

# **Human Resources Policies and Procedures**

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## **Abstract**

Within various types of organizations, the employees as well as the employers need to carry out their job duties in accordance to policies and procedures. In leading to well-being and progression and enhance the reputation of the organization, it is necessary to formulate human resources policies and procedures. When the human resources abide by the policies and procedures, they are not only able to implement their job duties appropriately, but also would promote discipline within the working environment. The policies and procedures need to be concerned in terms of various areas such as, technical, clerical, management, administration and so forth. When the employees get recruited within the organizations, they are required to go through training and development programs. In these programs, they are imparted with knowledge in terms of human resources policies and procedures. When the human resources follow the policies and procedures, they are able to benefit to a major extent. The main areas that have been taken into account in this research paper are, meaning and significance of human resources policies and procedures, types of human resources policies, and areas in which human resources policies and procedures are implemented.

**Keywords:** Activities, Employees, Goals, Human Resources, Objectives, Organizations, Policies, Procedures, Tasks

Human resources (HR) policies and procedures are regarded as formal commitments that are focused upon the ways, in which employers treat the employees. Within the organization, it is apparent that members cannot carry out tasks and activities in isolation. In order to carry out various tasks and functions, they need to organize meetings, exchange ideas and suggestions, share viewpoints and work in co-ordination with each other. Collaboration and integration among the members are regarded to be of utmost significance in promoting a healthy and safe working environment. It is apparent that members need to form good terms and relationships with each other. The primary objective of HR policies and procedures is to create a working environment, which makes provision of support and assistance to the employees to build up self-esteem and self-confidence. They are able to implement behavioural traits, which enable them to carry out their job duties in accordance to the expectations of the employers.

HR policies and procedures are subjected to changes. They do not remain the same throughout. With advancements taking place and with the advent of modernization and globalization, changes take place in HR policies and procedures. For instance, when changes take place in the production methods, traditional methods get replaced by technical methods and machines, then it is apparent that changes will take place in HR policies and procedures as well. The HR policies and procedures aim at promoting an environment, in which the individuals feel appreciated and empowered. Furthermore, it is vital to take into consideration various factors that would promote implementation of job duties and achievement of organizational goals satisfactorily. These include, management of resources, initiating training and development programs, providing infrastructure, amenities, facilities, machines, tools and technologies, encouraging effective communication processes, promoting employee health and safety and creating an amiable and pleasant working environmental conditions. Therefore, it can be stated that it is necessary to formulate policies and procedures which would contribute efficiently in the implementation of these factors.

## **Meaning and Significance of Human Resources Policies and Procedures**

The human resources policies and procedures are regarded as the backbone of any organization. These documents consists of all the details regarding the treatment, which needs to be given to the employees in the organization and make provision of assistance to the employees in acquiring an efficient understanding of the organizational culture. The HR policies and procedures manual is compiled first and thereafter an employee handbook is prepared in conjunction with the prevailing policies and procedures as laid down in the earlier document. Such documents make provision of clear description in terms of the benefits and incentives that need to be given to the employees. Within the organization, it is necessary to ensure employees implement their job duties in accordance to rules and policies and proper standards need to be recognised within the working environment. In the case of occurrence of issues, either on the part of the employers or employees, the HR manual is regarded as one of the important sources to provide resolutions (HR Policies and Procedures Manual, 2019).

The human resources, employed in various positions, such as, managers, administrators, supervisors and so forth consult these documents from time to time, before formulating procedures and orders. Through these documents, they are able to acquire the details necessary in the effective implementation of organizational policies and procedures to

be followed. Furthermore, these documents can also acquaint the employees in terms of the ways in which organizational policies and procedures lead to progression and well-being. The employees may also generate information in terms of ways such as, leaves sanction, different allowances, insurance plans, anti-harassment rules, anti-drugs rules and so forth. The handbook of the employees contain the information, pertaining to employment procedures of the employees. The significance of HR policies and procedures is primarily recognized in making provision of essential information to the employees, so they are able to put into operation their job duties in an appropriate manner. In addition, they are able to generate information in terms of departments, personnel, organizational goals and so forth (HR Policies and Procedures Manual, 2019).

Organizations can hire an HR Consulting Firms for the preparation of both or either of the HR policies and procedures manual and the employee handbook. An HR consultant can provide assistance to the organization in preparation of new HR policies and procedures manual and employee handbook for the organization. He can revise certain aspects of the documents or completely revise the HR policies and procedures manual and employee handbook. It is necessary to check the documents for the rules that have been changing within the course of time. Audit the existing HR policies and procedures manual and or employee handbook to make sure that the details provided are relevant to the organization. The job duties of the HR consultant can include just one covering document or both, these are the HR policies and procedures manual and employee handbook. Also as per the requirement of the administration, the consultant may be asked to either work upon the entire document or just a few policies (HR Policies and Procedures Manual, 2019).

When compiling the HR policies and procedures manual, an HR consultant needs to be trained, taking into account various factors. These include, organizational culture, legal rules and regulations and market trends. On the other hand, when the individuals are preparing employee handbooks, they need to take into consideration various aspects. These include, HR policies and procedures manual of the organization, present rules and regulations related to employees within the organization, legal compliances and industry norms (HR Policies and Procedures Manual, 2019). Within the organizations, this is comprehensively understood that in order to carry out one's job duties in an appropriate manner, it is vital for the individuals to follow the norms, principles and standards. When they adequately follow the norms, principles and standards, they are able to carry out their job duties in a well-organized manner. When the members are working towards formulation of policies and

procedures, they need to ensure they are in accordance to the organizational structure and organizational objectives. This aspect needs to be clearly understood by the members.

The HR policies and procedures make provision of help and assistance to the organization in achieving its goals and objectives. It is of utmost significance for the organization to determine the ways that may help the individuals in reaching its goals and objectives. Organizations need to formulate an HRM strategy as well as the business drivers, which may make the strategy indispensable for their success. It is a fact that to thrive and prosper in the challenging business environment, organizations need to generate awareness in terms of utilization of modern and innovative methods. As with advancements taking place, when there will be introduction of modern and innovative methods in the implementation of job duties, then there will be changes taking place in the HR policies and procedures. It is vital for the employees to be well-equipped with the usage of these methods and procedures. Therefore, it can be stated that with the introduction of modern and innovative methods, HRM turns into a valuable tool for the management to lead to progression and goodwill (HR Policies and Procedures Manual, 2019).

The practice of HRM needs to be integrated with the overall strategy to ensure the effectiveness of the human resources in the implementation of tasks and activities. Within the organization, there are number of departments, i.e. financial, marketing, human resources, clerical, technical, and so forth. In various departments, human resources are recruited in accordance to their educational qualifications, competencies and aptitude. They undergo training and development programs, at the time of recruitment as well as within the course of their employment to generate information in terms of modern, technical and pioneering methods. Furthermore, the HR policies and procedures need to be modified, particularly when changes are taking place in the methods and procedures. There are introduction of novice approaches, which may enable the individuals to carry out their job duties in a well-ordered manner and achieve organizational goals. Therefore, it can be stated that HR policies and procedures make provision of assistance and support to the employees, which may enable them to generate information and carry out their job duties in a well-organized and satisfactory manner.

### **Types of Human Resources Policies**

Some of the laws require the employers to communicate workplace information to the employees in a written form. In the absence of specific requirement, the employers need to

implement policies that would communicate to the employees, benefits and expectations. The employees need to be well-aware in terms of policies and abide by them in an appropriate manner. The various types of human resources policies have been stated as follows: (15 Must-Have HR Policies and Forms, 2015).

*At-will Employment* – This statement reiterates that either the employer or the employee have the right to terminate the employment relationship at any time. Furthermore, the reasons for termination can also be numerous, but it needs to be ensured that reasons are lawful and valid. In other words, when the employers and employees are bringing an end to the employment relationship, when employees are quitting their jobs or when employers are terminating the employees, in accordance to the policy the reason should be genuine and lawful. Therefore, it can be stated that at-will employment is an important HR policy, applicable in various types of organizations.

*Anti-harassment and Non-Discrimination* – These are the policies that prohibit harassment and discrimination within the working environmental conditions. Within the organization, there are individuals, who are different from each other on the basis of number of factors. These include, caste, creed, race, religion, gender, age, ethnicity, educational qualifications, competencies and socio-economic background. It is necessary to make provision of equal rights and opportunities to all individuals and there should not be any form of discrimination on the basis of any of these factors. In order to lead to enrichment of the organizational structure, it is essential to abide by the policies of anti-harassment and non-discrimination.

*Employment Classifications* – The employment classifications are defined as jobs, which are full-time and part-time. In various types of organizations as well as educational institutions, the individuals seek employment opportunities on full-time as well as part-time basis. When the individuals form the viewpoint that they are engaged in other tasks for which they need to take out time or have other responsibilities, they are engaged in their jobs on part-time basis. Normally, individuals are engaged in jobs on full-time basis to enhance their career prospects and to sustain their living conditions in an appropriate manner. Employment classifications determine the eligibility for pay and benefits.

*Leave and Time off Benefits* - When employees are overwhelmed by various issues and problems and are required to take leave, it is necessary to grant them leave in accordance to the policies and procedures. On the other hand, when they need time off, such as, when

they are required to leave the workplace within the course of working hours, then too it has to take place in accordance to policies. These policies address the rules and procedures of the organization in terms of holidays, vacations, sick leaves, bereavement leaves, leaves due to personal problems, family issues and other time off benefits. Furthermore, it is necessary to check the state and local law to ensure all the leave requirements are included in employee handbook.

*Meals and Breaks* – The meal timings and breaks within the organizations also takes place in accordance to laws and policies. When the employees are going for lunch, in some cases, they are allowed one hour and in some half an hour. Normally, employees are allowed to take a ten minute break, after they have worked for three to four hours. The employees need to be communicated in terms of these policies at the time of recruitment. On the other hand, when employees fail to follow these policies, they are given warning by their supervisors. Rest periods, and meal periods are provided in accordance to the federal, state and local laws.

*Timekeeping and Pay* – A timekeeping policy makes provision of information to the employees in terms of the methods for recording of the time worked and the significance of recording their time in an accurate manner. A policy on paydays lets the employees generate information in terms of the frequency of paydays, methods available for receiving pay and any special procedure, particularly when the pay day falls on a holiday or when the employees are absent from work. The policies in terms of timekeeping and pay enable the employees to generate contentment, as they are made aware in terms of pay procedures.

*Safety and Health* – Safety and health of the employees are regarded to be of utmost significance. It is indispensable for the employees to maintain good health in order to carry out their job duties in an appropriate manner. Safety policies are related to the safety procedures. When employees are engaged in hazardous jobs, it is essential for them to generate awareness in terms of safety and health procedures that are necessary to generate the desired outcomes. On the other hand, policies related to maintenance of good health conditions among the employees are primarily concerned with methods that are necessary to prevent accidents, injuries and various types of health problems. It is essential for the employees to take precautions, especially when they are engaged in hazardous occupations and are required to work with chemicals and machines.

*Employee Conduct, Attendance and Punctuality* – Policies related to employee conduct enable them to maintain good terms and relationships with each other, communicate effectively and inculcate the traits of morality and ethics. Whereas, policies related to attendance and punctuality make provision of information to the employees that they need to maintain their attendance and depict punctuality. The employees need to be scheduled to work in their required work timings. Within the course of performance of their job duties, they need to be aware of measures and approaches that are necessary to achieve personal and organizational goals and incur the feeling of job satisfaction.

*Hiring Forms* – There are a variety of forms that would make provision of help and assistance that can render a significant contribution in identifying well-qualified and competent candidates during the pre-hiring process. These hiring forms include, job application and candidate evaluation form. When recruitment and selection of candidates takes place, it is vital to make sure they possess the essential skills and abilities. Therefore, the hiring forms enable the hiring authorities to determine, whether the employees are well-qualified for the implementation of job duties or not. Therefore, it is necessary to formulate policies to lead to recruitment and selection of employees in an effectual manner.

*Use of Technologies and Materials* – In order to perform job duties in an appropriate manner, it is apparent that employees need to make use of technologies and materials. There are formulation of certain policies as well in terms of usage of technologies and materials. For instance, excessive printing should be avoided. On the other hand, when the employees are making use of materials in the production of goods, then also they need to make sure that raw materials need to be used in accordance to the job requirements. Wastage should be avoided. The employees need to be well-aware and competent regarding use of technologies and materials in the implementation of job duties.

*Handbook Acknowledgements* – When an employee signs the form, he or she acknowledges that they are responsible for reading and complying with all the organizational policies. The employers are required to obtain the signed acknowledgements, when one first issues the handbook. When the new employees are hired, then too changes are required to be made to the handbook, as information is put regarding them. When the employees get recruited within the organization and throughout their tenure, there are records maintained. The employers need to obtain demographic information in terms of the employees and

maintain records. When the employees are no longer part of the organization, the information regarding them is no longer available.

*Performance and Discipline* – Policies regarding performance and discipline are regarded to be of utmost significance. These policies make provision of information to the employees regarding how they need to conduct themselves within the organization. This include various aspects such as, implementation of job duties, communicating and dealing with the other members of the organization, generating awareness in terms of programs and procedures, managing resources, making use of technologies and resources and contributing in the formation of amiable environmental conditions. The members of the organization need to be disciplined. When they have experienced a conflicting situation or disagreement, then also they are required to implement peaceful conflict resolution methods. Therefore, it can be stated that following of policies related to performance and discipline would enable the employees to perform their jobs well and incur the feelings of job satisfaction.

*Management of Resources* – Management of resources is regarded as one of the important areas. The members of the organization need to pay adequate attention towards management of resources on a continuous basis. There are three important resources within the organization, financial, human resources and technical. There are formulation of policies in terms of management of these resources. On the other hand, when changes takes place in terms of these resources, it is apparent that changes will take place in the policies as well. Therefore, it can be stated that members need to follow the policies in terms of adequate management of resources, prevent their wastage and use them in an efficient manner.

*Conflict Resolution Methods* – Conflict resolution methods need to be put into operation in a peaceful manner. In some cases, there are occurrence of conflicting situations and disagreements among the members of the organization. In such cases, there are formulation of policies that they need to be implemented in a peaceful manner. Peaceful settlement of conflicting situations and disagreements enable the individuals to form good terms and relationships with each other, carry out their job duties in an efficient manner and incur the feeling of job satisfaction. When there are occurrence of conflicting situations and disagreements, it is vital to implement effective communication skills and listen to each other in a calm manner. Therefore, it can be stated that conflict resolution methods are effective in the maintenance of good terms and relationships with each other and work in co-ordination.



*Organizational Expenses* – In leading to effective functioning of the organization, there are expenses involved. In other words, financial resources are regarded to be of utmost significance in promoting operative functioning of organization, its departments and human resources. There are organizations, which possess sufficient financial resources, and there are organizations, which possess limited financial resources. When financial resources are sufficient, the organizations do not experience any problems in the implementation of tasks and activities, bringing about changes, initiating modern and innovative methods, introducing new technologies, promoting an increase in salaries and reimbursements and so forth. On the other hand, when the organizations possess limited financial resources, they need to conduct adequate planning. Therefore, it can be stated that it is necessary to formulate appropriate policies in terms of management of financial resources and utilizing them in an efficient manner in order to lead to progression and well-being of human resources and organization.

### **Areas in which Human Resources Policies and Procedures are implemented**

Within different types of organizations, there are number of areas in which HR policies and procedures are implemented. Some of these have been stated as follows:

*Recruitment and Selection* – When job vacancies takes place within the organizations, then the employers and hiring authorities need to implement the policies and procedures for recruitment and selection of individuals. When these aspects are to be implemented, the employers and hiring authorities need to take into consideration various factors. These include, educational qualifications, skills, abilities, demographic factors and so forth. It is unlawful to discriminate against the individuals on the basis of factors, such as, caste, creed, race, ethnicity, religion, gender and socio-economic background. On the other hand, recruiting individuals on the basis of educational qualifications and competencies is appropriate. Therefore, it is essential to follow proper procedures and policies, particularly when recruitment and selection of individuals takes place (Avishikta, n.d.).

*Employment* – Within various types of organizations, there are number of policies that are related to employment of individuals. These include, minimum hiring qualifications and experience, sources which would facilitate recruitment and selection, reservation for different groups, maintenance of effective terms and relationships among the members of the organization, reliance on various selection devices such as, tests, reference checks and interviews, placement of new employees and orientation of new employees (Avishikta, n.d.).

The primary objective of employment policies is to generate awareness and augment understanding among the employees in terms of various aspects of the organization. Furthermore, the employees need to maintain appropriate terms and relationships with others and work in harmony. Therefore, it can be stated that employment policies need to render a significant contribution towards the attainment of desired goals and objectives.

*Training and Development* – When the employees get recruited within the organization, they are required to undergo training and development programs. These programs are attended by the employees not only at the time of recruitment, but also within the course of implementation of job duties. The employees are able to generate sufficient awareness in terms of organization as well as in the implementation of job duties. To make available the facilities for promoting efficient training and development of the employees, it is necessary to make use of appropriate teaching-learning methods, teaching-learning materials and instructional strategies. Furthermore, the trainers need to be well-qualified, competent and put into practice instructional strategies in an appropriate manner. Therefore, it can be stated, when the initiation of training and development programs takes place, they have to be in accordance to policies and procedures.

*Labour Welfare* – In order to bring about improvements in industrial relations, it is necessary to bring about changes in policies and procedures. The main objective of labour welfare policy is to put into operation the areas, which would facilitate up-gradation of employees. In the case of occurrence of problems and challenges, it is necessary to make use of suitable methods. Labour welfare policies are regarded as effectual in the encouragement of mutual negotiations, preparation and execution of labour welfare programs and to make arrangements for all the possible facilities for health, education and other welfare programs. In other words, the labour welfare policy focuses upon up-gradation of health conditions and education among employees. Furthermore, the employees need to be enabled to perform their job duties and responsibilities in an effectual manner, leading to achievement of personal as well as organizational goals.

*Transfer and Promotion* – Transfer and promotion of members are an integral parts of organization. It is apparent that all employees aspire to attain promotional opportunities, but it is not necessary that they would require transfer. In order to put into operation, transfer and promotion in an appropriate manner, it is necessary to formulate policies and procedures. These need to take into account the factors such as, purpose of transfer, period of transfer,

causes of transfer, availability of promotional opportunities, factors that need to be taken into consideration to acquire promotional opportunities and period of service within the organization. In order to acquire promotional opportunities, there are certain aspects that need to be taken into consideration. These include, providing service to the organization for certain period of time, possessing sufficient knowledge and competencies, implementing appropriate behavioural traits, inculcating the traits of morality and ethics and maintaining good terms and relationships with others. These factors are important on the part of employees, but on the part of the employers as well, it is necessary to implement policies related to transfer and promotion in an efficient manner.

*Worker's Compensation* – Worker's compensation is a publicly sponsored system that pays monetary benefits to the workers, who suffer from accidents and injuries within the course of their jobs. Worker's compensation is the type of insurance that makes provision of compensation for the injuries or disabilities sustained within the course of their employment. By agreeing to receive worker's compensation, the workers in some cases are also provided with the right to sue their employers for their negligence (Kagan, 2019). When the members of the organization are formulating worker's compensation policies, they need to ensure that compensation has to be in accordance to the injuries or accidents that the workers have undergone. When the accidents are minor and injuries are less, the compensation is also less. Whereas, in the case of major accidents and injuries, the compensation is more. Worker's compensation policies are helpful to the employees in recuperating and reimburse for the losses they have suffered.

*Integration and Human Relations* – Within the organizations, individuals cannot carry out their tasks and activities in isolation. Therefore, it is necessary for them to work in integration and form good terms and relationships with each other. Integration and human relations with the organizations are referred to as the processes of bringing about improvements in motivation by encouraging proper working environmental conditions, training programs, timely payment of wages and so forth. Human relations are referred to an integrated approach derived from various disciplines such as psychology, sociology, economics and management. Promoting integration and human relations among the members of the organization is considered important in augmenting their knowledge and competencies, so they are able to carry out their job duties in accordance to the expectations of their employers and incur job satisfaction. Therefore, it can be stated, both employers and

employees need to pay attention towards reinforcement of integration and human relations policies.

*Work Management* – Work management policies are the policies that are related to job duties, responsibilities and well-being of the employees. The work management policies are referred to as the set of guidelines that structure the plan of the organization for dealing with an issue. Work management policies are the sources of communication between the employers and the employees (Policies and Procedures in the Workplace, 2019). The employers are required to make provision of appropriate information to the workforce in terms of implementation of job duties. It is the primary job duty of the supervisors to lead the workforce in the right direction. On the other hand, it is vital on the part of the employees to stimulate their mind-sets towards work and acquire an efficient understanding of work management policies. Therefore, it can be stated that work management policies are regarded to be indispensable in the implementation of job duties satisfactorily as well as in achieving the desired goals and objectives.

*Performance Appraisal* – Performance appraisal is referred to as the systematic process in which the job performance of the employees is evaluated. The job performance is primarily evaluated in terms of research projects or presentations on which they have worked. In addition, the performance of the employees is also evaluated in terms of contributions to the organization. It is also known as the annual review or performance review. The primary objective of performance appraisal is to identify the employees worth and contribution to the organization. The important factors include, rate of absenteeism, amount of work, efficiency, resourcefulness, conscientiousness and so forth. The performance appraisal policies make provision of assistance to the managers in placing the right employees for the right jobs, depending on their skills and aptitude (Performance Appraisal, n.d.). Furthermore, these policies also help in identifying the limitations and bringing about improvements. Therefore, it can be stated that employers and managers need to generate awareness and put into operation the performance appraisal policies to generate the desired outcomes and promote well-being of employees and organization as a whole.

*Administration* – Administrative functions are indispensable in various types of organizations. These functions make provision of information and direct the individuals in an appropriate manner that would enable them to carry out administrative functions satisfactorily. The administrative management theory makes an attempt to find a way to

design an organization on the whole. This theory calls for an organised management structure, a clear division of labour and delegation of power and authority to the individuals, pertinent to their areas of job duties and responsibilities (What is Administrative Management Theory? 2019). Research has indicated that within organizations, the directors or heads are vested with the power and authority to carry out the managerial and administrative functions in a satisfactory manner. In order to put into operation, the administrative policies in an appropriate manner, it is vital for the individuals to generate awareness in terms of numerous areas. These include, organizational goals and objectives, methods and procedures, infrastructure, technologies and equipment, financial resources, and the overall working environmental conditions. Furthermore, it is necessary to augment one's understanding in terms of advancements taking place and modern, scientific and innovative methods. Therefore, it can be stated that generating information in terms of these factors will lead to implementation of administrative policies in an efficient manner.

## **Conclusion**

HR policies and procedures are regarded as formal commitments that are focused upon the ways in which employers deal with the employees. Within the organizational structure, the members are assigned various job duties in accordance to their educational qualifications, competencies and aptitude. It is apparent that they need to generate adequate information in terms of implementation of job duties satisfactorily. Apart from this, it is vital for them to acquire information in terms of HR policies and procedures as well. Through these HR policies and procedures, the members of the organization obtain proper guidance and direction. Within the course of time, changes take place in HR policies and procedures. The various types of human resources policies are, at-will employment, anti-harassment and non-discrimination, employment classifications, leave and time off benefits, meals and breaks, timekeeping and pay, safety and health, employee conduct, attendance and punctuality, hiring forms, use of technologies and materials, handbook acknowledgements, performance and discipline, management of resources, conflict resolution methods and organizational expenses.

The areas in which HR policies and procedures are implemented within the organization are, recruitment and selection, employment, training and development, labour welfare, transfer and promotion, worker's compensation, integration and human relations, work management, performance appraisal, and administration. Bringing about effective

growth and development of the organization, satisfying customer demands, enhancing its reputation within the marketplace are some of the objectives of the organization. All the members of the organization are required to dedicate themselves wholeheartedly towards the achievement of desired goals and objectives. Therefore, in order to carry out their tasks and activities in a satisfactory manner, it is necessary to upgrade their knowledge in terms of modern and innovative methods as well as HR policies and procedures. The members of the organization need to work in collaboration with each other in order to augment their understanding and modifying HR policies and procedures. Finally, it can be stated that they need to be beneficial to the members and organization as a whole.

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