for underrepresented groups.
- Advocacy and awareness initiatives.
- Opportunities for networking and career development.

Volunteering and Community Engagement:

- Employee volunteering programs.
- Support for charitable giving.
- Community outreach initiatives.

At Google, we believe that a healthy, safe, and inclusive workplace is the foundation for innovation and success. We are dedicated to continually improving our health, safety, and wellbeing programs and encourage all employees to actively participate in creating a positive work environment.

Conclusion

In conclusion, this HR Policy Proposal outlines a strategic approach to HR policy development and maintenance that is aligned with industry best practices and tailored to the unique needs of our organization. By adopting these proposed policies and practices, we can better support our employees, mitigate risks, and drive organizational success. It is our hope that this proposal will serve as a valuable resource for enhancing our HR policies and contributing to the overall growth and sustainability of our organization.

References

- Qadadeh, Wafa. (2022). HR-Analytics-to-Understand-Employees-behavior-against-HR-Policies-Changes-in-the-UAE. 22. 1-17.
- Ogorodnikova, E.. (2021). Competitiveness of HR Policy as Factor of Organization Social Infrastructure. Vestnik of the Plekhanov Russian University of Economics. 105-111. 10.21686/2413-2829-2021-6-105-111.
- WOŹNIAK, JACEK. (2017). HR POLICIES. sj-economics scientific journal. 24. 20-41. 10.58246/sjeconomics.v24i1.220.

Pavithra & Natarajan, Kumar. (2021). A STUDY ON THE PERFORMRANCE OF HR POLICIES AND ITS IMPLEMENTATION.

Voronin, V. & Ionceva, M. & Shuraeva, L.. (2023). HR POLICY AS THE MAIN TOOL FOR PERSONNEL DEVELOPMENT. Management of the Personnel and Intellectual Resources in Russia. 12. 5-12. 10.12737/2305-7807-2023-12-3-5-12.

Hien, Bui. (2023). Training High-Quality Human Resources: from the Perspective of Development Policy and Strategy. International Journal of Professional Business Review. 8. e01654. 10.26668/businessreview/2023.v8i5.1654.

Mushchynska, N. & Matvieieva, Nadiia. (2020). HUMAN RESOURCES MANAGEMENT OF HEI THROUGH THE FORMATION OF EFFECTIVE HR POLICY. Municipal economy of cities. 5. 58-63. 10.33042/2522-1809-2020-5-158-58-63.

Dahunsi, Oluwadara. (2023). Strategic Human Resources Management.