



Part 5:

Remaining Functions of Human Resources Management

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Train for Employment

Module 14: HR for Non-HR

Part 5: Remaining Functions of Human Resources Management

Importance

In this part, we will deal with the rest of the human resource management functions in large companies. Such as Employee Assessment and what is the performance evaluation system, training and development and the most important Steps to Take in Training an Employee, we will deal with Retention and motivation plans and how to implement those plans.

Learning Objectives

Upon the completion of this part, you will be able to:

- Define the retention and motivation
- Describe the training and development
- Define the best way successful employee communication
- Introduce the necessary knowledge to enhance staff performance
- Identify laws related to HR
- Explain safety and health requirement at work

Retention and Motivation

The Costs of Turnover

The cost of losing an employee can range from 25 percent to 200 percent of that employee's salary. Some of the costs cited revolve around customer service disruption and loss of morale among other employees, burnout of other employees, and the costs of hiring someone new. Losing an employee is called turnover.



There are two types of turnover, voluntary turnover and involuntary turnover. **Voluntary turnover** is the type of turnover that is initiated by the employee for many different reasons. Voluntary turnover can be somewhat predicted and addressed in HR. **Involuntary turnover** is where the employee has no choice in their termination - for example, employer initiated due to nonperformance.

To avoid these costs, development of retention plans is an important function of the HR strategic plan. **Retention plans** outline the strategies the organization will use to reduce turnover and address employee motivation.

Direct	Indirect
Recruitment costs	Lost knowledge
Advertising costs for new position	Loss of productivity while new employee is brought up to speed
Orientation and training of new employee	Cost associated with lack of motivation prior to leaving
Severance costs	Cost associated with loss of trade secrets
Testing costs	
Time to interview new	
Time to recruit and train new hires	

Retention and motivation plans

Effective **high-performance work systems** (HPWS) is the name given to a set of systematic HR practices that create an environment where the employee has greater involvement and responsibility for the success of the organization.

A high-performance work system is a strategic approach to many of the things we do in HR, including retention. Generally speaking, a **HPWS** gets employees involved in conceiving, designing, and implementing processes that are better for the company and better for the employee, which increases retention.

The below Figure "HR Components of a HPWS" gives an example of HR's part in creating these systems.



Keeping **HPWS** in mind, we can begin to develop retention plans. The first step in this process is to understand some of the theories on job satisfaction and dissatisfaction. Next, we can gather data as to the satisfaction level of our current employees. Then we can begin to implement specific strategies for employee retention.

Theories on Job Dissatisfaction

There are a number of theories that attempt to describe what makes a satisfied employee versus an unsatisfied employee. While you may have learned about these theories in another time, such as organizational behavior, they are worth a review here to help us better understand employee satisfaction from an HR perspective.

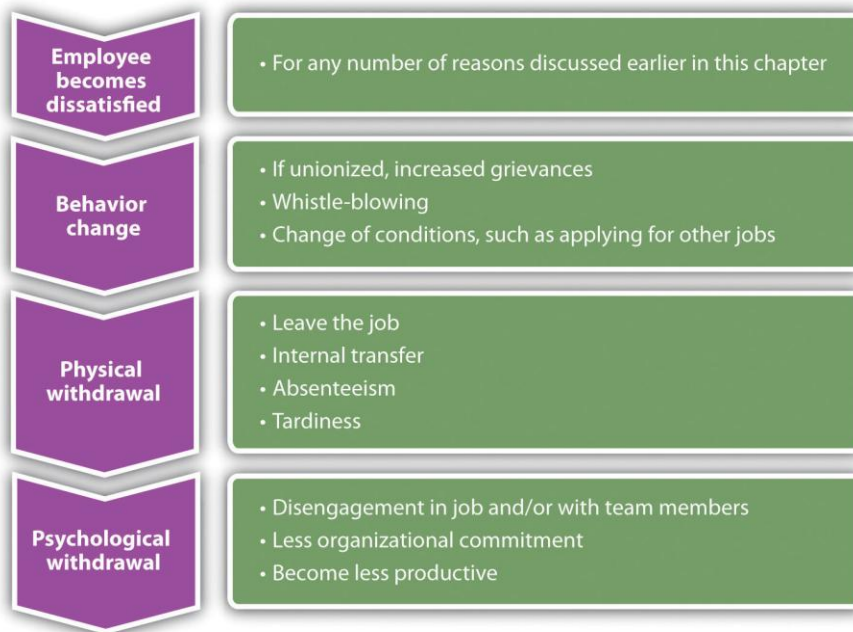
Progression of Job Withdrawal

The first step to developing a retention plan is understanding some of the theories surrounding job satisfaction. One of the basic theories is the **progression of job withdrawal theory**, developed by Dan Farrell and James Petersen. Dan Farrell and James C. Petersen. It says that people develop a set of behaviors in succession to avoid their work situation. These behaviors include behavior change, physical withdrawal, and psychological withdrawal.

Within the behavior change area, an employee will first try to change the situation that is causing the dissatisfaction. For example, if the employee is unhappy with the management style, he or she might consider asking for a department move. In the physical withdrawal phase, the employee does one of the following:

- Leaves the job
- Takes an internal transfer
- Starts to become absent or tardy

If an employee is unable to leave the job situation, he or she will experience psychological withdrawal. They will become disengaged and may show less job involvement and commitment to the organization, which can create large costs to the organization, such as dissatisfied customers.



Implementing Retention Strategies

As we have addressed before, retention and reduction of turnover is paramount to a healthy organization. Performing research, such as calculating turnover rates, doing exit interviews, and surveying employees' satisfaction, are the first steps. Once this is done, understanding motivational theories and the application of them in the retention plan can help reduce turnover. Next, we can apply specific retention strategies to include in our plans, while keeping our budget in mind. Some of the retention strategies discussed have already or will be discussed later, but they are certainly worth a mention here as part of the overall plan.

here is some Retention Strategies that can help you to retain your employee

- Salaries and Benefits
- Training and Development
- Performance Appraisals
- Succession Planning
- Flextime, Telecommuting, and Sabbaticals
- Job Design, Job Enlargement, and Empowerment
- Pay-for-Performance Strategies
- Retention Strategies

Training and Development

Steps to Take in Training an Employee

Any effective company has training in place to make sure employees can perform his or her job. During the recruitment and selection process, the right person should be hired to begin with. But even the right person may need training in how your company does things. Lack of training can result in lost productivity, lost customers, and poor relationships between employees and managers. It can also result in dissatisfaction, which means retention problems and high turnover. All these end up being direct costs to the organization. In fact, a study performed by the American Society for Training and Development (ASTD) found that 41 % of employees at companies with poor training planned to leave within the year, but in companies with excellent training, only 12 % planned to leave.

To reduce some costs associated with not training or under training, development of training programs can help with some of the risks. This is what this part will address.

For effective employee training, there are four steps that generally occur. First, the new employee goes through an orientation, and then he or she will receive in-house training on job-specific areas. Next, the employee should be assigned a mentor, and then, as comfort with the job duties grows, he or she may engage in external training. **Employee training and development** is the process of helping employees develop their personal and organizational skills, knowledge, and abilities.

Employee Orientation

The first step in training is an employee orientation. Employee orientation is the process used for welcoming a new employee into the organization. The importance of employee orientation is two-fold. First, the goal is for employees to gain an understanding of the company policies and learn how their specific job fits into the big picture.

The goals of an orientation are as follows:

- 1- To reduce start-up costs.
- 2- To reduce anxiety.
- 3- To reduce employee turnover.
- 4- To save time for the supervisor and coworkers.
- 5- To set expectations and attitudes.

In-House Training

In-house training programs are learning opportunities developed by the organization in which they are used. This is usually the second step in the training process and often is ongoing. In-house training programs can be training related to a specific job, such as how to use a particular kind of software. In a manufacturing setting, in-house training might include an employee learning how to use a particular kind of machinery.

Many companies provide in-house training on various HR topics as well, meaning it doesn't always have to relate to a specific job. Some examples of in-house training include the following:

- Ethics training

- Sexual harassment training
- Multicultural training
- Communication training
- Management training
- Customer service training
- Operation of special equipment
- Training to do the job itself
- Basic skills training

As you can tell by the list of topics, HR might sometimes create and deliver this training, but often a supervisor or manager delivers the training.

Mentoring

After the employee has completed orientation and in-house training, companies see the value in offering mentoring opportunities as the next step in training. Sometimes a mentor may be assigned during in-house training. A **mentor** is a trusted, experienced advisor who has direct investment in the development of an employee. A mentor may be a supervisor, but often a mentor is a colleague who has the experience and personality to help guide someone through processes. While mentoring may occur informally, a mentorship program can help ensure the new employee not only feels welcomed but is paired up with someone who already knows the ropes and can help guide the new employee through any on-the-job challenges.

To work effectively, a mentoring program should become part of the company culture; in other words, new mentors should receive in-house training to be a mentor. Mentors are selected based on experience, willingness, and personality.

Some companies use short-term mentorship programs because they find employees training other employees to be valuable for all involved.

Starbucks, for example, utilizes this approach. When it opens a new store in a new market, a team of experienced store managers and baristas are sent from existing stores to the new stores to lead the store-opening efforts, including training of new employees.

External Training

External training includes any type of training that is not performed in-house. This is usually the last step in training, and it can be ongoing. It can include sending an employee to a seminar to help further develop leadership skills or helping pay tuition for an employee who wants to take a marketing class.

Types of Training



- **Technical or Technology Training**

A type of training meant to teach new employees the technological aspects of their job.

- **Quality Training**

Refers to familiarizing all employees with the means for preventing, detecting, and eliminating non-quality items.

- **Skills Training**

Includes training on proficiencies needed to actually perform the job.

- **Soft Skills Training**

Personality traits, communication, and personal habits that are used to characterize relationships with other people.

- **Professional Training**

A type of training that keeps an employee up to date in one's professional field.

- **Team Training**

A process that empowers teams to improve decision making, problem solving, and team development skills to achieve business results.

- **Managerial Training**

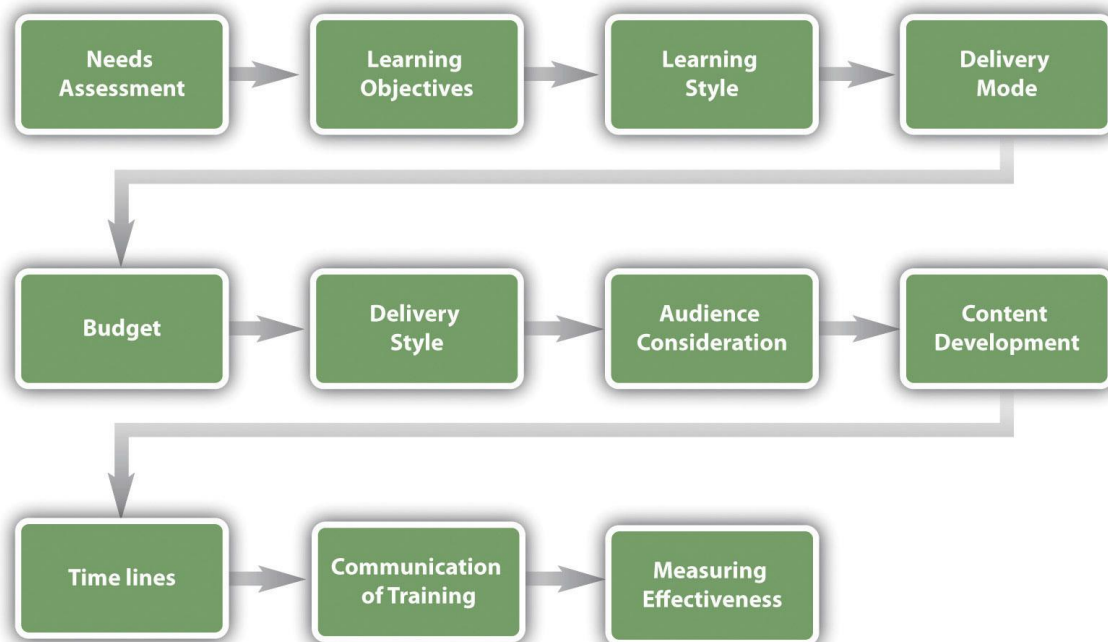
The type of training that occurs when someone has been identified as a good manager candidate. Could include soft skills training, technical training, and skills training.

- **Safety Training**

Training employees so they are protected from injuries caused by work-related accidents.

Training Program Framework Development

The next step in the training process is to create a training framework that will help guide you as you set up a training program. Information on how to use the framework is included in this section.



The considerations for developing a training program are as follows:

1- Needs assessment and learning objectives.

This part of the framework development asks you to consider what kind of training is needed in your organization. Once you have determined the training needed, you can set learning objectives to measure at the end of the training.

2- Consideration of learning styles.

Making sure to teach to a variety of learning styles is important to development of training programs.

3- Delivery mode.

What is the best way to get your message across? Is web-based training more appropriate, or should mentoring be used? Can vestibule training be used for a portion of the training while job shadowing be used for some of the training, too? Most training programs will include a variety of delivery methods.

4- Budget.

How much money do you have to spend on this training?

5- Delivery style.

Will the training be self-paced or instructor led? What kinds of discussions and interactivity can be developed in conjunction with this training?

6- Audience.

Who will be part of this training? Do you have a mix of roles, such as accounting people and marketing people? What are the job responsibilities of these individuals, and how can you make the training relevant to their individual jobs?

7- Content.

What needs to be taught? How will you sequence the information?

8- Timelines.

How long will it take to develop the training? Is there a deadline for training to be completed?

9- Communication.

How will employees know the training is available to them?

10- Measuring effectiveness of training.

How will you know if your training worked? What ways will you use to measure this?

Successful Employee Communication

Communication Strategies

How many times do miscommunications happen on a daily basis, either in your personal life or at your job? The good news is that we can all get better at communication. The first thing we need to do is learn how we can communicate with our employees. Then we will want to look at our own communication style and compare that with other styles.



Have you ever spoken with someone you just didn't "get"? It is probably because you have different communication styles.

Body language is also a key contributor to communication; in fact, as was suggested in the late 1960s by researcher Albert Mehrabian, body language makes up 93 percent of our communication.

Part of communication is also looking at the way we manage people. Depending on our style of management, we may use a variety of management styles to communicate things we need done or to give performance feedback. One major way companies communicate with employees is through the use of meetings. Some meetings can be very effective, but as you probably already know, many meetings aren't very productive. We will discuss some strategies to help you run a more effective meeting.

Communication Directions

As you already know, communication in companies is key to having a successful organization. Those companies who communicate well with their employees end up with more loyal and motivated workers. Those that don't communicate well, though, see increased turnover, absenteeism, dissatisfied customers, higher product defect rates, lack of focus on business objectives, and lack of innovation. Proper communication can result in a sense of belonging and self-worth, leading to less turnover and absenteeism, as we said before.



Four main types of communications occur within a company: upward communication, downward communication, diagonal communication, and horizontal communication. Each type of communication can serve a different purpose in human resources, and many messages may be sent in a variety of ways.

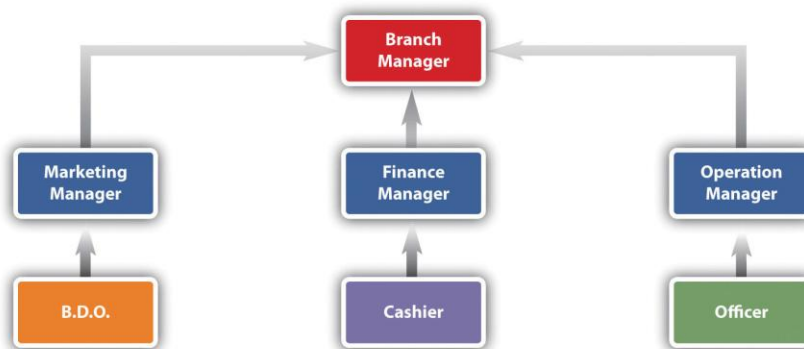
Upward communication is when the lower levels of an organization communicate with the upper levels of an organization. Oftentimes human resource departments may develop a survey such as this to find out how satisfied the employees are with things such as benefits. Then the organization can make changes based on the satisfaction level of the employees. Employees might also engage in upward communication in a given work situation. They might tell their manager their plate is full and they can't take on any new projects. This is considered upward communication, too.

Downward communication is the opposite of upward communication, in that the communication occurs from the upper levels of an organization down to the lower levels of the organization. A manager explaining how to do a task to an employee would be considered downward communication. Development of training programs to communicate

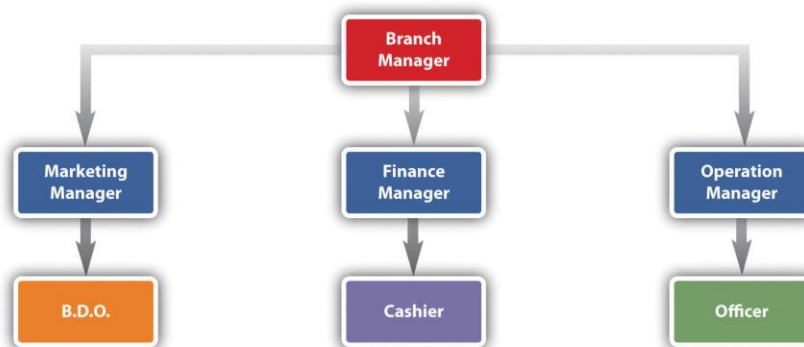
safety in the organization might be another example. A change in a pay or bonus structure would be communicated using the downward approach as well.

A **diagonal communication** approach occurs when interdepartmental communication occurs with people at different levels of the organization. When the human resources assistant speaks with the marketing manager about the hiring of a new employee in marketing, this would be considered diagonal communication.

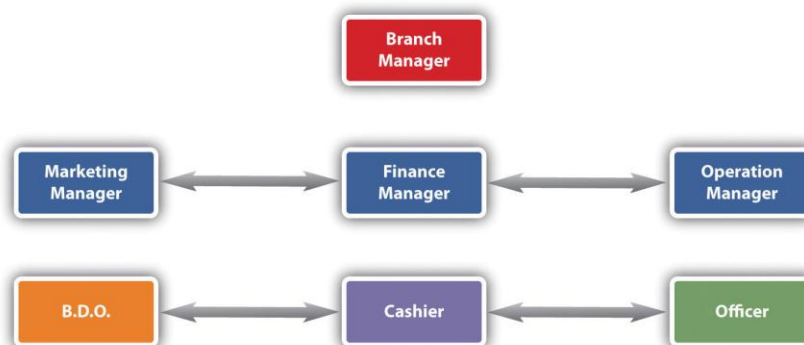
Horizontal communication occurs when people of the same level in an organization, for example, a marketing manager and a human resource manager, communicate usually to coordinate work between departments. An accounting manager might share information with a production manager so the production manager knows how much budget they have left.



"Upward" Communication in a Bank



"Downward" Communication in a Bank



"Horizontal" Communication in a Bank

Communication Styles

In addition to the communication that occurs within organizations, each of us has our own individual communication style. Many organizations give tests that may indicate their candidate's preferred style, providing information on the best job fit.

Our communication styles can determine how well we communicate with others, how well we are understood, and even how well we get along with others. As you can imagine, our personality types and our communication styles are very similar. Keep in mind, though, that no one person is "always" one style. We can change our style depending on the situation. The more we can understand our own dominant communication style and pinpoint the styles of others, the better we can communicate.

The styles are expresser, driver, relater, and analytical. Let's discuss each of these styles next.

People with an **expresser communication style** tend to get excited. They like challenges and rely heavily on hunches and feelings. Depending on the type of business, this can be a downfall as sometimes hard data should be used for decisionmaking purposes. These people are easily recognized because they don't like too many facts or boring explanations and tend to be antsy if they feel their time is being wasted with too many facts.

People with a **driver style** like to have their own way and tend to be decisive. They have strong viewpoints, which they are not afraid to share with others. They like to take charge in their jobs but also in the way they communicate. Drivers usually get right to the point and not waste time with small talk.

People with a **relater style** like positive attention and want to be regarded warmly. They want others to care about them and treat them well. Because relaters value friendships, a good way to communicate well with them is to create a communication environment where they can feel close to others.

People with an **analytical communication style** will ask a lot of questions and behave methodically. They don't like to be pressured to make a decision and prefer to be structured. They are easily recognized by the high number of questions they ask.

	Passive	Assertive	Aggressive
Definition	Communication style in which you put the rights of others before your own, minimizing your own self-worth	Communication style in which you stand up for your rights while maintaining respect for the rights of others	Communication style in which you stand up for your rights but you violate the rights of others
Implications to others	my feelings are not important	we are both important	your feelings are not important
	I don't matter	we both matter	you don't matter
	I think I'm inferior	I think we are equal	I think I'm superior
Verbal styles	apologetic	I statements	you statements
	overly soft or tentative	firm voice	loud voice
Nonverbal styles	looking down or away	looking direct	staring, narrow eyes

	stooped posture, excessive head nodding	relaxed posture, smooth and relaxed movements	tense, clenched fists, rigid posture, pointing fingers
Potential consequences	lowered self-esteem	higher self-esteem	guilt
	anger at self	self-respect	anger from others
	false feelings of	respect from others	lowered self-esteem
	disrespect from others	respect of others	disrespect from others
	pitied by others		feared by others

In addition to our communication personalities, people tend to communicate based on one of three styles. First, a **passive communicator** tends to put the rights of others before his or her own. Passive communicators tend to be apologetic or sound tentative when they speak. They do not speak up if they feel like they are being wronged.

An **aggressive communicator**, on the other hand, will come across as standing up for his or her rights, while possibly violating the rights of others. This person tends to communicate in a way that tells others they don't matter, or their feelings don't matter.

An **assertive communicator** respects his rights and the rights of others when communicating. This person tends to be direct but not insulting or offensive. The assertive communicator stands up for his or her own rights but makes sure the rights of others aren't affected.

Managing Employee Performance

As you know from this training so far, the time and money investment in a new employee are overwhelming. The cost to select, hire, and train a new employee is staggering. But what if that new employee isn't working out? This next section will provide some examples of performance issues and examples of processes to handle these types of employee problems.

Types of Performance Issues

One of the most difficult parts of managing others isn't when they are doing a great job—it is when they aren't doing a good job. In this part, we will address some examples of performance issues and how to handle them.



- **Constantly late or leaves early.**

While we know that flexible schedules can provide a work-life balance, managing this flexible schedule is key. Some employees may take advantage and, instead of working at home, perform nonwork-related tasks instead.

- **Too much time spent doing personal things at work.**

Most companies have a policy about using a computer or phone for personal use. For most companies, some personal use is fine, but it can become a problem if someone doesn't know where to draw the line.

- **Inability to handle proprietary information.**

Many companies handle important client and patient information. The ability to keep this information private for the protection of others is important to the success of the company.

- **Family issues.**

Child-care issues, divorce, or other family challenges can cause absenteeism, but also poor work quality. Absenteeism is defined as a habitual pattern of not being at work.

- **Drug and alcohol abuse.**

The US Department of Labor says that 40% of industrial fatalities and 47% of industrial injury can be tied to alcohol consumption. The US Department of Labor estimates that employees who use substances are 25–30 percent less productive and miss work three times more often than nonabusing employees.

- **Nonperforming.**

Sometimes employees are just not performing at their peak. Some causes may include family or personal issues, but oftentimes it can mean motivational issues or lack of tools and/or ability to do their current job.

- **Conflicts with management or other employees.**

While it is normal to have the occasional conflict at work, some employees seem to have more than the average owing to personality issues. Of course, this affects an organization's productivity.

- **Theft.**

The numbers surrounding employee theft are staggering. The American Marketing Association estimates \$10 billion is lost annually owing to employee theft, while the FBI estimates up to \$150 billion annually. Obviously, this is a serious employee problem that must be addressed.

- **Ethical breaches.**

The most commonly reported ethical breaches by employees include lying, withholding information, abusive behavior, and misreporting time or hours worked. Sharing certain proprietary information when it is against company policy and violating noncompete agreements are also considered ethical violations. Many companies also have a nonfraternization policy that restricts managers from socializing with nonmanagement employees.

- **Harassment.**

Engagement of sexual harassment, bullying, or other types of harassment would be considered an issue to be dealt with immediately and, depending on the severity, may result in immediate termination.

Speaking poorly of the organization on blogs or Facebook is an example of conduct occurring outside the workplace that could violate company policy. Violating specific company policies outside work could also result in termination.

While certainly not exhaustive, this list provides some insight into the types of problems that may be experienced. As you can see, some of these problems are more serious than others. Some issues may only require a warning, while some may require immediate dismissal.

As an HR professional, it is your job to develop policies and procedures for dealing with such problems.

Employee Assessment

Performance Evaluation Systems

A **performance evaluation system** is a systematic way to examine how well an employee is performing in his or her job. If you notice, the word systematic implies the performance evaluation process should be a planned system that allows feedback to be given in a formal as opposed to informal-sense. Performance evaluations can also be called performance appraisals, performance assessments, or employee appraisals.



There are **four reasons why a systematic performance evaluation system should be implemented.**

- First, the evaluation process should encourage positive performance and behavior.
- Second, it is a way to satisfy employee curiosity as to how well they are performing in their job.
- It can also be used as a tool to develop employees.
- Lastly, it can provide a basis for pay raises, promotions, and legal disciplinary actions.

Appraisal Methods

It probably goes without saying that different industries and jobs need different kinds of appraisal methods. For our purposes, we will discuss some of the main ways to assess performance in a performance evaluation form. Of course, these will change based upon the job specifications for each position within the company. In addition to industry-specific and job-specific methods, many organizations will use these methods in combination, as opposed to just one method.

There are three main methods of determining performance.

The first is **The trait method**, in which managers look at an employee's specific traits in relation to the job, such as friendliness to the customer. **The behavioral method** looks at individual actions within a specific job. **Comparative methods** compare one employee with other employees. Results methods are focused on employee accomplishments, such as whether or not employees met a quota.

Within the categories of performance appraisals, there are two main aspects to appraisal methods.

First, **the criteria** are the aspects the employee is actually being evaluated on, which should be tied directly to the employees job description.

Second, **the rating** is the type of scale that will be used to rate each criterion in a performance evaluation: for example, scales of 1–5, essay ratings, or yes/no ratings. Tied to the rating and criteria is the weighting each item will be given. For example, if “communication” and “interaction with client” are two criteria, the interaction with the client may be weighted more than communication, depending on the job type.

Working with HR related Laws

Egypt Labor Law

The Egypt labor law no. 12 from 2003 is the one who regulates the labor market of Egypt. This new labor law has 257 articles regarding the legal aspects that regulate the Egypt's labor market. The labor law wants to increase the involvement of the private sector at the same time with the achievement of the stability between the rights of the employees and the ones of the employers.



The employer's right to fire employees is among the law's most important points. Another point is represented by the conditions regarding the above-mentioned right; the law also specifies the employees' right to strike. The contracts of employment must be in written in the Arab language and in 3 copies. Each of the copies must be kept by the employee, the social insurance, and the employer. The employment contract must include some precise information, according to the labor law.

The typical contract must include: the employer's name and the work place's address, the employee's address, name, occupation and qualifications, the employee's social insurance number as well as the documents that prove his/her identity, the kind and nature of work that makes the contract's subject, the time and method of payment.

The Egypt labor law obliges the employers from the private sector to employ 5% from the total number of people with disabilities at the Manpower Offices' recommendation. It refers to the employers that have an employee number of 50 or less. The employer can also establish an appointment with the disabled people he/she wants to hire, to check the registration certificate that proves the disability. The employer who wants to hire a disabled person must send one registered mail letter that contains the receipt confirmation at the in charge manpower office in the first 50 days of the disabled people's employment.

The organizations that employ foreign people are obliged by the ministry to make a specific record in order to have a control of the foreigners' employees. The record must contain the name and the surname of the foreigners, the date of birth, the qualifications of the foreign person, the title of the job with an exact description of the job, the employment permit's number and date and the number and the date of the employment license wages.

A fixed contract has a period of maximum 5 years; in case that the employer and the employee want a longer period of employment, the employee has the right of terminating the contract later than the 5 years but without getting compensation. But the employer must be notified with the most 3 months before.

The labor contract must specify the probation period; no employee must be kept in the probation period more than maximum 3 months.

The employer has to announce the employee about the dismissal with 60 days before if the service's period does not exceed ten years and with 90 days before if the period is more than ten years.

Safety and Health at Work

Human resources professionals play an important role in ensuring employee health and safety, as they know the workplace, the employees, and their job demands. While human resources professionals are not expected to know the technical aspects of workplace health and safety, they should know when and how to use existing resources to respond to employee concerns.



In many organizations, health and safety responsibilities are within the human resources department. In order to meet these responsibilities, human resources professionals must:

- Understand the health and safety responsibilities of employers, managers, supervisors and employees within the organization.
- Implement personnel management policies to ensure that everyone in the workplace is aware of his/her responsibilities.
- Establish effective ways of meeting health and safety responsibilities.
- Ensure that employees fulfill their health and safety responsibilities as outlined in the organizational policies and programs.

Summary

- Retaining employees is an important component to a healthy organization. Losing an employee is called turnover. Turnover can be very expensive to an organization, which is why it is important to develop retention plans to manage turnover.
- Voluntary turnover is turnover that is initiated by the employee, while involuntary turnover is initiated by the organization for various reasons such as nonperformance.
- Direct turnover costs and indirect turnover costs can include the costs associated with employee replacement, declining employee morale, or lost customers.
- Some of the reasons why employees leave can include a poor match between job and skills, no growth potential, pay inequity among employees, the fairness and communication style of management, and heavy workloads.
- Employee training and development is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Training is important to employee retention.
- There are four steps in training that should occur. Employee orientation has the purpose of welcoming new employees into the organization. An effective employee orientation can help reduce start-up costs, reduce anxiety for the employee, reduce turnover, save time for the supervisor and colleagues, and set expectations and attitudes.
- There are several types of training we can provide for employees. In all situations, a variety of training types will be used, depending on the type of job.
- There are a number of key considerations in developing a training program. Training should not be handled casually but instead developed specifically to meet the needs of the organization. This can be done by a needs assessment consisting of three levels: organizational, occupational, and individual assessments.
- There are four types of communication at work: downward, upward, horizontal, and diagonal. All types of communication can happen at once, especially with the use of blogs and social networking sites.
- Companies that use good communication tend to have less turnover and less absenteeism.
- There are four main types of communication styles: expresser, driver, relater, and analytical. The better we can understand our own style of communication and the communication styles of others, the easier it will be to communicate with them.

Throughout this part, you were able to:

- Define the retention and motivation
- Describe the training and development
- Define the best way successful employee communication
- Introduce the necessary knowledge to enhance staff performance
- Identify laws related to HR
- Explain safety and health requirement at work