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HUMAN RESOURCE PLANNING AT AMAZON

HRM and IHRM

An organization's management is the efficient running of the organisation in order to achieve its objectives, targets, and goals. It is responsible for the management of the company's capital, financial, and human resources, all of which contribute to the company's overall financial worth and viability. Marketing, production, human resource management, strategic, financial, operations, information, service, and technology are all included in human resource management, as is international human resource management in the case of companies that hire expatriates. Human resource management is also included in strategic, financial, and operations management.

Human resource management (HRM) is a type of management study that focuses on human resources in a certain country. But International Human Resource Management is concerned with human beings all over the world rather than those who live within a certain geographical area. IHRM is a specialised course with greater scopes than HRM that is considerably more expensive (Anon., 2020).

Human Resource Management (HRM) is an abbreviation of the full term. Human resource management is well-known for dealing with a constrained and narrow perspective and viewpoint. That is, it solely looks for human resources in the country where it is being used. Human resource management is required to adhere to all laws and regulations enacted by the country in which the company's headquarters are located. Human resource management (HRM) is responsible for developing standard policies that apply to all employees across the country. Human resource management is restricted to citizens of that country. In the case of human resource management, the risk is negligible (Anon., 2021).

International Human Resource Management (IHRM) is an abbreviation for International Human Resource Management. This research takes a more comprehensive approach to IHRM. IHRM adheres to the laws and regulations that have been passed in numerous nations throughout the world. Employees' lives are frequently disrupted by the International Human Resources Management (IHRM). In the case of IHRM, people from a variety of cultural backgrounds work together. In the field of international human rights management, risks such as crises and terrorism exist. In the field of IHRM, different cultures have an impact on the culture of an organisation or a corporation.

Summary

Human Resources are the most valuable assets of the Company that achieves business goals and create new ones to sustain in the market; therefore, insistence on Human Resource development becomes integral for the organization, especially for a tech-driven industry. Tech Industries is heavily dependent on the type of staff they hire and develop for leadership roles who can contribute for the Company to maintain its market leader status and design positive change in the growth of the Company.

Introduction

Amazon is a market giant invested in providing the best services for its customers and expanding its services into any nooks of market demands; as Amazon strictly adheres it to Customer Centric approach towards its businesses, we have to look how the company treats its employees who provide the company services to the consumers.

Amazon is attempting to become the most customer-focused firm on the planet. We are enthusiastic builders guided by four principles: obsessive focus on the customer rather than the competition, a passion for creativity, a commitment to operational excellence, and a long-term outlook. In everything we do, including the way we approach human rights, we keep these ideals at the forefront of our thoughts and actions.

Operational activities include: Those who work for Amazon and those who live in our communities are treated with essential dignity and respect, according to the company. Our full-time and part-time employees totaled over 876,800 as of July 2020, across the globe. Amazon Web Services is organised into three segments: North America, International,

and Amazon Web Services. These sectors govern our operations, as well as the people who work in them (AWS). Customers can purchase hundreds of millions of unique products through our online and physical stores, which we operate in conjunction with third party vendors. A huge number of products are sourced, manufactured, sold, and delivered to consumers by us.

These are the items we offer: We provide our customers with products from a variety of categories, including fashion, food and beverage, electronics, and home goods. Amazon Consumer Private Brands and Amazon Devices are examples of this. They are located all over the world and are responsible for manufacturing, assembling, and providing items and services to Amazon for sale and delivery.

Third-party vendors: On Amazon.com, third-party sellers sell things directly to customers across a wide range of product categories, including books. Amazon either fulfils the orders through our operations or the orders are dispatched straight to the client by the merchant.

Fulfillment and logistics: Our global network of fulfilment facilities is supported by more than 250,000 full-time associates working around the clock. Amazon Fulfillment is where our personnel, technology, and innovation come together on a daily basis to ensure that our customers receive what they have ordered from Amazon.com. There are various shifts available each day in our fulfilment centers, and employees take on a variety of responsibilities, ranging from team leadership to boxing orders and shipping them straight to our clients. Our transportation supply network allows us to fulfil customer orders in a variety of ways. We have fulfilment and delivery networks throughout North America and around the world, as well as co-sourcing and outsourcing relationships in a number of nations, including the United Kingdom. We also provide products in our physical locations, as well as digitally delivered products (amazon, 2021).

Existing Benefits at Amazon

In December 31, 2020, there will be more than 1.3 million full-time and part-time employees all over the world. The company will give $2.5 billion in bonuses and other incentives to help front-line employees around the world during the COVID-19 pandemic in 2020. By 2021, Amazon wants to have 25,000 veterans and military spouses working for the company.

Amazon is doing a lot to help its employees, customers, and communities during the pandemic. This includes things like improving safety measures and giving more paid time off to workers. Here are a few:

For our teams around the world, we gave them bonuses and other incentives worth more than $2.5 billion in 2020. There are a lot of things to know about this.

In order to help our partners, like delivery drivers and seasonal employees, who are facing financial hardship or quarantine, we set up a $25 million fund. Online retailer Amazon is fighting price gouging hard to make sure prices are fair and to fight businesses that want to make money off of the COVID-19 crisis. (aboutamazon, 2021)

Recruitment process

"This work-life harmony thing is what I try to teach young employees and actually senior executives at Amazon too. But especially the people coming in," said Bezos (Delventha, 2019)

Bezos has a very strict way to find and choose the best people to work for him. Amazon uses a standard and simple way to hire people that is supported by Bar Raiser. The company has two rules for hiring: performance and qualifications (Rossman, 2016). Meanwhile, the company places a lot of value on the long-term value that employees could add to the company. Amazon hires Bar Raisers to look at candidates very carefully from the point of view of corporate culture and leadership principles (Heskett, 2018). Bar Raisers also talk with other interviewers at the end of the process and have the power to veto candidates who don't meet the standards of the whole company. For him, having a

diverse staff is the key to Amazon's constant innovation and long-term competitiveness, so he likes to hire people from different backgrounds who are good at coming up with new ideas (Bhatnagar, 2018). Consequently, Amazon's staff includes a professional skater, a literature scholar, an artist, a rock singer, and so on and so forth, so they all work together. Amazon doesn't use a traditional writing test to cut down on the cost of hiring new employees. Instead, they use an online application and screening process. Recruitment and selection are two of the most important HR policies in most modern businesses. The process usually starts with a business or workforce need, a job-competency analysis, a job description and personal specification, attracting applications, candidate selection, making an appointment, joining, and introduction, which is true in the case of Amazon, which is a company that hires. That recruitment is the process of finding and attracting people who might be good employees. Amazon's actions and practises when it comes to hiring can have a big impact on the type and number of candidates, job acceptance, and whether applicants drop out of the process.

Recruiting is very important for Amazon because not enough people apply, which can lead to a lack of talent, and not getting the right people can cost a lot more on training. In the last few years, Amazon has become known as a great place to work. The company always emphasises that "we are making history" and "we were setting up a long-term business" to attract people who believe in Amazon. The process of selecting people for jobs is when managers use certain tools to choose from a group of people who are interested in the job (Gold, 2012). when organisations hire people, they should look for person-organization (P-O) fit, because it helps them gain a competitive advantage, attract and keep talent for long-term development, and cut down on turnover. Amazon places a lot of value on the P-O fit. For example, only people who know a lot about the company's 14 leadership principles and believe in Amazon will be hired. To a large extent, theories about how to recruit and choose people can be used to explain Amazon's activities and practises. There are strict rules for getting people to be P-O-fit in the company. Recruitment and selection are very important parts of HRM. Amazon's hiring policies are based on strategy, because senior management sees talent as a long-term source of competitive advantage for the company. In addition, Amazon's hiring and hiring activities show the value and validity of employer branding. Amazon has done a good job of making itself stand out with intangible qualities and attributes that make it

stand out from the rest of the pack. This way, it can attract people who will do their best work in the company's culture. However, many studies show that interviews can't be used to make sure P-O fit well, because an interviewee may hide their true selves in order to make a good impression on a potential employer (cobridge, 2010). A lot of people think it's weird that Amazon and other businesses still use interviews to choose employees.

Discussion

Amazon is notorious for its HR policies and practices, and the entire world of HRM is split on the harsh policies followed by the company on its employees. The human resource planning process is the most critical element of the Human Resource Department; even though careful and strategic recruitment seems to take center stage, retention and development of the employees build organizations and positioning in the market. Therefore, companies like Amazon not only are very selective towards recruitment but also very concentrated on coming up with new ways to manage employee relations that are beneficial to the company and the market alike.

Recommendations:

Amazon needs most of its employees to provide services, solutions and analytics for the company's growth in the market and to accomplish this Amazon has to invest itself heavily in its Human capital and management; they have their own AHRI (Amazon's Human Resources Resource Information) that layout strategies in following areas

According to 5Ps model

(contractrecruiter, 2020)

This is what the organisation wants to do in the business world,These are the rules and procedures that a business chooses and sets up in order to reach its goals.These are the business and HR processes that are used every day, as well as organisational procedures and architecture.These are the people who work for the company, from the top down, and how they fit into the three Ps above.In this case, it's the overall state of the results, like the ones that have been identified as key performance indicators and are being measured. The observation of this helps you think about and change the other four Ps.

This model requires that each of the five Ps be equal to the other five Ps. In order to achieve the overall business goals, set by the company's leadership, its employees, and society as a whole, all of them must work together in a way that makes sense for everyone. (mohamaedsab, 2019)

1. **Staff Retention**
2. **Learning Development**
3. **Leadership Development**

1. **Staff Retention**

Amazon HRM focuses on lean forward strategy that cares for access, forecast, predict, design, and implement strategies for long term and short-term goals of human capital and their Retention becomes a crucial and long-term asset for the company. The company is committed towards enhancing and improving its work skill sets through career incentives like bonus, health insurance covers and pension benefits.

The principle of Staff retention is holding on to our assets by providing them career development over monetary incentives, as employees tend to position the value of services, they provide over the value received for the job. Therefore, HRM shall target retaining skilled staff by providing career growth within the organization through job rotations, contemporary connections, assistant to positions, committee assignments, and cross-cultural training; where the goal is to expose a stuck in routine employee to the other departments of the company and instill eagerness and passion for positions within the current organization over others.

I aim to design scheduled rotations of an employee to work under other departments' supervisors and targets to understand the complex workings of the company and then assign them as assistants to the chief technical officer and Chief executive officer to see how growth in the company is created from the top to the lower chain of management. This act will enrich holistic development and broaden an employee's viewpoint of his company and services.

2. **Learning Development**

Amazon strictly believes that its employees are essential for their organizations success, therefore efficient development and training programs to achieve loyalty by inducing job satisfaction and Career development also called as Learning Development offers an employee to update his skills to the new market standards. Amazon uses this principle in the best possible way as it provides their employees with programs specialized for the department.

Learning development is part and parcel of the Employee Retention process; the company requires employees who are up to date with the dynamic market requirements of the technical side of the business; consequently, Employee and his career development become branches of the company's development. The goal here is to reduce employee frustration, enhance cultural diversity, heighten Organization's goodwill and create marketability of the company's job opportunities to overcome low retention rates.

I intend to focus on creating value for employees through scheduling workshops, seminars, and projects to develop employees' skill sets as a technological industry is constantly evolving in skill standard requirements. Here, mentoring and coaching play an integral role in observing, analyzing, and improving employee skill sets.

Our intentions and efforts can go in vain if we cannot identify employees' needs in these aspects. To avoid these consequences, HRM should use Herzberg's Motivator and Hygiene theory and then design programs to maximize our retention rate and development rate.

3. **Leadership Development**

Succession planning is another important task of the HRM. The idea of an empty seat is costly for the business and the company’s morale. Hence leadership development not just as a principle, but as a process allows the company to sustain.

Amazon has implemented a tested strategy where they ask each employee of their company after every year whether they would like to stay or leave with compensation that matches their level services provided with tenure period in mind. The Company has the position of this strategy of finding the employees who really want to stay with the company for the service they provide over the compensation or benefits enjoyed because of the post. This strategy has definitely a downside too where even their best skilled employees may choose to leave their position in favor of the compensation offered or any other reason creating a void in place of position. Job search for lower level or middle level of management may not cost the company a lot, but a hole in the top-level management side of the company is definitely going to create a significant impact on the course of direction of the company, especially if the company is in the middle of acquisitions, ventures, etc. Here Leadership development strategy will come to rescue the company from toppling and steer the company with the same vigor towards its businesses.

Leaders are the organization's torchbearers, designers of the businesses & their standards, and market leaders. Our efforts should not just be on the retention of skilled employees but also on finding new company leaders. Leadership Development programs are created with the headset of having talent in case technical heads or executive heads position becomes vacant due to unnatural causes and does not lead to disruption of the business.

This acts beneficially in case of emergency replacements. It also provides the selected employee with a reasonable amount of time to be familiar with the company's significant issues. The leadership program focuses on improving an employee's skills, abilities to comprehend and work around the clock for the business's growth.

Recently Amazon has avoided a catastrophe of transition through early succession planning of Jeff Bezos founder and ex CEO of the company with Andy Jassy as current CEO, who had been trained before taking on to the leadership role allowing for a smooth transition of position and working policies that did not hamper their market.

Conclusion

This report focuses mostly on Amazon's staff retention, learning development and Leadership development, and how these things work together. From Amazon's application, it can be seen that this company is very concerned about the success of its own strategic planning and has a very good plan for managing employees. There are still some problems in the process, though. This question is mostly about whether or not to make the management of employees more human. High work pressures and long hours are good for the company's overall performance, but this is bad for the turnover rate because employees aren't being cared for. There are a lot of reasons to fix this problem. The first thing to do is to use other technology to speed up work. There are many ways for Amazon to be a tech company. One way is to invest more in artificial intelligence technology, so that machines can share some jobs with humans, rather than putting all of their work on humans. The second strategy is to change the way the company works. This is what the company is complaining about right now: that there is too much pressure at work, and that the employees aren't being looked out for. Amazon's culture is more about paying attention to customers and not paying attention to employees, so if Amazon can work hard to care for its employees, it will help Amazon keep its employees.

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