

LCBB4003

Introducing the Modern Workplace

Assessment 2 – Organisational Behaviour & Performance

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Background of Amazon and why Amazon has decided to move onto physical store? – by Luiza-Luciana Marin (2029964)

The online retail space has revolutionized business models and the distribution approaches that companies deploy in the market. Amazon is the leader of the online retail industry has undergone different changes with the company prioritizing innovation and customer needs to sustain and develop its operations. Under the leadership of Jeff Bezos, Amazon adopted an organizational culture where employees are allowed to input into various functions of the business. With other factors like strong organizational structure, leadership, and behavioural approaches, the company has continually grown to become one of the most profitable businesses globally. Since Jeff Bezos has given employees the freedom to explore and develop new ideas that could improve the company (Quinn, 2018). Through this, the company has discovered new opportunities and has been innovative in approaching the market. Despite the company allowing employees to have their input in the business process, one of the main focuses of the business is being customer-centric by ensuring that customers always receive the best deals without failure. Culture has been one of the main influences to customers to purchase their products through the Amazon platform (Bratton, 2015). Even more, checking on the company mission and vision, they have insisted on employees being bold and peculiar in dispensing services to customers. For these, those customers have always found the deals offered by Amazon attractive compared to competitors. The organizational culture that Jeff Bezos instilled has provided the company an avenue for expansion and growth.

Amazon's operations in the international market require that a strong organizational structure be deployed in the company. There are a lot of issues that arise because of different cultures and administration issues that arise in the process. Therefore, the necessity of a solid organizational structure is something that the company cannot avoid. Due to this, the company has a specific structure through which reporting and other administrative issues can be undertaken (Dudovskiy, 2018). Amazon has achieved tremendous growth because of smooth operations despite having a catchment in a wide area. It is through this that the company has achieved and even surpassed some of its goals and objectives. For example, during the Covid19

pandemic, the company has continuously posted an increased sales volume and profitability despite the normal distribution channels being disrupted. Amazon's topmost organ is the global function-based team which oversees different operational functions of the company world. It ensures all critical decisions that affect the whole organization are undertaken according to the company's expectations. It guides the rest of the organization on essential aspects that could affect the company's general performance. Further, the organization has deployed a global hierarchy structure that ensures every person understands their responsibilities through command and power (Dudovskiy, 2018). The approach is traditional as it has a structure that classifies the firm from the topmost person to the lowest. In addition, the geographical division takes charge of the company operations in different parts of the globe and deals with its problems comprehensively. Having such a strong organizational structure has assisted Amazon in handling different operational aspects and excelling in its undertakings.

Customers are critical parties when it comes to business operation. Amazon has undertaken to ensure their needs come first before anything the company. The company believes is that when customers are satisfied, a positive impact is also felt in the business. For this, Amazon provides its customers with irresistible offers that influence consumers in the decision-making process (Noskievičová, 2015). One of the major approaches that the company has deployed is a 2-day free delivery which is a very enticing deal because most other online retailers charge a fee for any home delivery. Most customers are purchasing goods because they feel the cost is cut from the goods they purchase. The company provides discounts on different goods and services that Amazon is more attractive than the competitors. Through this, the company has always influenced its customers towards continually purchasing from Amazon. In addition, the company has been providing high-quality customer services, which make them feel appreciated by the company and stick with purchasing from the platform. An example is the classification of goods based on categories, which saves time when searching goods on the platform. Money-saving approaches that come with promotions and free delivery are how the company has continually influenced consumer decision-making.

Amazon's profitability and operational sustainability is an approach that the company seriously considered. To achieve this, the company has to ensure innovation guides the company's undertakings within its operations. Through innovation, the company has come up with approaches that attract customers and increase loyalty. For a company to sustain itself for long, it has to increase its number of customers and loyalty. The employees of Amazon have the pillar for innovation where they ensure that

customers receive the best services without necessarily requiring approval from the top management (Mullins, 2016). Since Amazon has put in place approaches meant to ensure innovation is practiced in its operations, it has distinguished itself from the rest of the competitors.

When considering the idea of Amazon getting into having a physical store, it can be a result of employees wanting to improve the kind of services that customers get. With a physical store, consumers are likely to attract more with Amazon staff and create a strong bond with the brand, which will improve loyalty in the company. Having a non-food store will address the issue of customer dissatisfaction for those who could want to test the products before they can purchase their products. It can also be a strategy of trying to test how the company will perform with convenient stores spread across the world and create another company's revenue. Also, having a physical store can reach customers who do not want to purchase products from online platforms. The company can also use physical stores to address the issues of complaints raised by customers by directing them there to get the assistance that may not be offered through online platforms. Further, employees will have the feeling of interacting directly with customers, understanding their problems, and developing lasting relationships.

Analyse the differences between Amazon's physical organisational structure & performance, and online organisational structure and performance – by Desislava Radeva (2030540)

INTRODUCTION

The report aims to analyse the difference between physical and online organisational structure of Amazon. The company is taking leading growth in the UK market which is scattered at various locations. There are various opportunities drive in the era of digital market. Digitalisation is been growing rapidly in terms of internet usage, social media advancement, E-commerce and many more (Wu, and Gereffi, 2018). Therefore, the report is going to discuss how Amazon differentiated and manage organisational structure in both physical and online platforms.

MAIN BODY

Analyse the differences between Amazon's physical organisational structure & performance, and online organisational structure and performance

Organisational structure is a design and an overall process through which the people within company interacts and communicate with each other. It sets a clear path and chain of direction, communication among the department which is called as hierarchy. It shows how all the managerial activities carry out in the different departments of amazon. An organisational structure plays important role in giving clear instructions mainly in large organisation which have to manage diversified operations. It helps in avoiding confusion, delay in work activities and building strategies or policies for priority areas. The company is largely known as the topmost E-commerce platforms which sells wide ranges of product, enable software, AI and CRM growth. It provides IT solutions also, cloud computing, digital streaming (Min, Zacharia, and Smith, 2019). As both online and offline platforms are growing in terms of exchanging goods and services into market, Amazon has to maintain significant and effective chain of hierarchy which helps in keeping coordination achieve organisational goals and objectives. The company is maintaining effective performance across both the channels but has divided

into global functions-based groups in terms of function, and geographical divisions. The difference between both the channels are presented below:

Online organisational structure	Physical organisational structure
• Online structure is basically established to provide products and services from online platforms in order to give convenient services and save time and cost. • The Amazon maintain coordination by following Hierarchical structure which emphasise on keeping communication and control with all the IT managers and digital operators (Larke, Kilgour, and O'Connor, 2018). • As per this structure, the company follows internet ways of communication which reduce time for interaction and meetings. • This organisation structure is all based on technology. All the functions are based on the use of internet in terms of making changes, website control, new features and monitor activities of customer. • The Amazon compete with the online organisation by following this structure such as Walmart, Apple, Google and Microsoft. • This organisation structure has much effective performance as it reduces unnecessary time for decision making and organisation find details, information and data about customers with easy excess through Artificial intelligence. • Amazon is undertaking profitability and productivity through physical channels as people find it more convenient and suitable to purchase from home.	• These channels are the most common in business environment which is enable to sell product and services through stores and shops. • Amazon mainly follow flat organisation structure in which the company has much control over all the operations. Employees are not allowed to take business decisions by their own and require managers control and agreement. • Amazon established chain of Hierarchy in every department differs in product and service and every employee report to department manager. • This physical store is not based on technology. All the work carried out through making physical interaction and there is minimum virtual communication in the physical store. • In working with this channel, the company compete mainly with fashion retailer, supermarkets like Tesco, Sainsbury's and Walmart. • This organisational structure is quite complex and time taking. In this, employees find difficulties to work effectively due to many delays and uncertainties. • The company has effective with this organisation structure as it maintains all the internal operations and creativity of managers which leads to provide business solutions.

• This is most preferred way of purchase, and the fastest delivery, exchange and return are effective services provided by Amazon through online channels. • This channel ascertains Omni-channel marketing and expansion through many other social media platforms.	• Physical channels are not much suitable for exchange and returns as customer needs to make time to visit stores (Steenkamp, 2020). • Physical channels do not involve effective way of marketing and collaborations which deprived the opportunities for company.
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It has analysed from the differentiation of physical and online channels; the organisation needs to have effective working structure across any platforms. Both the channels are necessary for the Amazon as they have diversified operations which require a lot of function, managerial control, resources and working criteria. Organisation structure will create a set of standards in which all function is carried out under different departments. Therefore, online platforms are found to be much effective rather than physical ones (Sohl, Vroom, and Fitza, 2020). In the era of digitalisation, Amazon is taking growth in E-commercial platforms which assure high profitability and customer engagement. So that, the company needs to create much focus on the online channels such as website, apps and other social media like Twitter, Instagram and many more. It will focus on keeping customer happy and resolve many E-commerce issues which creates problems in Amazon functioning. The difference has shown that, physical channels are working upon traditional ways in which employees and manager has to maintain a line of communication that cause delay and miss management at workplace. Whereas online channels provide easy and effective ways to communicate directly, and the data and information saved and secured. It is necessary for Amazon to look for better performance through online channels to provide effective services.

CONCLUSION

The report has concluded that there are various differences derived among online and physical channels and its performance. As online platforms are being the need for every customer in market which grabs huge attention of people. Therefore, it has concluded that, productivity and profitability are being secured through the online channels due to effective organisational structure and wide reach in international market.

**Discuss different tasks and skills that management team of Amazon at
Bluewater Amazon store can apply to bring operational effectiveness –
by Svetoslav Hristov Radev**

INTRODUCTION

The organisational success and growth is depending on the operational effectiveness. This is the reason that company needs to increase effectiveness of operations which can be possible only with the assistance of performing different task and skills by management team, in order to bring operational effectiveness (Anderson, 2017). In this report, Amazon is undertaken in order to show the effectiveness of operations. It is the American multinational organisation that expand their business in UK by opening their non food store at Bluewater. This report will be discussing the task and skills that need by management team in order to bring operational effectiveness.

MAIN BODY

**Discuss different tasks and skills that management team of Amazon at
Bluewater Amazon store can apply to bring operational effectiveness**

Amazon is boosting their business at UK stores and that's why they opened their first non food store at the Bluewater shopping centre. For their success and growth, they need to focus on performing different task by management team effectively in order to bring operational effectiveness. In addition to this, management team of Amazon also needs skills which assists them to bring effectiveness in their operations. Some task which needs to be performed by management team of Amazon are mentioned below:

Resource utilization

It is very important for the management team of Amazon that they should make sure about their planning of resources should be very effective so that they are able to utilize and optimize their resources in an effective way (Sousa and Rocha, 2019). The operational effectiveness can be achieved when Amazon's management team is utilizing their resources in optimum way. Improper utilization of resources is directly affecting on the operational effectiveness as it increases cost.

Inventory management

It is very important for the management team of Amazon to check the inventory in which they needs to ensure that right products are delivered to the right locations.

High operational effectiveness needs continuous check or track its stock, prices of products, etc. This is the reason that management team of Amazon needs to develop inventory management strategy so that they are able to achieve the goals and objectives.

Leading and controlling functional performance

It is very important for management team of Amazon that they should lead and control functional performance in an effective way so that they are able to achieve the high operational effectiveness. There are many functions which need to perform such as production, manufacturing and distribution, etc. These functions should be performed effectively so that they can increase the effectiveness of operations. It is necessary for management team of Amazon to control their employees' performance by analysing and measuring their performances and find deviations. After that they need to take necessary course of actions in order to overcome with that gaps or deviations.

Leveraging and automating process

It is identified that leveraging the power of automation is very important as it helps in improving the effectiveness as well as proactively meet the market needs and wants (Jia, Yang and Yang, 2019). This is also very helpful in order to gain competitive advantage. Management team of Amazon is able to achieve high effectiveness which leads to success the business of their first non food store at Bluewater shopping centre.

All the above task should be performed by management team of Amazon in an effective way so that they are able to bring effectiveness in their operations. In addition to these tasks, it is very important for the management team of Amazon to develop some necessary skills which assist them to achieve high effectiveness in their operations. Some of the skills are mentioned below:

Technical proficiency

In the phase of technological world, it is very important for management team to possess technical skills (Kowo, Owotutu and Adewale, 2019). Technical proficiency is crucial in order to bring operational effectiveness. The reason behind this is Amazon is the technology based organisations and that's why their functions are all technology based so management team should possess technical proficiency in order to handle the problems or challenges in operation management such as production automation, software to access project data, track budget, etc.

Decision making skills

It is one of the most important skills which needs to be possess by the management team of Amazon as it helps then to enjoy opportunities. This is crucial for an organisation to understand that decision making process should not take too much time as delays in decision leads to lost the opportunities of success. This is the reason that Amazon's management team should possess decision making skills.

Risk analysis

The business environment is filled with full of risk as it is found that risk are always associated with dynamic nature of business environment (Tegethoff and et.al., 2019). So for overcoming with the upcoming risk challenges, it is essential for management team of Amazon to possess risk analysis skills so that they can analyse the risk within time. This will assists in reducing the negative impact of upcoming risk with the right step. Amazon is decided to run their business in Bluewater shopping centre store and it is obvious that they have to face risk which can be reduce with the right strategy.

Budget management

Budget management is very important for every organisations so that they can save the cost in an effective way. Budget management should be present in the management team of Amazon which assist them to reduce the overall cost and leads to operational effectiveness.

These are the important skills which should bes possess by management team of Amazon in order to grow their business successfully at Bluewater shopping centre. With the assistance of these skills, an organisation is able to achieve high effectiveness in their operations.

CONCLUSION

It can be concluded from the above discussion that it is very important to increase the effectiveness of operations as it leads to achievement of goals and objectives in an effective way. For that purpose, management team should perform some necessary task in order to bring effectiveness in operations. In addition to this, management team should possess skills in order to bring operational effectiveness.

Evaluate how management team of Amazon at Bluewater Amazon store can influence and motivate non-management staff members to improve their overall performance – by Karol Kutak

INTRODUCTION

The term organisation behaviours may be defined as the process of studying or understanding the behaviour of an individual or group of people along with their performance within the working environment of the company. With the help of this study the management of the company not only understand the behaviour of their employee but also provide knowledge to them about the work of employees (Curran and Prottas, 2017). The researcher who studies the organisation behaviours can easily identify the impact of both internal as well as external factor which directly affect the working of individual or group of people. This result in setting a clear interface between the worker and the higher authorities. The first and the foremost aim of the researcher is to develop a good and healthy working environment within the workplace which not only motivate the employees of the organisation but also improves their productivity of carried out the task. The following report is based on the Amazon which is the multinational brand of United states. The company was founded in 1994 by Jeff Bezos and the headquarter of the company was situated in Washington. Amazon is one of the largest online stores all across the globe which deals in more than 564 million products range.

MAIN BODY

Evaluate how management team of Amazon at Bluewater Amazon store can influence and motivate non-management staff members to improve their overall performance.

The management team of the Amazon company regularly focus on improving the overall performance of the non-management staff by providing them different types of opportunities like reward appraisal and many more (Sony and et. al., 2021). The theory which can be used by the management of the Amazon company to influence and motivate the non-management staff is **Maslow's - hierarchy needs of theory**. In relation to the Amazon at Bluewater the theory has been discussed below:

Maslow's - hierarchy needs of theory

This theory was developed by Abraham Maslow's which is totally based on needs of people. They suggest that people are motivated by satisfying their basic needs before moving on to other needs. This hierarchy is shown in a shape of pyramid in which the lowest level become the dominant and more powerful while the top level become more complex.

Physiological needs: - these are the basic needs for the existence of human being. These needs are very dominant in nature because these are directly related to survival and maintenance of human life (Birch, Memery and Kanakaratne, 2018). These needs consist of food, water, shelter, clothing, air and other basic needs of life. These wants to need to be satisfies continuously until the death of human being.

Safety and security needs: -this is the second level of Maslow's theory in which the needs are becoming a bit more complex. At this level the needs of security and safety become more powerful which includes financial security, health and wellness, life insurance, health insurance, finding a job. All these needs became a human being economically and financially sound.

Social needs: -if both the above needs are being satisfied properly then belongingness and love come into priority. At this level the emotional relationship motivates the human behaviour which includes friendships, romantic attachments, family, social groups, community groups. All these needs motivate the people to work hard.

Self-esteem needs: - Maslow's believe that people want respect in his life. People have the desire to be respected by other this is called esteem. When the bottom three level have been satisfied, esteem need play very important role in motivating the human behaviour. This includes self-respect, power, freedom, attention, appreciation etc. fulfilment of these needs leads to self-confidence and inability to fulfil of these needs leads to weakness and helplessness.

Self-actualization needs: -in this need Maslow's reflects an individual desire to grow and develop to his/her full potential (Currin and Hubach, 2019). Every individual has the power to do things different from other which gives a sense of satisfaction.

From the above information it has been seen that if the Amazon at Bluewater apply Maslow's - hierarchy needs of theory they can easily motivate their non-management employees by satisfying their all level of need. This not only improves the productivity of the employees but also provide them the scope of personal development

and growth. This factor has directly impact on the working of the employee staff members as they are motivated as per their level of need and the management make sure that it offers them sufficient opportunities so that they can move ahead to achieve their next level of need.

Different types of factors which influence the non-management staff member of the Amazon at Bluewater

Recognition matter: - This factor plays a very integral role not only in influencing the non-management staff member of the company but also in the success of an organisation. Every employee of the company expect appreciation from the management for their efforts and contribution in different business functions. In an organisation appraisal system and recognition go hand in hand (Janmaimool, 2017). In relation to the Amazon at Bluewater, if the management of the company recognise their effort and contribution then this not only boost up the confidence of the non-management staff but also push them to attain the objectives of the business well effective manner. The company must have to follow the policy of recognising the efforts and reward for the same.

Encourage health and wellness: - Adjusting into the new environment is still being considered as an uphill battle for many of the employees some of them easily adopt the new environment and some of them trying to cope with it. It is very important for an organisation to take care of the health and wellness solemnly of the non-management staff on continuous basis. In context to the Amazon at Bluewater, it is very important for the management to ensure that non-management staff member of the company must cope up with the new environment. This result in that, the staff member of the company works with better productivity and better sound mind or body. The management of the company must have to organise some wellness programme or counselling session for the employees which befits them in relation to their health.

Communication improves team efficiency: - Communication is being considered as the most important key factor which not only help in success of the organisation but also help in improving the overall performance of the employees (Olckers and Van Zyl, 2019). With the help of effective communication an organisation can set a clear path in front of the employees. In relation to the Amazon at Bluewater, the manager of the company has to organise meetings and conferences on regular basis. By doing this they provide different opportunities to their non-management staff members which help them in sharing their knowledge and information. If the employees

of the company are engaged through effective communications, then this impact positively on their working and improve their overall performance.

CONCLUSION

From the above report it has been concluded that if the organisation has good and healthy working environment within their workplace then employees of the company complete their task with utmost productivity. From the business point of view, it is very important for the management to behave in a very effective manner with their employees. This positively impact on the working of the company. The above report concluded a motivational theory which motivates the non-management staff member of Amazon at Bluewater. Along with this different factor has been concluded which influence the overall performance of the employee in relation to the respective company.

An analysis of internal and external factors influencing individual and group behaviour and performance of the management team of Amazon at Bluewater Amazon store - by Alina-Valeria Buzuloiu

INTRODUCTION

Amazon is the most well-known business that is revolutionising the way items are bought and sold around the world, having a reputation for effective communication with its suppliers and customers, and promoting a consumer-driven policy that the customer is always right.

As stated on Amazon's blog, Amazon has some of the most modern workplaces in the world, with industry-leading wages, processes, and systems to ensure all employees' well-being and safety. Amazon strives to be "Earth's Best Employer", and they are dedicated to provide their Amazon 4-star store team, as well as all of their workers, with the tools they need to succeed in their current jobs and future careers. (Source: <https://blog.aboutamazon.co.uk/working-at-amazon/meet-some-of-the-amazon-4-star-store-team>).

In an efficient organisation, there are a multitude of elements that influence employee behaviour directly or indirectly. Organisational performance can be affected by a variety of internal and external factors. (Mullins, 2007, pp. 85-87)

Internal Factors that influence individual and group behaviour and performance of the management team

Individual and group effectiveness are influenced by a variety of internal factors or characteristics. Members' education and training, communication, workplace design, employee incentives such as growth and opportunities, views toward certain organisational activities and challenges to develop and maintain culture, access to resources and technology are factors that influence group and individual behaviour.

Organisational culture

Organisational culture is determined by the way things are done in an organisation, the unwritten rules that determine individual and group behaviour and attitudes. The organizational structure, the system and processes by which work is done, employee behaviour and attitudes, the organization's values and traditions, and

the management and leadership styles used are all factors that can influence organisational culture. (Armstrong, 2006, p. 304).

Workplace design

The workplace is constantly adapting and changing, and businesses must keep up with the latest trends. As productivity is pivotal to the survival of any organisation, companies have changed their workplace design to better accommodate employees, boost morale, and increase efficiency in order to increase and promote productivity. Amazon 4-star is uniquely designed to replicate the online shopping experience of its customers in a physical store, while encouraging employees to seek diversity, learn and develop trust in their co-workers.

Employees growth and opportunities

Amazon is investing in its people and has a reputation for being an innovative place to work, and managers must find new ways to keep their people motivated as much as possible. By offering a competitive rate of pay, opportunity to grow and a safe workplace are few incentives offered to motivate its employees in order to boost their performance and production. Employees who are enthusiastic about their jobs are more productive, driven, loyal, and committed to seeing the company flourish by exceeding customers' expectations.

Communication

Communication is one of the most important internal factors. Successful organisations thrive on clear and frequent communication amongst teams and team leaders in order to achieve efficiency.

Positive communication has an impact on the quality of interpersonal relationships and can have a significant impact on other people and how they respond to management, while organizations with communication difficulties have rigid leadership structures, which undermine trust.

Access to resource and technology

Employee's performance and efficiency will improve when updated equipment, software, and technical support, among other things are provided. The organization's information system can offer members with data and forecasts to assist them develop tasks and performance strategies, as well as provide performance evaluation. Informal and formal training systems help members perform better by equipping them with the essential skills and information ahead of time and in response to their demands.

External Factors that influence individual and group behaviour and performance of the management team

Every organisation exists within a larger context where consumers, suppliers, unions, shareholders, the government, and a variety of other groups and individuals must all contact with one other on a regular basis. In the environment, each organisation has goals and obligations that are tied to one another. The current environment is dynamic and will remain so in the future.

Organisational structure

Organisational structures differ in various ways, but they all have a few things in common. Business organisations can be thought of as open systems that are always in contact with the environment in which they operate. There are a lot of sub-systems that interact with each other inside the organisation. Overall organisational models emphasise the interrelationships between technology, structure, operational methods, and environmental factors. (Mullins,2007, p.108)

Managers who can learn and transmit what they've learned within their organisations may also learn from and communicate effectively with the organization's external environment, resulting in a continuous exchange of ideas that benefits both the organisation and the environment.

Market trends

Because every business delivers its products to the environment, it must compete in the marketplace. Other companies selling the same items and buyers who are not buying the product are two sorts of forces that might affect an organization's competitive position.

Amazon 4-star store is retailing products rated 4 stars and above by online customers, as well as products manufactured by small businesses in UK and to keep up with the market trends the offers will change on a regular basis.

Location

When looking for a store location, Amazon needs to consider several factors such as cost, size, amenities, and client and customer comfort, which are among the most important. Employees, on the other hand, are a major decisional factor because the store's location may have an impact on who eventually works there. If the location is ideal, the organisation will be able to compete more effectively for top employees.

Customer needs and demands

Customers are external factors that have a significant impact on an organization's operations. It is extremely advantageous to establish healthy relationships with customers, as they are at the centre of most businesses. Developing a positive customer relationship allows businesses to better understand how they may better serve their customers' requirements.

Environment

The external environment refers to variables, forces, situations, and events that occur outside of the organisation and have an impact on its performance. It is significant because it presents managers with restrictions and challenges. The impact of the external environment on jobs and employment, the level of environmental uncertainty, and stakeholder relationships are just a few examples of how the external environment influences management performance.

CONCLUSION

Organizations are forced to evolve as their social, political, economic, technological, and legal environments change. Organizational changes such as major functions, production processes, labour management, type of competitors, economic restrictions, organisational methodologies, and so on may come from such changes. Organizations must evolve in order to survive in a changing environment.

Higher management can encourage performance by setting challenging and specific goals for group performance. When management gives the team a lot of power over how to achieve these goals, performance improves. Organizational reward systems boost productivity by focusing on group activities and outcomes rather than individual performance, and by recognising and reinforcing successful work.

Beliefs about how work gets done, how change happens, what clients and customers expect, and how external trends and developments affect the organisation are some of the most important.

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