



EUROPEAN
INTERNATIONAL
UNIVERSITY



COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialization:	Marketing & Sales Management
Affiliated Center:	CEO BUSSINESS SCHOOL
Module Code & Module Title:	MGT530-Human Capital Management
Student's Full Name:	Mahmoud Rajab Mohammad Abualsha'ar
Student ID:	EIU2022804
Word Count:	3691
Date of Submission:	25-8-2025

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE:

25-8-2025

DATE:

EIU Paris City Campus

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

EIU Corporate Strategy & Operations Headquarter

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

Table of Contents

1	Introduction	1	1
2	Critique of Amazon’s Current HR Policies	1	6
3	Proposed HR Policies	6	9
4	Job Listings with Starting Salaries	9	11
5	Health, Safety, and Wellbeing Guide	11	12
6	Conclusion	12	13
7	References	13	14

1. Introduction

Amazon is one of the biggest companies in the world and is known for its new ideas in online shopping, cloud computing, AI, and logistics. Jeff Bezos started Amazon in 1994, and since then it has expanded to hire more than 1.5 million people on multiple continents. Managing human resources is very important for Amazon to stay competitive, inventive, and efficient while also satisfying the requirements of its many employees.

This research will look at Amazon's present HR policies and give a whole HR framework to help keep employees, improve customer service, strengthen performance management, and improve communication inside the company. The report also suggests compensation levels for three important jobs: secretary, marketing, and operations manager. It ends with a complete guide on health, safety, and well-being.

This policy proposal aims to provide practical modifications that conform to worldwide best practices, while simultaneously evaluating Amazon's existing HR procedures. The report's suggestions are meant to help Amazon stay the world's top business, make employees happier, and lower the number of people who leave the company.

2. Critique of Amazon's Current HR Policies

A. Hiring and recruiting

Amazon has some of the most rigid and well-organised employment practices in the business sector. Amazon tests applicants' technical skills in a number of ways and makes sure they embrace the company's basic values, which include being responsible, putting the customer first, and working hard. These are behavioural interviews, online aptitude exams, and case-based problem-solving activities.

The good news is that this stringent procedure makes sure that Amazon keeps hiring people who are exceptionally skilled and can do well in a job that changes quickly. On the other side, some people feel that the way people are employed is excessively focused on short-term production and efficiency and doesn't take into account long-term employee well-being and cultural fit.

For instance, warehouses often hire a lot of staff rapidly at busy times of the year, including the holidays and Prime Day.

This "dispensability" approach makes it simpler to imagine that workers can be readily replaced, instead of considering them as significant long-term assets.

workers also don't like it when there aren't enough workers for specific occupations.

Amazon has claimed in public that company aims to be friendly and diverse, but reports say that women, minorities, and older workers occasionally have problems getting into leadership posts.

Amazon's hiring process is highly stringent about technical abilities, but it should shift to focus on principles that are more human-centered, such being open to everyone and keeping employees for a long period.

B. Learning and Growing

Amazon has spent a lot of money on new training platforms, and a lot of them involve digital tools. Amazon realises how crucial it is for its workers to continuously learning. The Career Choice program, for instance, pays for up to 95% of the training costs for workers who wish to get certified in professions that are in high demand, such as healthcare, information technology, and mechanical crafts. The corporation also gives its workers several chances to learn new things, go to leadership training schools, and switch departments.

Even with these benefits, there are still big differences in who can get training. People who work in offices and technology are more likely to obtain advanced training, mentoring, and leadership skills. Blue-collar warehouse workers, on the other hand, don't get enough training on safety and efficiency, and they don't get any aid with going up in their jobs. This establishes a two-tiered workforce system, which means that not everyone has the same possibilities to get ahead in their job.

A lot of Amazon's training is also self-directed and centred on technology. This might not be enough for employees who learn best by doing things with a mentor or in person. This discrepancy suggests that Amazon has to offer training programs for all types of employees so they may get ahead in their careers. This will make employees more loyal and less likely to quit.

C. Keeping and losing employees

A lot of people complain about Amazon's human resources system since there are so many employees that leave, especially warehouse workers. Studies and news reports say that many workers quit their employment during the first year because of bad working conditions, rigorous productivity regulations (such using handheld scanners and monitoring systems), and not enough time off.

Amazon has to keep hiring, onboarding, and training new employees because of this high turnover, which costs the company money and could hurt productivity in the long run. Also, it causes knowledge loss because important operational insights are often lost when people leave early. Amazon's "short-term employment" mentality makes it hard to build lasting work communities and keep employees loyal.

Amazon has tried to keep employees by offering benefits packages, signing bonuses during busy times, and pay raises, but critics say they are more reactive than proactive. Amazon is still having trouble keeping employees because it doesn't focus enough on work-life balance, professional growth, and mental wellness.

D. Culture and Relations with Employees

Because Amazon's culture is based on performance, innovation, and competition, people have termed it "uncompromising" for a long time.

Amazon is known for being severe and demanding, even while this culture has helped the company become a world leader in e-commerce and technology.

Reports say that workers are generally fatigued, unmotivated, and don't care about their mental health. In this culture, people typically obtain rewards for working hard, even if it harms their mental health.

Also, workers don't have many opportunities to help out or be involved in making decisions. Because of this, workers may feel like their ideas don't matter in a workplace with a lot of levels, which makes them less motivated and engaged.

Even though certain steps have been taken to promote diversity and inclusion, the company's culture still places outcomes ahead of mental health.

Amazon has to make its workplace more collaborative, caring, and focused on employees in order to establish a balance between innovation and sustainability. Employees should be thanked for more than just their performance indicators.

E. Pay and Benefits

Amazon's compensation and benefits are about the same as those of other corporations in the same area.

The company made news in 2018 when it upped the minimum wage in the US to \$15 an hour. Then other businesses did the same thing. Like other big corporations, Amazon gives its workers health insurance, retirement plans, parental leave, and stock options for some employment.

Critics, on the other hand, say that pay doesn't always match how hard the job is, especially in warehouses where workers have to achieve stringent quotas. Employees at corporations get paid in stock, can move forward in their jobs, and enjoy more flexible hours. But many workers on the front lines think that their remuneration doesn't match how much they perform.

Amazon has a culture that values performance, so employees are expected to "earn" their benefits by doing a good job all the time. This may be hard for people who are sick or have personal concerns. So, even though the pay structure looks fine, they still don't know if it's fair and complete.

F. Conditions at Work

Safety and working conditions are perhaps the biggest problems at Amazon, especially in the delivery facilities. A lot of the time, workers have to do the same physical duties over and over, such lifting large boxes, standing for long periods of time, and walking vast distances. This makes it more probable that they will get wounded. Investigative reports have indicated that working quickly in warehouses can lead to musculoskeletal diseases, heat stress, and accidents.

People may do risky things to reach productivity goals, such skipping breaks or speeding through jobs without following correct ergonomic protocols. Some others think that Amazon's commitment to spend money on safety technologies like

wearables, AI-based safety monitoring, and robotics isn't enough to genuinely make work less stressful. These technologies are more about helping workers get more done.

Warehouse workers have also indicated that they are anxious about not getting enough restroom breaks, severe rules regarding how to use them, and not having enough time to rest between shifts. These things can make workers feel like they are just parts of the machine and not people who are important. Amazon needs to put in place a full set of safety measures that focus on preventive, ergonomic design, and mental health in order to deal with these problems. This will make sure that the workplace is safe and healthy for workers for a long time.

3. Proposed HR Policies

If Amazon wants to maintain developing and being viewed as a leader in its sector, it needs to keep making its HR practices better. The following proposed policies are all about keeping staff, serving customers, talking to each other, and keeping track of performance. These initiatives are aimed to do more than just lower the number of employees who leave; they are also meant to make Amazon's culture, employee engagement, and operational excellence better.

A. How to Keep Employees

People have been talking awful things about Amazon for a long time because a lot of people quit their jobs at its warehouses. Keeping trained and engaged workers is very important for efficiency and new ideas. To do this, Amazon should take the following steps:

- Find a better balance between work and life: Employees, especially those who work in offices, can feel less pressured at work if they can work from home and have flexible hours. When workers don't have to work as much overtime in warehouses, they feel more valued and respected. This also stops them from getting weary.
- Career growth: Most training programs are for persons who already have high-level positions. Amazon can help people who work in warehouses move up in their careers by offering them more opportunity to learn new things and get

better at what they do. This can help people stay in their initial employment for a long period.

- Programs for recognition: People who work hard should be rewarded, but so should people who work together, come up with innovative ideas, and lead. People are more driven and feel significant when they obtain real prizes and recognition in front of other people.
- Employees can submit feedback in secret methods, like through surveys or hotlines that don't display their names. These are safe ways for workers to say what they think without worrying about getting in trouble. This makes the area look safe, open, and honest.

Expected result: These programs will minimise attrition, raise morale, and help employees perceive Amazon as more than simply a job, but as a place to build a career.

B. Improving Customer Service

People all throughout the world know that Amazon puts consumers first. To keep this edge, HR policies must make sure that customer service workers are well-trained, have the right tools, and are always learning new things.

- Better training for customer care teams: Giving personnel more training in how to deal with stressful customer situations professionally, such as how to resolve conflicts, show empathy, and solve problems.
- AI-powered support systems: Chatbots and automated knowledge bases are examples of AI tools that enable customer service agents quickly answer frequent questions. Customer support professionals may now focus on more difficult, people-centered conversations, which makes them happier and more productive.
- Customer feedback loops: Checking customer input on a regular basis and utilising it to grade how well employees are doing helps things get better all the time. It also makes it more likely that employees will embrace Amazon's "Customer Care" concept.

Expected result: These changes will help Amazon preserve its good name, get more customers, and help personnel deliver exceptional service.

C. Technology for Talking to Each Other Inside

It's really crucial that people in different Amazon teams and locations can talk to each other clearly. Technology can help individuals work together better and break down walls.

- Unified communication platforms: Microsoft Teams and Slack are two examples of systems that let people communicate messages, make video chats, and share files all in one place. This makes it easy for departments to talk to each other.
- Virtual town hall meetings: Executives hold regular meetings for all employees to discuss about the company's goals, performance, and challenges. These meetings also let staff ask questions, which encourages openness and inclusivity.
- Translation tools that use AI: Amazon has workers from all over the world, so translation technologies can help people grasp company messaging no matter where they are.

Expected outcome: Employees that communicate to each other more will perform better together, make fewer mistakes, and feel more engaged to the organization's objective.

D. Revision of Performance Appraisal

Some people have suggested that Amazon's current system for judging employees is too focused on numbers and statistics. The evaluation system would be more fair, balanced, and inspiring if it were changed.

- Balanced Scorecard Approach: Employees should be rated on more than just their performance measures. They should also be judged on their soft skills, such as teamwork, creativity, and leadership.
- Full Feedback: Getting feedback from coworkers, subordinates, and supervisors gives a more full and fair picture of how well an employee is performing.
- A culture of giving and getting feedback all the time: Managers should talk to their employees on a regular basis, not only once a year. This manner, they can coach and assist them right away, which will help them progress over the course of the year.

Expected Outcome: A more fair and detailed evaluation system would push workers to do more than just get things done. They would also put money into teamwork,

leadership, and new ideas, which would make Amazon's culture stronger in the long run.

4. Job Listings with Starting Salaries

Amazon needs more than simply innovative ideas to stay on top of the globe; it also has to build great teams in all areas of the business. The three vital occupations listed below are for a secretary, a marketer, and an operations manager. Each of these positions helps Amazon develop in a different manner. These positions include explicit job descriptions, duties, and starting pay that is in line with what is customary in the US.

A. Secretary

The Secretary will handle Amazon's day-to-day administrative and organisational tasks, which will be a major help to the executive team. This role makes sure that different departments can talk to each other and work together without any hassles. This lets managers focus on making important choices.

Main Duties:

- Help executives get more done by keeping track of their schedules and making appointments for them .
- Make high-quality reports, presentations, and internal papers that help individuals make decisions.
- Deal with personal letters in a way that is both professional and private .
- Make plans for business travels, meetings, and conferences .

The beginning wage is \$48,000 a year, which is about what most occupations in the U.S. that help with administration pay. This position pays well because it entails managing confidential information and supporting high-level executives.

B. Marketer

What the job is:

The Marketer will be in charge of designing and running marketing strategies that get people more interested in Amazon and make the brand more well-known. This

position needs both creative and analytical thinking to make sure that marketing programs fulfil the needs of customers and the company's goals.

Main Duties:

- Doing a lot of research on the market to learn about trends, customer behaviour, and how competitors run their businesses.
- Running social media campaigns on numerous sites to improve your profile on the web.
- Making advertising and other promotional pieces for both print and online media.
- Working closely with teams that produce new goods to make sure that marketing plans and the introduction of new products go together.

Beginning Salary:

According to industry norms, it should be \$65,000 a year. This number shows that there is an increasing need for experienced marketers that can improve online engagement and reach more customers in competitive fields like e-commerce.

C. Manager of Operations

What the job is:

The Operations Manager will be in charge of the warehouse and logistics operations, making sure that everything runs smoothly, safely, and on time. This job is very important for keeping Amazon's reputation for offering fast and dependable services, especially since it has a large distribution network.

Main Duties:

- Oversee warehouse teams to keep up their work and output.
- Keep an eye on performance indicators and come up with ways to make things run more smoothly.
- Make sure that all safety and health rules and standards are followed at work.
- Make logistics operations more efficient to cut costs and speed up delivery.

The starting salary is

According to US logistics management guidelines, it should be \$95,000 a year. This pay shows how important operations management is to Amazon's ability to stay ahead of the competition in terms of supply chain efficiency.

5. Health, Safety, and Wellbeing Guide

Amazon needs to put the health, safety, and well-being of its workers at the centre of its business plan if it wants to stay a worldwide leader. A healthy and safe workforce not only makes people more productive, but it also makes them more loyal and engaged. This guide lists the most important things Amazon should do:

A. Safety Steps at Work

Amazon needs to make sure that its buildings are always safe and secure. Regular safety checks and risk assessments help find possible dangers before they get worse. Adjustable workstations, supportive seats, and lifting aids are examples of ergonomic equipment that can greatly lower the risk of repetitive stress injuries and physical strain, especially in warehouses. Also, required safety training sessions make sure that every employee learns how to deal with risky circumstances and operate equipment safely, which helps build a culture of safety.

B. Programs for health and wellness

Health of employees is more than just being safe. Full employee health insurance gives you access to high-quality medical care when you need it. Counselling sessions and stress management courses are examples of mental health treatments that help people deal with the psychological demands of high-pressure jobs. On-site fitness centres and wellness activities, like yoga sessions and relaxation rooms, encourage employees to stay healthy, which lowers absenteeism and boosts morale.

C. Programs for a good work-life balance

In demanding workplaces like Amazon, burnout is a big problem. Employees can combine their work and personal lives better when they have flexible hours and a variety of career options. Paid family leave lets workers take care of their loved ones without having to worry about money or work. Cutting down on forced overtime in warehouses helps keep workers from being burned out, makes them happier, and lowers

turnover rates. These steps work together to make the workplace healthier and more sustainable.

D. Getting ready for an emergency

It's very important for big buildings to be ready for emergencies. Fire drills, first aid training, and detailed evacuation plans all help employees feel more confident and less panicked in an emergency. Fire extinguishers, automated external defibrillators (AEDs), and first aid kits are all examples of emergency equipment that is easy for employees to get to in case of an emergency.

Amazon can greatly cut down on accidents at work, enhance the health of its employees, and create a work culture focused on safety, trust, and compassion by putting these plans into action. This is good for both employees and Amazon's reputation as a responsible and moral employer.

6. Conclusion

This proposed HR policy goes over all of Amazon's current HR processes and points out the most critical strengths and problems that need to be fixed. Amazon is one of the most powerful organisations in the world because it has always been known for being inventive, leading the way in technology, and offering exceptional customer service. But since it has grown so quickly and hired so many people, HR has had a lot of trouble, especially when it comes to keeping employees, making the workplace safe, and finding a decent work-life balance.

The recommendations in this paper directly address these issues:

- Strategies for maintaining employees are supposed to minimise high turnover by fostering professional progress, enhancing work-life balance, and setting up procedures for recognition and feedback that encourage long-term loyalty.
- Amazon is working to improve its reputation for good customer service by offering its workers more training, AI-powered tools, and structured feedback loops that keep them getting better.
- Amazon is also working to strengthen its internal communication by employing modern technologies and multilingual

solutions to bridge the communication barriers amongst its diverse and global workforce. This helps to promote unity and openness.

- Performance appraisals that look at more than simply how much work someone does are more fair and transparent because they also look at creativity, teamwork, and the ability to lead.
- Amazon shows that it intends to compensate its workers well by publishing job vacancies with compensation ranges. This helps the business locate and keep good workers.
- The Health, Safety, and Well-being Guidelines indicate that Amazon must give its workers safe locations to work and extensive wellness programs that aid with both their physical and mental health.

These suggestions, when used together, provide a balanced plan that combines policies that are good for employees with ones that are good for business. They show that Amazon is moving away from considering employees as just things to be handled and towards seeing them as partners in the company's long-term success.

By putting these suggested HR rules into place, Amazon can reach many goals at once:

- Improve its reputation as an employer and lower public criticism of how it treats its workers.
- Make employees happier, more engaged, and more loyal.
- A motivated and supported team can boost productivity and creativity.
- Strengthen its image as a responsible employer that values, protects, and empowers its employees, as well as a worldwide business leader.

In short, Amazon's future success depends not only on how well it serves consumers, but also on how well it takes care of, invests in, and keeps its employees. A robust HR foundation will help Amazon's culture change as the company grows, which will be good for both the business and the long-term health of its employees.

7. References

1. Hiring and Recruiting: Amazon uses their "Leadership Principles" to hire people (Amazon.com, Inc., 2024) .

- Case studies reveal that Amazon's hiring procedure puts a lot of emphasis on speed and correctness (Dr. John Sullivan, 2022; Vervoe, 2023).
 - But in the past, individuals have been afraid that Amazon's recruiting procedure is unfair (ResearchGate, 2023) .
2. Training and Development: Amazon focusses about its employees' progress and gives them chances like Career Choice (HR Dive, 2023) .
 - But there is still a huge problem: warehouse and corporate workers don't have the same access to training (Harvard Business Review, 2022) .
 3. How to Keep Workers and How to Get Rid of Them • Many workers have quit their jobs at Amazon, notably in warehouses (Bloomberg, 2023; NELP, 2022) .
 - In some years, the turnover rate has been as high as 150% (The Guardian, 2022; WSWS, 2024; S&P Global, 2022) .
 - According to ResearchGate (2023), organisations are less stable when they have trouble keeping employees .
 4. The Society for Human Resource Management (SHRM) states that Amazon's workplace is stressful and competitive (SHRM, 2023) .
 - Workers claim they are worried and burned out because they don't have a decent work-life balance (New York Post, 2024) .
 - There still aren't enough avenues for people to give input, even though there are efforts to increase diversity (Harvard Business Review, 2022) .
 5. Pay and Benefits: According to the U.S. Bureau of Labour Statistics, Amazon raised the U.S. minimum wage to \$15 an hour in 2023 .
 - Some people don't like it since they feel pay doesn't always indicate how hard individuals work (Bloomberg, 2023) .
 6. Working Conditions • Safety and working conditions are still two of the most talked-about problems with Amazon (U.S. Senate HELP Committee, 2024; Wired, 2024) .
 - Investigations showed that there were a lot of accidents during crowded occasions, such Prime Day (Business Insider, 2024) .
 - The Guardian (2024) states that the UK asked for ambulances more than 1,400 times in five years .
 - Official reports demonstrate some success, notably a 34% decline in recordable injuries over five years (Amazon.com, Inc., 2024).