

## Title: The Role and Benefits of Human Resource Management in Business

### Introduction

Human Resource Management (HRM) plays a crucial role in managing the most valuable asset of a business – its employees. Today, we will explore the key functions of HRM, including recruitment, selection, training, induction, advice on employment legislation, and workforce planning. Also discuss the benefits of training for a business.

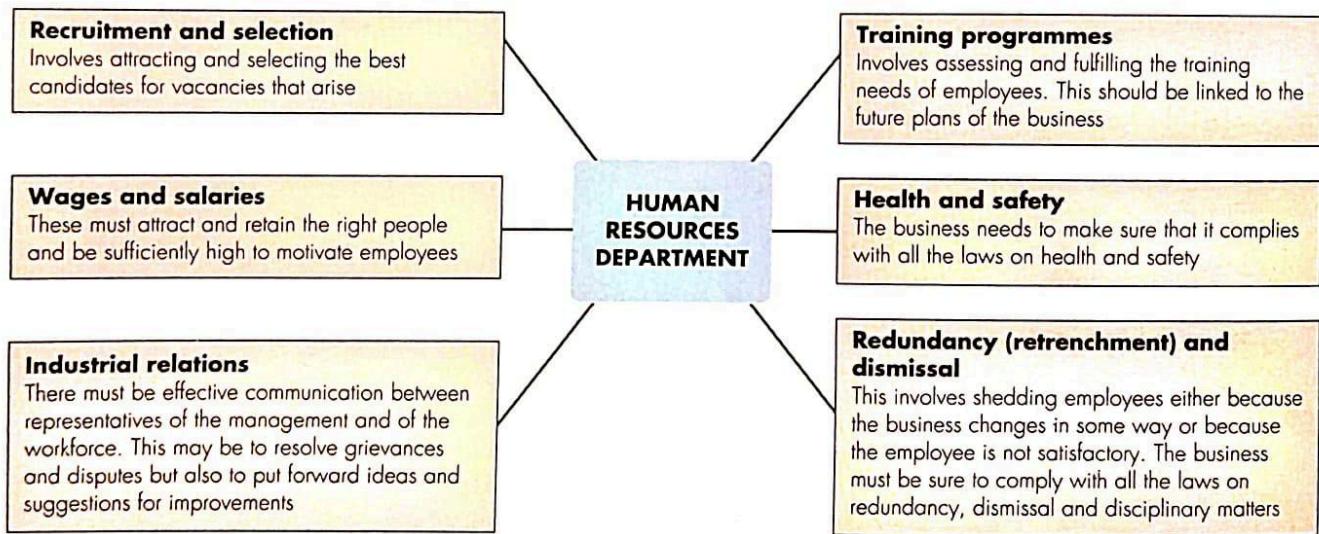
### The HRM process

The HRM process involves attracting, developing and maintaining a quality workforce. The first responsibility of *attracting a quality workforce* includes HR planning, recruitment and selection. The second responsibility of *developing a quality workforce* includes employee orientation, training and development, and career planning and development. The third responsibility of *maintaining a quality workforce* includes management of employee retention and turnover, performance appraisal and remuneration and benefits.

HR specialists often help line managers fulfil these three responsibilities. A HR department appears on many organisation charts and is often headed by a senior executive reporting directly to the chief executive officer. It is also increasingly common to find organisations outsourcing various technical aspects of the HRM process. There are a growing number of career opportunities with consulting firms that provide such specialised services as recruiting, remuneration planning, outplacement and the like. In a dynamic environment complicated by legal issues, labour shortages, economic turmoil, changing corporate strategies, new organisation and job designs, high technology, and changing personal values and

# The work of the Human Resources department

**Recruitment** and selection are the most familiar roles of the Human Resources department, and this chapter will look at these roles in detail, and at another important area of human resources work – the training of employees. Redundancy and dismissal are also the responsibility of the Human Resources department and these are discussed too.



The responsibilities of the Human Resources department

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## Recruitment and selection

When an employee leaves a job, when a new business is starting up or when a business is successful and wants to expand, the process of recruitment and selection starts. The business will first of all have to decide if the employee leaving a job needs to be replaced. The recruitment process also gives the business an opportunity to reassess the nature of people's jobs and consider future requirements.

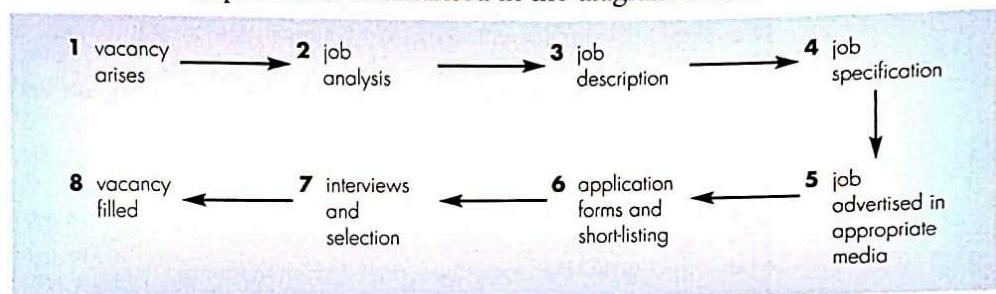
### Recruitment and Selection

- **Recruitment:** The process of attracting, screening, and selecting qualified candidates for a job. **Example:** Posting job vacancies online, conducting interviews.

In a large business this process of recruiting and selecting staff is usually undertaken by the Human Resources department. Small businesses do not recruit enough people to make it worthwhile having a separate Human Resources department – often the managers who will be supervising the employee will deal with recruitment for their department. For example, in a hotel a restaurant manager might recruit the waiters and waitresses.

The more important the job is to the business (the more technical and senior the position), the more careful and time-consuming the recruitment and selection process will be.

The recruitment process is summarised in the diagram below.



## The recruitment process

### Job analysis and description

#### Definitions to learn

A **job analysis** identifies and records the responsibilities and tasks relating to a job.

A **job description** outlines the responsibilities and duties to be carried out by someone employed to do a specific job.

A **job specification** is a document which outlines the requirements, qualifications, expertise, physical characteristics, etc. for a specified job.

The first stage of the recruitment process is to carry out a **job analysis** to study the tasks and activities to be carried out by the new employee. If the business is recruiting an employee to fill an existing post, for example if someone has left or been dismissed, an outline of the duties for the new employee will be relatively easy to draw up, and may even already exist. If the new employee is needed due to the business expanding or because the business has identified skills that it needs but no one in the business has these skills, more thought will have to go into the analysis of the job.

Once all of these details about the job have been gathered, a **job description** will be produced. A job description has several functions.

- It is given to the candidates for the job so they know exactly what the job entails.
- It will allow a **job specification** to be drawn up, to see if the candidates ‘match up to the job’, so that people with the right skills will be employed.
- Once someone has been employed, it will show whether they are carrying out the job effectively. If any disputes occur about what the employee is asked to do, it is something both the employee and the employer can refer to in order to settle any questions.

The exact content of a job description varies from business to business, but generally it will contain the following headings as outlined in the following case study.

- **Selection:** Choosing the right candidate for the job based on their qualifications and fit with the organization. **Example:** Assessing skills and cultural fit through interviews and assessments.

## Revision summary: the recruitment and selection process

**1 Analyse the exact nature of the job** and duties to be undertaken

The requirements of the job need to be decided. Will the job be different to the old one? If the job is a new one, what will the person be required to do? Can other people do some of these duties?

**2 Design a job description**

Once the exact duties have been decided they will be put together to form a job description. This document outlines the duties that the job involves and states to whom the person will be responsible, i.e. who will be their boss.

**3 Design a job specification**

A job specification outlines in detail the type of person who is required to do the job. It will include the qualifications, experience and personal qualities of the person that are essential and those that are desirable.

**4 Advertise the vacancy**

The job can now be advertised because the exact nature of the job has been decided and the qualifications, experience, etc. have been determined. Where to advertise has to be chosen. If the job is a senior one, which requires many qualifications, then the advert will need to be seen by people who live in different parts of the country or even in other countries. A national newspaper or specialist magazine for the industry will be chosen. If the job is a basic one, which does not require many qualifications or skills, then the advertisement could be placed in a local newspaper because many local people could have the necessary qualifications or skills to do the job.

**5 Send out application forms** to the applicants or read curriculum vitae/s/résumés and letters of application

People will apply for the job by sending a letter of application and a CV/résumé, or they will request an application form from the business, fill it in and send it back.

**6 Produce a short-list** from the replies of those to interview and take up references

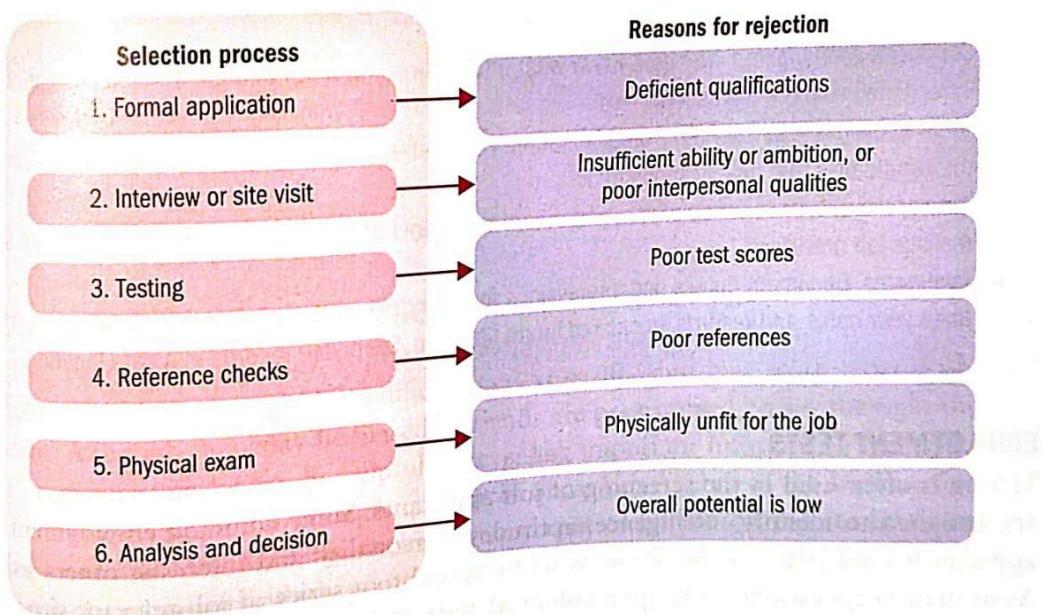
From the applications for the job, a short-list will be produced of those best matching the employer's requirements. References might be requested for those people to be interviewed. (If an applicant is to be offered the job subject to suitable references, these will be sought at stage 8.)

**7 Hold interviews and selection tasks**

Interviews will be held. These can also include other selection tasks, for example, written tests, practical tests, delivering a presentation on a pre-determined topic.

**8 Select suitable applicant** and offer them the job. Reply to unsuccessful applicants

The most suitable person for the job is chosen. A letter is sent formally offering them the job. Letters are sent to the unsuccessful applicants telling them that they have not got the job but thanking them for their interest in the business.



**FIGURE 12.2** Steps in the selection process: the case of a rejected job applicant

### Case study example

Here is a job description for a housekeeper in a hotel.

Job title:	Housekeeper
Department:	Housekeeping
Responsible to:	Hotel Manager
Responsible for:	Cleaners, room attendants

**Main purpose of the job:**

- Responsible for domestic services in the hotel, with an aim to keeping accommodation clean and maintained for the hotel guests.
- Responsible for the cleaners and room attendants. To take a supervisory role.

**Main duties:**

- allocation of duties, such as cleaning
- advising staff when queries arise
- sending soiled linen to the laundry
- organising repairs and replacement of worn items from rooms
- checking that belongings have not been left in rooms
- checking that the rooms are ready to receive guests
- informing reception when rooms are ready for occupancy.

**Occasional duties:**

- appointment of new staff
- training new staff in their duties
- training new staff to use the equipment
- disciplining staff as and when required
- dismissing staff if necessary.

#### Tips for success

Make sure you know the difference between a job description and a job specification and what they are used for.

Job descriptions sometimes also contain information about:

- the conditions of employment – salary, hours of work, pension scheme and staff welfare
- training that will be offered
- opportunities for promotion.

#### Job specification

Once a job description has been drawn up, the qualifications and qualities necessary to undertake the job can be specified. This list of desirable and essential requirements for the job is called a job, or person, specification. The listed requirements will usually include:

- the level of educational qualifications
- the amount of experience and type of experience
- special skills, knowledge or particular aptitude
- personal characteristics, such as type of personality.

### Case study example

Here is a job specification for a housekeeper in a hotel.

Job title:	Housekeeper
Department:	Housekeeping

#### Details of job:

- Responsible for domestic services in the hotel, with an aim to keeping accommodation clean and maintained for the hotel guests.
- Responsible for cleaners and room attendants. To take a supervisory role.

#### Qualifications:

Essential: 4 IGCSEs (A–C) including Maths and English.

#### Experience:

Desirable: Minimum 1 year's experience of working in hotels.

#### Skills:

- Communicates effectively with people.
- Ability to manage people.

#### Physical fitness:

- Fit, needs to be on feet all day.

#### Personal characteristics:

- Honest and responsible.
- Friendly, helpful, organised.

### Activity 8.1

- a) Draw up a job description for **one** of the following:

- Accountant
- Shop Assistant
- Hotel Manager
- Teacher

Research information to help you by asking someone who does the job or from careers information.

- b) Now draw up a job specification for your chosen job. The same research should help you to complete this task. Show which are essential and which are desirable requirements for the job.
- c) How does a job description and a job specification help to ensure the most suitable person for the job is recruited?

- a) An international construction company has just won a contract to build a dam in an African country. How might the Human Resources department recruit the following workers for the contract:
- experienced engineers
  - labourers?
- b) An international airline is expanding its operations in Latin America. It needs to recruit staff to be based in just this continent, as the flights will not go all around the world. What recruitment and selection methods would it use to appoint:
- airline pilots
  - cabin crew (air stewardesses and stewards)?

## Training and Induction

- **Training:** Providing employees with the knowledge and skills needed to perform their job effectively. Example: Conducting workshops, on-the-job training.
- **Induction:** Welcoming new employees into the organization and familiarizing them with its culture, policies, and practices. Example: Orientation sessions, buddy systems.

# Training

There should be clear objectives for training employees. Training is important to a business as it may be used to:

- introduce a new process or new equipment
- improve the efficiency of the workforce
- provide training for the unskilled workers to make them more valuable to the company
- decrease the supervision needed
- improve the opportunity for internal promotion
- decrease the chances of accidents.

Employees should be clear about the benefits of the training or they will not work hard or take the training seriously.

Training covers many different needs. Some may be short term, such as one-day courses on how to operate a new machine safely. Others may last a few days and some may be long term where a programme of management training is involved, such as an MBA (Masters degree in Business Administration).

Training is usually trying to achieve one or more of the following:

- increase skills
- increase knowledge
- change people's attitudes/raise awareness, for example, customer service.

There are three main types of training:

- induction training
- on-the-job training
- off-the-job training.

## Induction training

This is carried out when an employee is new to the post. When a new employee starts at a company, they will not know where anything is or who people are or what is expected of them. The induction programme will last sometimes for a day, sometimes for several days – it depends on the company and the particular job. When a person starts a new school, they are shown round, introduced to teachers and told about their lessons – this is the same type of information you would need to know if you had just joined a new company.

The advantages of induction training are that it:

- helps new employees to settle into their job quickly
- may be a legal requirement to give Health and Safety training at the start of a job
- means workers are less likely to make mistakes.

The disadvantages of induction training are that it:

- is time consuming
- means wages are paid but no work is being done by the worker
- delays the start of the employee commencing their job.

### Definitions to learn

**Induction training** is an introduction given to a new employee, explaining the firm's activities, customs and procedures and introducing them to their fellow workers.

**On-the-job training** occurs by watching a more experienced worker doing the job.

**Off-the-job training** involves being trained away from the workplace, usually by specialist trainers.

### Case study example

The following is an induction programme for a shop assistant.

08 30	Introduction
08 45	Company history
09 00	Company structure
09 30	Administration details: <ul style="list-style-type: none"><li>● Company regulations</li><li>● Health and safety in the workplace</li><li>● Uniform</li></ul>
10 30	Break
10 45	Workplace: <ul style="list-style-type: none"><li>● Map of the premises – places of work</li><li>● Staffroom</li><li>● Staff canteen</li><li>● First aid point</li><li>● Fire exits</li><li>● Human Resources Manager's office</li></ul>
11 45	Conditions of employment: <ul style="list-style-type: none"><li>● Rate of pay</li><li>● Hours worked</li><li>● Sickness and holiday pay</li><li>● Pensions</li><li>● Disciplinary procedures</li><li>● Breaks</li><li>● Staff purchase/discounts</li></ul>
12 45	Training opportunities
13 00	Lunch
13 30	Job training: <ul style="list-style-type: none"><li>● Customer service</li><li>● Stacking shelves/presentation of shelves</li><li>● Pricing goods</li><li>● Using bar code reader</li><li>● Using tills</li><li>● How to deal with difficult customers</li><li>● Security</li></ul>
17 00	Close

### On-the-job training

This is where a person is trained by watching a more experienced worker doing the job. They are shown what to do. This method of training is only suitable for unskilled and semi-skilled jobs.

The advantages of on-the-job training are that:

- individual tuition is given and it is in the workplace so the employee does not need to be sent away (travel costs are expensive)
- it ensures there is some production from the worker whilst they are training
- it usually costs less than off-the-job training
- it is training to the specific needs of the business.



The disadvantages of on-the-job training are that:

- the trainer will not be as productive as usual because they are showing the trainee what to do instead of getting on with their job
- the trainer may have bad habits and they may pass these on to the trainee
- it may not necessarily be recognised training qualifications outside the business.

### Off-the-job training



This is where the worker goes away from the place where they work. This may be in a different part of the building or it may be at a different place altogether, such as a college or specialist training centre. The techniques used to train workers are more varied and can involve more complex tasks. Off-the-job training often involves classroom learning, using lecture, role play, case studies or computer simulations. This may be similar to how you are taught.

The advantages of off-the-job training are that:

- a broad range of skills can be taught using these techniques
- if these courses are taught in the evening after work, they are cheaper for the business because the employee will still carry out their normal duties during the day
- the business will only need to pay for the course and it will not also lose the output of the employee
- employees may be taught a variety of skills, they become multi-skilled and this makes them more versatile – they can be moved around the company when the need arises
- it often uses expert trainers who have up-to-date knowledge of business practices.

The disadvantages of off-the-job training are that:

- costs are high
- it means wages are paid but no work is being done by the worker
- the additional qualifications mean it is easier for the employee to leave and find another job.

## Benefits of Training for a Business

**Improved Performance:** Well-trained employees are more productive and perform their jobs more efficiently.

**Increased Employee Morale:** Training shows employees that the company is invested in their development, leading to higher job satisfaction.

**Enhanced Innovation:** Training can help employees learn new skills and stay updated with industry trends, leading to innovative ideas and solutions.

**Reduced Turnover:** Employees are more likely to stay with a company that invests in their development, reducing recruitment and training costs.

**Adaptability:** Training can help employees adapt to changes in technology, processes, and industry practices, making the business more agile and competitive.

Training is necessary for the success of most businesses. It is a form of investment, but in human capital not physical capital. Investment usually leads to greater output in the future and this is true of employees as well as machinery.

### Activity 8.7

Copy out the table below and fill in the gaps.

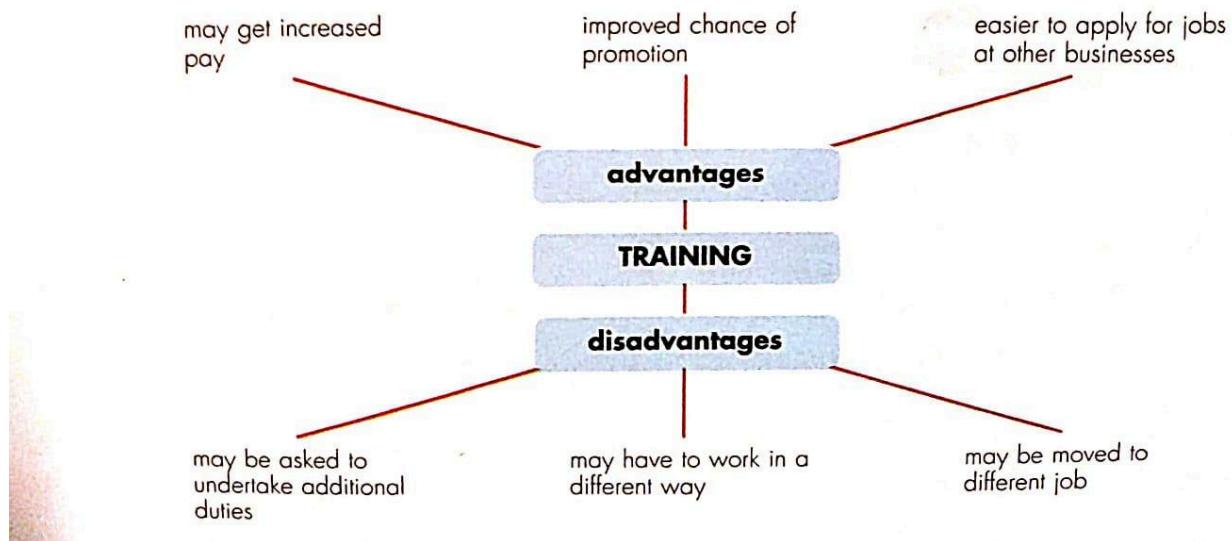
*Advantages and disadvantages of methods of training*

Method of training	Description	Advantages	Disadvantages
Induction training			
On-the-job training			
Off-the-job training			

## Revision summary: training (management)



## Revision summary: training (employee)



## Advice on Employment Legislation

- HRM provides guidance to ensure compliance with employment laws and regulations.  
**Example:** Advising on minimum wage laws, discrimination laws.

- Purpose of Employment Contracts: To define the terms and conditions of employment, including roles, responsibilities, and rights of both the employer and the employee.

## Workforce Planning

- **Forecasting:** Predicting future workforce needs based on business goals and objectives.  
**Example:** Analyzing current workforce skills and projecting future requirements.
- **Recruitment Strategy:** Developing a plan to attract and retain the right talent to meet business needs. Example: Implementing flexible work arrangements to address staffing needs.

In conclusion, HRM plays a critical role in managing employees and ensuring they are equipped with the skills and knowledge needed to contribute to the success of the business. Training is a key aspect of HRM that can provide numerous benefits to a business, including improved performance, increased morale, and reduced turnover. By effectively managing its human resources, a business can achieve its goals and maintain a competitive edge in the market.

## **EXERCISE 6:** What do you value in work?

### **Preparation**

Rank the following items for how important (1 = least important to 9 = most important) they are to your future job satisfaction.

My job will be satisfying when it:

- is respected by other people. \_\_\_\_\_
- encourages continued development of knowledge and skills.  
\_\_\_\_\_
- provides job security. \_\_\_\_\_
- provides a feeling of accomplishment. \_\_\_\_\_
- provides the opportunity to earn a high income. \_\_\_\_\_
- is intellectually stimulating. \_\_\_\_\_
- rewards good performance with recognition. \_\_\_\_\_
- provides comfortable working conditions. \_\_\_\_\_
- permits advancement to high administrative responsibility.  
\_\_\_\_\_

## **EXERCISE 17:** Performance appraisal assumptions

### **Instructions**

In each of the following pairs, check the statement that best reflects your assumptions about performance evaluation.

1. (a) a formal process that is done annually  
(b) an informal process done continuously

2. (a) a process that is planned for subordinates  
(b) a process that is planned with subordinates
3. (a) a required organisational procedure  
(b) a process done regardless of requirements
4. (a) time to evaluate subordinates' performance  
(b) a time for subordinates to evaluate their manager
5. (a) a time to clarify standards  
(b) a time to clarify subordinates' career needs
6. (a) a time to confront poor performance  
(b) a time to express appreciation
7. (a) an opportunity to clarify issues and provide direction and control  
(b) an opportunity to increase enthusiasm and commitment
8. (a) only as good as the organisation's forms  
(b) only as good as the manager's coaching skills

## Interpretation

The 'a' responses represent a more traditional approach to performance appraisal that emphasises its evaluation function. This role largely puts the supervisor in the role of documenting a subordinate's performance for control and administrative purposes. The 'b' responses represent more emphasis on the counselling or development role. Here, the supervisor is concerned with helping the subordinate perform better and learn how they might be of help.

Source: Developed in part from Robert E. Quinn, Sue R. Faerman, Michael P. Thompson and Michael R. McGrath, *Becoming a Master Manager: A Contemporary Framework* (New York: Wiley, 1990), p. 187. Exercise adapted from John R. Schermerhorn, *Management*, 12th edn (New York: Wiley, 2013), pp. 347-8.

# SUMMARY

## Why do people make the difference?

- Even in this age of information, high technology and globalisation, people still drive the system; they make organisations work.
- Organisations with positive HR policies and practices are gaining significant performance advantages in such areas as lower turnover, more sales, higher profits and increased shareholder wealth.
- The commitment to human resources made by founders of start-ups has long-term consequences for organisational performance.
- The challenges of complexity and uncertainty in highly competitive environments are best met by a diverse and talented workforce.
- The diversity advantage is gained only when the talents of all people, regardless of personal characteristics, are unlocked and they are given the opportunity to perform.

## What is strategic human resource management?

- The HRM process is the process of attracting, developing and maintaining a quality workforce.
- A complex legal environment influences HRM, giving special attention to equal employment opportunity.
- HR planning is the process of analysing staffing needs and identifying actions to satisfy these needs over time.
- The purpose of HR planning is to make sure the organisation always has people with the right abilities available to do the required work.

## How do organisations attract a quality workforce?

- Recruitment is the process of attracting qualified job candidates to fill vacant positions.
- Recruitment can be both external and internal to the organisation.
- Recruitment should involve realistic job previews that provide job candidates with accurate information on the job and organisation.
- Managers typically use interviews, employment tests and references to help make selection decisions; the use of assessment centres and work sampling is becoming more common.

## How do organisations develop a quality workforce?

- Orientation is the process of formally introducing new employees to their jobs, performance requirements and the organisation.
- On-the-job training may include job rotation, coaching, apprenticeship, modelling and mentoring.
- Off-the-job training may include a range of formal courses and programs, as well as simulations and other training specifically tailored to job needs.
- Performance management systems focus on the establishment of work standards and the assessment of results through performance appraisal.
- Common performance appraisal methods are graphic rating scales, behaviourally anchored rating scales and multiperson comparisons.

## How do organisations maintain a quality workforce?

- Career planning systematically matches individual career goals and capabilities with opportunities for their fulfilment.
- Programs that tackle work-life balance and the complex demands of job and family responsibilities are increasingly important in HRM.
- Remuneration and benefits packages must be continually updated so the organisation maintains a competitive position in external labour markets.

## Assignment

### Activity 8.8

For each of the examples below, decide what type of training would be most appropriate and why.

- a) S&S plc have just introduced a new computer program into the accounts offices. All the accounts employees will need to know how to use the new software.
- b) Sandeep has been given a job as a trainee manager with a large retail company. The training will last for about two years.
- c) James has just got a job as a hotel porter. He has never done this type of job before. He is starting work next week.

**social responsibility**

### From chief executive to philanthropist: a personal story



Bill Gates, co-founder and chairman of Microsoft, appeared on American TV interview show *Charlie Rose* in July 2012. He spent the bulk of his hour-long interview discussing the work of the charitable Bill and Melinda Gates Foundation in impoverished countries like India. Gates stepped down as chief executive of Microsoft in 2000, and in 2006 began transitioning from full-time duties at the company to spending the bulk of his time with the charitable organisation he founded with his wife six years earlier. Initiatives the Bill and Melinda Gates Foundation have overseen include vaccination programs and the distribution of mosquito nets in malaria-stricken regions.

The Bill and Melinda Gates Foundation has contributed more than \$US1 billion to combat disease and poverty in India. Gates (pictured), who recently visited the country, told Rose that 'health is improving in India as fast as any place in the world'. Asked by Rose to compare China and India in terms of a culture of innovation, Gates said India's leadership in producing software engineers was unparalleled, but, overall, China's engineering and manufacturing sectors were 'much further ahead of India'. Gates also described the reasoning behind his transition from cutthroat businessman to philanthropist.

I think the world's best companies are built by fanatics, and when you're in your 20s and 30s, being fanatical comes easy, at least it came pretty naturally to me. I didn't feel that bad that that's what I was doing ... I think now in my 50s, this way of operating, where I'm backing a lot of these great scientists [developing health care programs and technologies] is what is the most natural for me.<sup>110</sup>

**Question**

What does corporate social responsibility mean to you? Can you provide examples of positive CSR? When does CSR become a marketing tool?

## **What does CSR mean to you?**

Corporate Social Responsibility (CSR) refers to a company's efforts to operate in an economically, socially, and environmentally sustainable manner. It involves taking responsibility for the impact of a company's activities on society and the environment, beyond legal and regulatory requirements.

OR

CSR, or Corporate Social Responsibility, means acknowledging that businesses have a responsibility to society beyond just making profits. It involves integrating social and environmental concerns into business operations and interactions with stakeholders.

## **Examples of positive CSR:**

**Community Engagement:** Many companies engage with local communities through initiatives such as volunteering programs, community clean-ups, or supporting local schools and charities. For example, Starbucks' Community Service Program encourages employees to volunteer in their communities, improving the company's image and employee morale.

**Environmental Sustainability:** Companies often implement environmentally friendly practices to reduce their carbon footprint and impact on the environment. For example, Patagonia's commitment to sustainability includes using recycled materials in their products and donating a percentage of their profits to environmental causes, which has helped enhance their brand image among environmentally conscious consumers.

**Ethical Sourcing:** Companies can demonstrate their commitment to ethical practices by ensuring that their supply chains adhere to fair labor standards and environmental regulations. For example, Unilever's Sustainable Living Plan includes goals to source all agricultural raw materials sustainably, which has helped improve the company's reputation and consumer trust.

**Employee Well-being:** Companies can invest in programs that promote employee well-being, such as health and wellness initiatives, flexible work arrangements, or professional development opportunities. For example, Google's employee perks and benefits, including on-site health services and generous parental leave policies, have contributed to its reputation as a top employer.

**Education and Skill Development:** Companies can support education and skill development initiatives to empower communities and contribute to economic growth. For example, Microsoft's YouthSpark program provides technology

education and training opportunities to young people around the world, helping to bridge the digital divide and improve access to education.

**Patagonia:** This outdoor clothing company is known for its commitment to environmental sustainability. They use recycled materials, support fair labor practices, and donate a percentage of their profits to environmental causes.

**Unilever:** Unilever has a Sustainable Living Plan that focuses on reducing their environmental footprint, improving health and well-being, and enhancing livelihoods. They have made significant progress in reducing waste and sourcing sustainable ingredients.

### **Social Responsibilities from Chief Executive to Philanthropist:**

**Chief Executive:** As a chief executive, one's social responsibility includes ensuring the company operates ethically, complies with laws and regulations, and considers the impact of its decisions on stakeholders such as employees, customers, and the community. An example is Satya Nadella, CEO of Microsoft, who has focused on sustainability and accessibility in technology.

**Corporate Leader:** Corporate leaders have a responsibility to lead by example and promote a culture of social responsibility within the organization. An example is Tim Cook, CEO of Apple, who has championed environmental sustainability and human rights.

**Philanthropist:** Philanthropists like Bill Gates take their social responsibility to the next level by using their wealth and influence to address pressing global issues. Gates, through the Bill and Melinda Gates Foundation, focuses on healthcare, education, and poverty alleviation around the world.

### **When does CSR become a marketing tool?**

CSR can become a marketing tool when companies engage in socially responsible activities primarily for the purpose of enhancing their brand image or generating positive publicity, rather than out of genuine concern for social or environmental issues.

Example:

Greenwashing: This is when a company exaggerates or misleads consumers about its environmental practices to make its products appear more environmentally friendly than they actually are.

Overall, while CSR can be a valuable way for companies to make a positive impact on society, it is important for these efforts to be sincere and aligned with the company's values and mission, rather than simply a marketing tactic

## **PH1 – BENEFITS OF TRAINING**

Benefit	Explanation