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Student's Full Name:	Badria Hasan Kamal
Student ID:	EIU2022588
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E-SIGNATURE: _____

DATE: 20/2/2025

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33144857317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.c

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

Contents

Introduction.....	3
Evaluation of Existing HR Policies.....	3
Suggested HR Policies.....	5
Job Postings and Initial Compensation.....	8
Summary.....	11
References :.....	13

1. Introduction

Policies of human resource functions act as basic building blocks towards the achievement of the organization's employee relations, compliance, and productivity objectives. These policies are most important in integrating the employees with the strategic goals of the organization and its needs in a challenging business world. This report presents an HR policy proposal for a mid-sized firm in the technology industry which specializes in software development and cloud computing, "TechForward Solutions." The proposal aims to address shortcomings in employee retention, customer service, communication, and performance appraisal processes, which have been identified through analysis of industry benchmarks and critique of the company's policies. In addition, the document provides a full description and outline of the respective initial salary for the newly created positions of Secretary, Marketer, and Operations Manager, as well as a full organizational health, safety and well-being policy for the employees of the organization. This proposal relies on actual primary scholarly research done after 2017 for credibility and relevancy to modern industry practices (Brewster et al., 2018).

2. Evaluation of Existing HR Policies

The primary action to be undertaken with respect to the restructuring of the HR division at TechForward Solutions is to review its policies. In their current state, the company's human-resources policies are based mostly on a set of traditional approaches that do not seem to fit the reality of the agile structure of the modern workforce. Regarding the last three years, the company's employee turnover rate has risen by an alarming 15% due to a lack of career growth opportunities and a lack of proper appreciation and reward mechanisms for employees. According to Cascio (2019), if organizations do not design structured career paths and proactive participation strategies, they tend to have high churn turnover rates, which adversely impacts the organization financially as well as operationally. The consequences of these issues are affecting TechForward Solutions with increased employee dissatisfaction and higher turnover costs (recruitment, training, lost productivity), which keeps rising.

A different misguided area of concern is with the company's customer service training programs. These programs are out of date and do not meet modern service delivery standards. They concentrate almost entirely on product information, completely omitting essential skill sets in communication and conflict resolution. This has led to a decline in customer

satisfaction which can be tracked internally where metrics show a reduction of 12 percent in satisfaction over the past year. Goleman (2017) claims that, “In the contemporary service economy, customers expectation is being dealt with sympathy and indeed kindness.” To serve these thirty fully, emotional and conflict resolution abilities are a must. Unfortunately, the existing training paradigm has neglected these constructs, resulting in employees insufficiently prepared to deal with complex customers’ interactions. This situation leads to dissatisfaction for both the customers and employees, which contributes to the negative company image in the market.

Also worrying is the company's communication style which, somewhat paradoxically, fails to keep pace with developments in the technological realm. TechForward Solutions has been reluctant to embrace modern communication methods that aid remote or hybrid collaboration. The company is still overly dependent on emails and infrequent face-to-face meetings which are unproductive in nurturing collaboration and productivity. Nembhard and Edmondson (2019) suggest that advanced communication technologies are a necessity to promote interaction and productivity in a remote working environment. The failure to implement these technologies at TechForward Solutions has led to delays in getting work done, misunderstandings between employees, and generally low morale among team members. These problems not only afflict the normal functioning of the employees but also greatly limit the responsiveness of the company to the shifting conditions of the market and the new directions of work. Employees are often left frustrated due to the absence of communication that is straightforward and functional, a situation which worsens the current problems.

Likewise, the company’s performance appraisal system requires a major overhaul. The last update was made in 2015, and the system is out of balance by focusing too much on elementary, quantitative indicators like sales and project completion. Although these are crucial to the success of the business, they fail to acknowledge other important aspects of employees’ contributions such as innovation, collaboration, and leadership. Self-evaluation and qualitative measures, as described by Frye et al. 2020, are critical to performance appraisal processes. Not including these strategies is likely to have a negative effect on employee motivation, productivity, and overall job satisfaction. At TechForward Solutions, this is an old problem, and the result has been a workforce that feels not only unappreciated but ignored. Many employees have grown dissatisfied with the system’s inability to recognize their contributions past the numbers, which has led to lowered engagement and morale. The absence of a well-defined and balanced appraisal system makes it difficult for the

organization to diagnose and develop future stars, which is vital for the success of the organization.

The result of these inadequacies combined is a staff that feels unsupported, undervalued, and detached from the objectives of the organization. Relatively higher employee resignations, poor customer feedback, ineffective internal communication, and an old-fashioned employee evaluation system are signs of more profound problems in the HR structure. Tackling these problems is possible through a more comprehensive and innovative perspective which attempts to center the human resource issues to the requirements of the current workforce and the long-term goals of the organization. Through the application of more current research and evidence-based approaches, TechForward Solutions can update their human resources techniques and become a preferred employer in the technology industry.

3. Suggested HR Policies

Considering these problems, this proposal seeks to implement new HR policies that aim to support employee retention and improve customer services, new technologies, and performance appraisal systems. All of these are essential for the promotion of a culture of innovation, inclusivity, and operational excellence in TechForward Solutions.

Employee Retention

At a basic level, employee retention refers to an enduring process of managing the workforce of an organization over a specified period. Employee retention assists in less recruitment and onboarding processes which are usually time and cost consuming. For TechForward Solutions to achieve success and stability in the long run, a good retention plan should be formulated and executed. The plan should be centered on competitive compensation, positive workplace culture, and sufficient career advancement opportunities. Frye et al. (2020) stated that retention of skilled personnel requires considerable investment in training and development as well as purposeful career advancement opportunities. Under this plan, TechForward Solutions has to establish a mentorship program whereby senior, highly experienced employees are assigned junior staff and are expected to help in their professional growth. These programs not only improve employee engagement but also deepen the loyalty and commitment of employees to the organization.

The company has to provide tuition reimbursement for advanced degree programs or certifications in technology fields. By doing this, TechForward Solutions not only increases

its workforce skill set, but also truly invests in educating its employees in an admirable way. Such a kindness helps to provide a feeling of identification and appreciation, thus enhancing loyalty and retention. In addition, there is a growing emphasis on flexibility and independence in the modern workforce, which means the organization needs to adopt hybrid and flexible work hours. The work of Hesketh et al. (2021) shows the relevance of satisfaction in and out of work in relation to productivity. TechForward Solutions can improve its identity as a modern employer by meeting the needs of its employees and appreciating their health and personal situations.

Improving Customer Servicing Practices

Providing unparalleled customer service is bound to make one stand out from the competition within the information technology industry. Keeping in mind customer satisfaction can raise TechForward Solutions' credibility significantly. Revising current Training Programs on customer service to include both technical and interpersonal skills will allow the company to prosper in the industry. As Goleman explains (2017), having employees with higher emotional intelligence skills makes it easier to handle intricate customer issues and establish satisfactory long-lasting bonds. To achieve this goal, we suggest quarterly workshops with industry experts to cover the skills. Active listening, empathy, understanding, conflict resolution, and appreciation of cultural differences will all be addressed in these sessions. All workshops will be assessed in one way or the other to continuously improve them. Results from the workshops will be evaluated to enhance the training in the following ones.

Apart from the multifaceted training programs already available, TechForward Solutions is encouraged to put in place a feedback system that permits customers to offer their experiences and suggestions. Structuring feedback appropriately guarantees that the data obtained from clientele is checked and used in the planning of the company's deployment service. Such strategies, which foster responsiveness and personalization of customer care, delight and create unwavering customer loyalty. With these systems in place, TechForward Solutions is equipped to meet consumer demands through proactive offerings and focus on technological advancement.

These systems can also assist the ever-changing business environment. Use the information provided by customers through the feedback systems to help anticipate the changes and modify the service accordingly. This is what keeps TechForward Solutions flexible and competent, because they meet the needs of the clients promptly and appropriately. A

well-rounded customer service focus helps build a long-term sustainable competitive advantage for the company.

Advancing Communication Systems

Communication remains a critical success factor within any organization, especially in the complex and dynamic environment of business today. The COVID-19 pandemic also revealed the need for sophisticated communication tools to sustain productivity and collaboration in remote and hybrid work settings. For TechForward Solutions to succeed, it needs to implement modern communication systems that promote internal communication and collaboration among employees. Slack and Microsoft Teams are cloud-based platforms that offer instant and real-time messaging and project management capabilities. Asana and Trello are also well known for their task management and accountability functionalities. Nembhard and Edmondson (2019) argue that the use of advanced communication tools in an organization leads to higher efficiency as well as a more active and integrated workforce.

In order to ensure the successful implementation of these tools, the policy recommends training sessions aimed at educating employees on the tools' functionalities and benefits. These sessions will be designed to meet the needs of the various teams to ensure that all employees are able to use the tools in their workflows. Moreover, TechForward Solutions should establish regulations that govern virtual meetings, covering issues of time attendance, communication, and participation. These regulations will aid in establishing discipline and respect in a virtual setting and enable workers to collaborate, irrespective of their physical locations. TechForward Solutions would better achieve modern workplace integration and improve business performance by adopting new communication technologies and techniques.

Redesigned Strategy for Performance Evaluation

Assessments and appraisals are central to employee motivation and the attainment of strategic goals. Now, however, TechForward Solutions' performance appraisal system appears to be heavily centered on sales and projects done, missing other important aspects of employee productivity. In order to deal with this triangle, the policy suggests a blended scorecard approach that integrates both quantitative and qualitative measures. Some of the more traditional approaches, such as sales and projects and some others, like teamwork, creativity, leadership, and problem solving will be incorporated in the evaluation. This combination offers a complete assessment of professional engagement, considering the multiple dimensions of individual contribution to organizational success.

Here too, the policy suggests having feedback sessions at least twice a year, which will center around discussions and not just provide answers. Such sessions will assist employees through actionable guidance that supports and strives to bring out the best in them. Moreover, peer evaluations will be included in all appraisals, thus giving a more holistic view of an individual's performance. Cascio (2019) indicates the usefulness of peer evaluations in making the process of assessment more holistic and unbiased. Implementing these changes will allow TechForward Solutions to establish a positive approach to employee engagement while valuing their efforts and striving for better results.

As mentioned, the proposed HR policies aim to resolve the most important issues of retention and customer service improvement, communication, and performance evaluation, which is two-fold for TechForward Solutions. Using these policy frameworks would enable the company to build the organizational structure that is capable of responding positively to employee and business needs which is more agile and robust at the same time. TechForward Solutions is poised to become a runner in the industry and offer the best value to its clients if it remains dedicated to continuous improvement and innovation while attracting skilled employees.

4. Job Postings and Initial Compensation

To facilitate the company's development while meeting the required qualifications and skills, the following three roles are suggested: Marketing Secretary, Marketer, and Operations Manager. Position descriptions are tailored to the company's strategic objectives and operational requirements.

Secretary

At TechForward Solutions, the Secretary keeps the organization running smoothly by performing administrative duties, which are part of well-organized office management. The responsibilities include organizing meetings, correspondence, and filing records in the specified company files and communication manuals. Because of the importance of these positions, the best applicants should have good organizational abilities, as well as good verbal and written communication skills. In addition, these candidates are expected to be knowledgeable about office automation programs like Microsoft Office Suite so that the workflow and productivity can be enhanced.

This position pays a minimum starting salary of \$45,000 annually. This amount is worked out based on the basic pay structures of the surrounding area and the cost of living in the region TechForward operates. Administrative positions, secretarial roles included, pay well, according to the US Bureau of Labor Statics (2022) because there is a need to attract competent people who can help in achieving business objectives. With this kind of framework, TechForward Solutions guarantees that they will be an appealing employer when it comes to a crowded marketplace.

Tech Forward Solutions requires a Marketer whose primary role will be to increase the company's market presence, obtain new customers, and strengthen brand identity. The ideal candidate for this position should be skilled in market research, creating content, and managing campaigns because this position is multi-faceted. A marketer must be able to think strategically and creatively and analyze data to develop and implement successful marketing plans. Furthermore, the individual must closely monitor shifts within the industry and harness new digital marketing techniques to enhance the outreach activity's effectiveness and participation level.

All applicants must have a bachelor's degree in marketing, business administration, or other related disciplines. Proficiency in digital marketing tools such as social networking sites, SEO, and email marketing is critical in performing this role. The Marketer will start with an annual salary of \$65,000. This figure highlights the importance of the role in the company and what it requires, which is meant to bring in skilled professionals who can help the business advance and build strong relationships with the clients.

Manager of Operations

The Operations Manager at TechForward Solutions is tasked with the management of day-to-day activities of the firm to enhance efficiency and ensure that all activities are in tandem with the set objectives of the firm. This role is vital in fostering value-added change, ensuring that effective resources are mobilized, and managing people for productive work. The Operations Manager will address the issues of strategic planning within the firm by assuring that operational activities are conducted in such a manner that the firm is able to achieve growth along with its long term objectives and goals.

The ideal candidate for this position will have a master's degree in business administration or a related one, along with at least five years of experience in a managerial position. This fusion of skills is required to effectively grapple with the intricacies of the position and make

objective decisions that are beneficial for the firm. The salary for the Operations Manager position start at \$85,000 annually which value fully indicates the complications associated with the performance of the position as well as its relevance to the achievement of the firm's operational success.

Health, Safety, and Well-being Policy Overview

TechForward Solutions understand that the health, safety, and well-being of their employees is essential to engagement and productivity. As it stands, the firm does not have a strategy designed to resolve these issues adequately. This guide seeks to fill that gap by suggesting a more proactive approach to physical, mental, and emotional well-being in the workplace. The guiding principles have been organized into three distinct parts which are: physical well-being, mental well-being, and safety.

Physical Well-Being

Preventive measures aimed at avoiding occupational health issues are fundamental to physical well-being. In this regard, TechForward Solutions will conduct health screenings to help monitor and manage the health problems of employees. Moreover, ergonomic workstations will reduce the physical strain and discomfort of prolonged desk work. Employees will have access to fitness programs, such as gym subsidization, on-site fitness classes, or virtual wellness sessions, to promote healthy living. The company remains focused on these initiatives to improve the company's working environment.

Support for Mental Health Well-Being

Mental Health is one of the most important aspects of an employee's life and well-being, yet it is one of the most neglected parts of policies in an organization. To bridge this gap, TechForward Solutions will avail counseling services on call to guarantee professional help for most personal or professional issues an employee might have. Stress management workshops will be held on a regular basis to help employees learn basic methods of dealing with stress. Moreover, initiatives will be taken to create awareness to destigmatize mental health issues to foster a supportive and open environment. As Hesketh et al. (2021) show, organizations that implement mental health policies have less absentees and have more productive employees, which demonstrates the importance of such plans.

Implementation of Safety Procedures

Employers are responsible for securing their workplace, and this is one of the many commitments TechForward Solutions strives to achieve for its employees. Safety is not just a prerequisite that needs to be observed. It is also an important factor that influences employee wellness and productivity. Therefore, at TechForward Solutions, existing safety measures will be augmented by training programs which aim to give employees safe behavioral practices and prepare them for critical incidents. These programs will involve the teaching of fire safety, basic first aid, and proper use of tools and materials. It serves to minimize workplace risks and to train employees in basic emergency response skills.

One of the ways to achieve proactive safety management will be to give power to workers to flag any hazardous conditions or practices. For instance, a user-friendly reporting system will be developed to encourage employee involvement in safety maintenance, the system corrects the unsafe situation immediately and also creates a culture of responsibility among employees. By engaging employees in safety measures, TechForward Solutions deepens their commitment and highlights the importance of a joined approach to workplace safety.

TechForward Solutions will fully comply with Occupational Safety and Health Administration (OSHA) standards. Following this requirement supports responsibility and at the same time, it assists the organization manage risks effectively. OSHA compliance is equally important in creating a positive employer safety culture. Regular safety audits and inspections will be performed to evaluate compliance with safety regulations, breaches of safety provisions and the appropriate corrective actions as needed. Those audits will determine not only the degree of compliance but also allow for obtaining the data that is necessary for further quality development.

Apart from compliance measures, TechForward Solutions will integrate safety as part of the overall organizational culture through incorporating safety in all operations. Such an approach guarantees that safety is not treated in isolation, but rather as the core of a company's operational and strategic intentions. TechForward Solutions intends to create an organizational culture within which workers feel safe, appreciated, and empowered to give their best performance.

At the same time, the commitment to safety goes beyond legal boundaries and actual policies to show a genuine interest in the employees' welfare. Such admirable endeavors will make TechForward Solutions an employer of choice as the business intends to achieve a safe working environment so that employees will be at ease doing their work hence increasing

their motivation, productivity, and success. This continued focus on safety specially makes the company an admirable proactive employee concerned about the health and wellbeing of their employees and the entire workforce.

5. Summary

The HR policy proposal for TechForward Solutions provides a structural plan to resolve the existing issues and take advantage of the growth opportunities. The company can cultivate an agile and robust workforce with a focus on employee retention, customer service improvement, technology application, and performance reviews. The proposed job advertisements, along with the comprehensive guide to employee health, safety, and well-being, illustrate the firm's dedication toward its employees' overall growth. These policies will enable the company to boost operational effectiveness while enhancing its innovation and inclusivity, making the company more appealing as an employer within the technology industry.

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