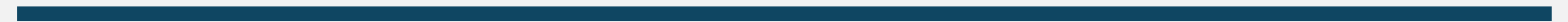




Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Human Capital Management



Group Name: **Gen Z**

Company: Amazon (Global Operations)

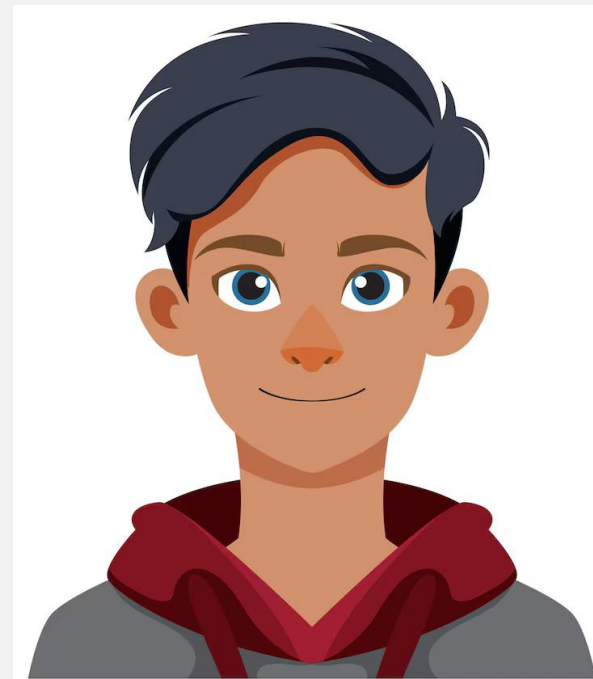
Lecturer: Gladius Kulothungan



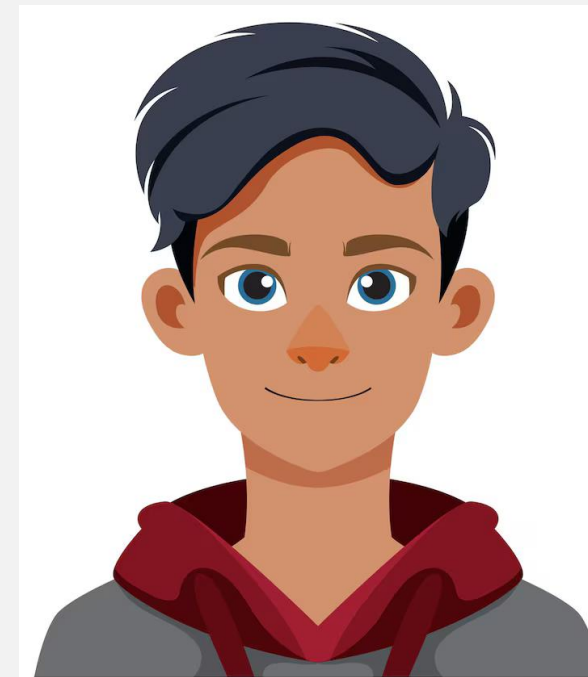
Group Overview



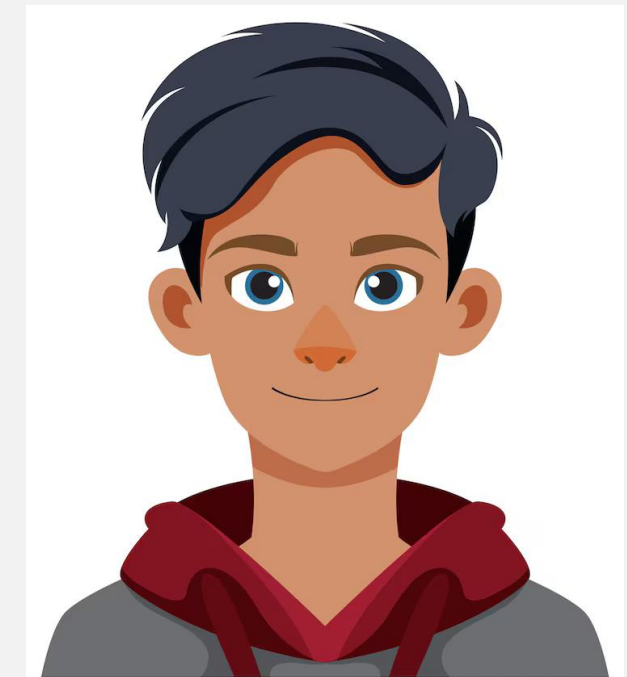
Member 1
Name: AHRAM
ID: 2503194
Topic: Global Operations



Member 2
Name: Mohammed Nur Navi Jahin
ID: 2503765
Topic: Training & Development



Member 3
Name: Md Abdur Rahman Sayem
ID: 2503775
Topic: Reward & Remuneration



Member 4
Name : Md Easin Hossen
ID: 2419904
Topic: Performance Management

Introduction to Global Operations

01

Amazon operates in 180+ countries, 1.5M+ employees (Waters, 2025)

02

HR challenges amplified by:

- Multi-jurisdictional labour laws
- National culture differences (Hofstede framework)
- Unionisation variation (EU vs US)

01

02

03

04

03

Strategic importance: Global fulfilment speed = competitive advantage

04

Week 3 connection → global labour markets & mobility

Current HR Policies & Practices

01

Decentralised regional HR teams + Global Centres of Excellence (Waters, 2025).

02

Standardised SOPs supported by HR tech + data analytics

03

Global mobility program for relocation and virtual assignments

04

Workforce scheduling via AI-driven labour forecasting

05

Use of Lean HRM + efficiency metrics (Hard HRM model) (Alexa, 2023)

HARD VS SOFT HRM



Hard HRM

Treats employees simply as a resource of the business. Strong link with corporate business planning- what resources do we need; how do we get them and how much will they cost.

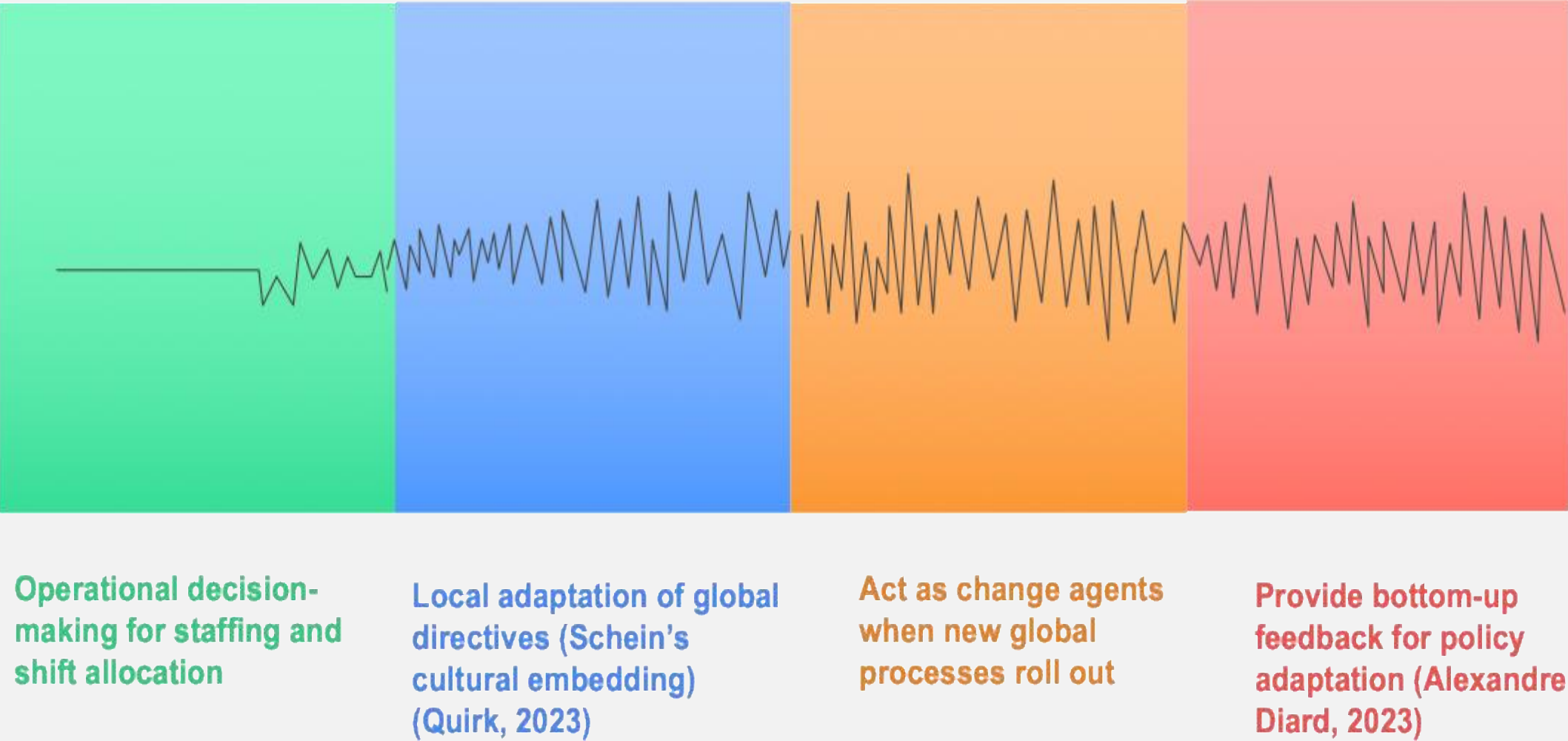


Soft HRM

Treats employees as the most important resource in the business and a source of competitive advantage. Employees are treated as individuals and their needs are planned accordingly.

Source: (Alexa, 2023)

Role of Line Managers



Edgar Schein: Organisational Culture

PRIMARY EMBEDDING MECHANISMS

- What leaders pay attention to, measure, and control on a regular basis.
- How leaders react to critical incidents and organisational crises.
- How leaders allocate resources.
- Deliberate role modelling, teaching and coaching.
- How leaders allocate rewards and status.
- How leaders recruit, select, promote, and excommunicate.

SECONDARY EMBEDDING MECHANISMS

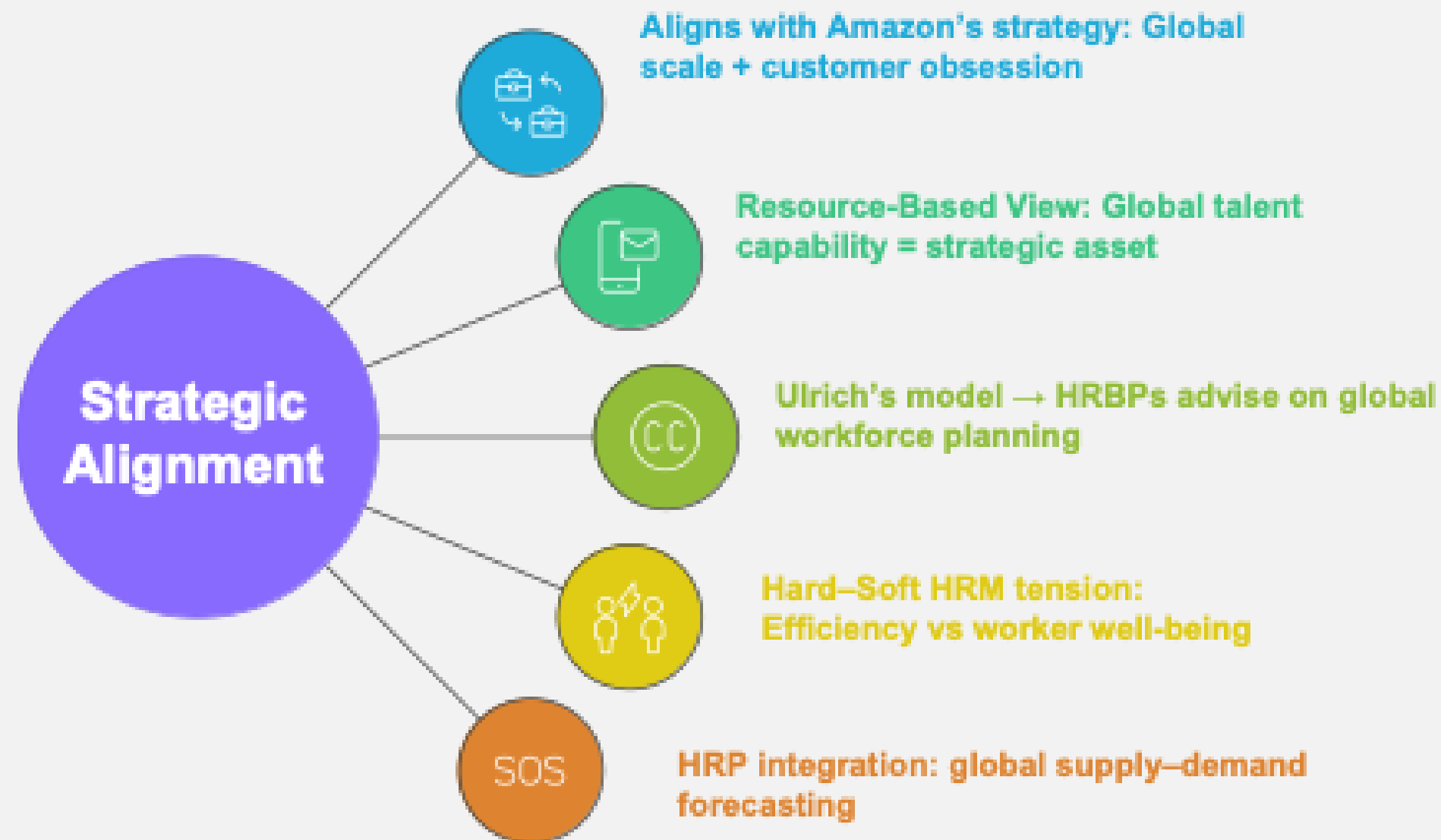
- Organisational design and structure.
- Organisational systems and procedures.
- Rites and rituals of the organisation.
- Design of physical space, facades and buildings.
- Stories about important events and people.
- Formal statements of organisational philosophy, creeds and charters.

“The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.”

- Edgar Schein

Source: (Quirk, 2023)

Strategic Alignment



Source: (Weijers, 2025)

Key Challenges

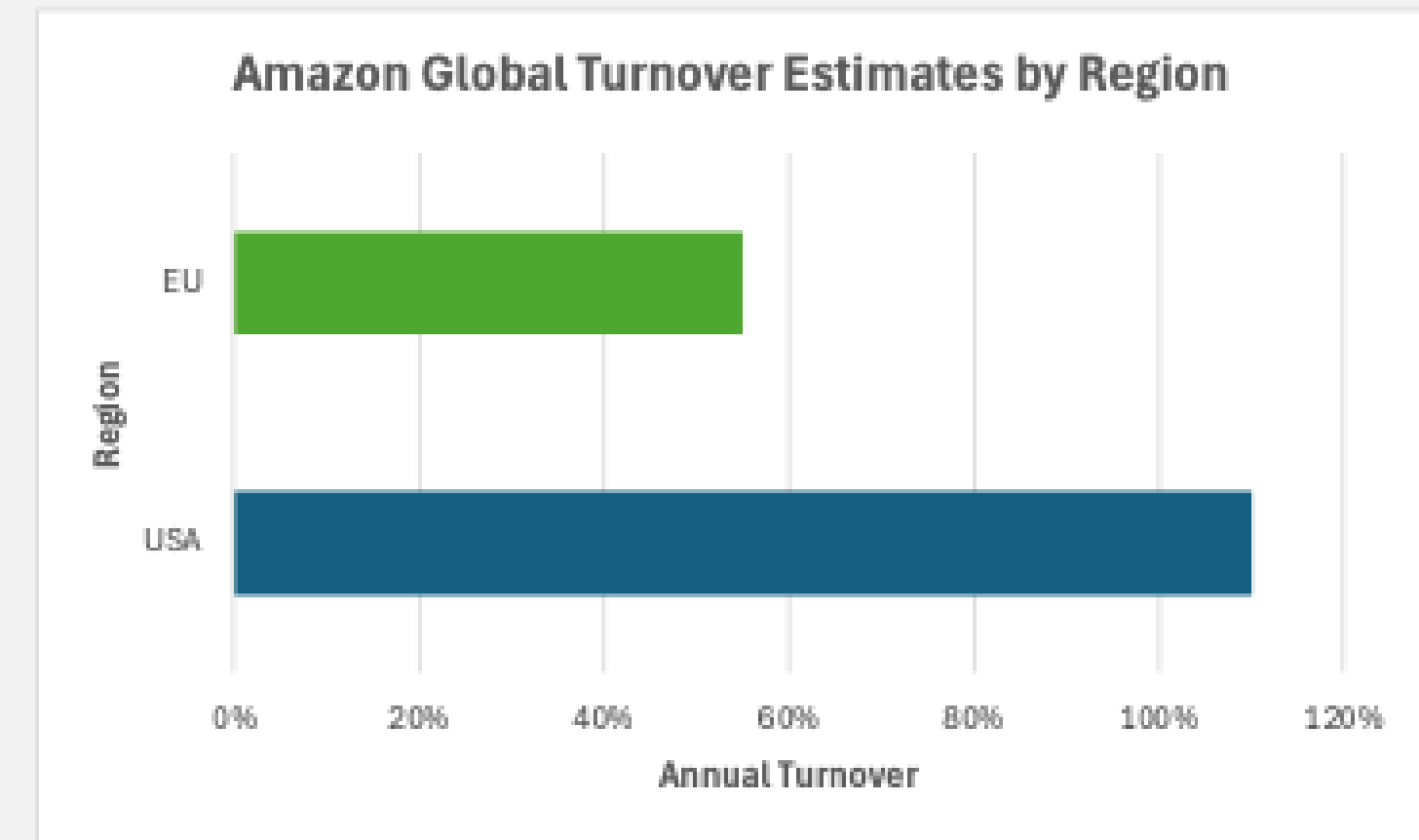
**Variability in global employment
law compliance**

**High turnover in fulfilment centres:
100%+ in some regions**

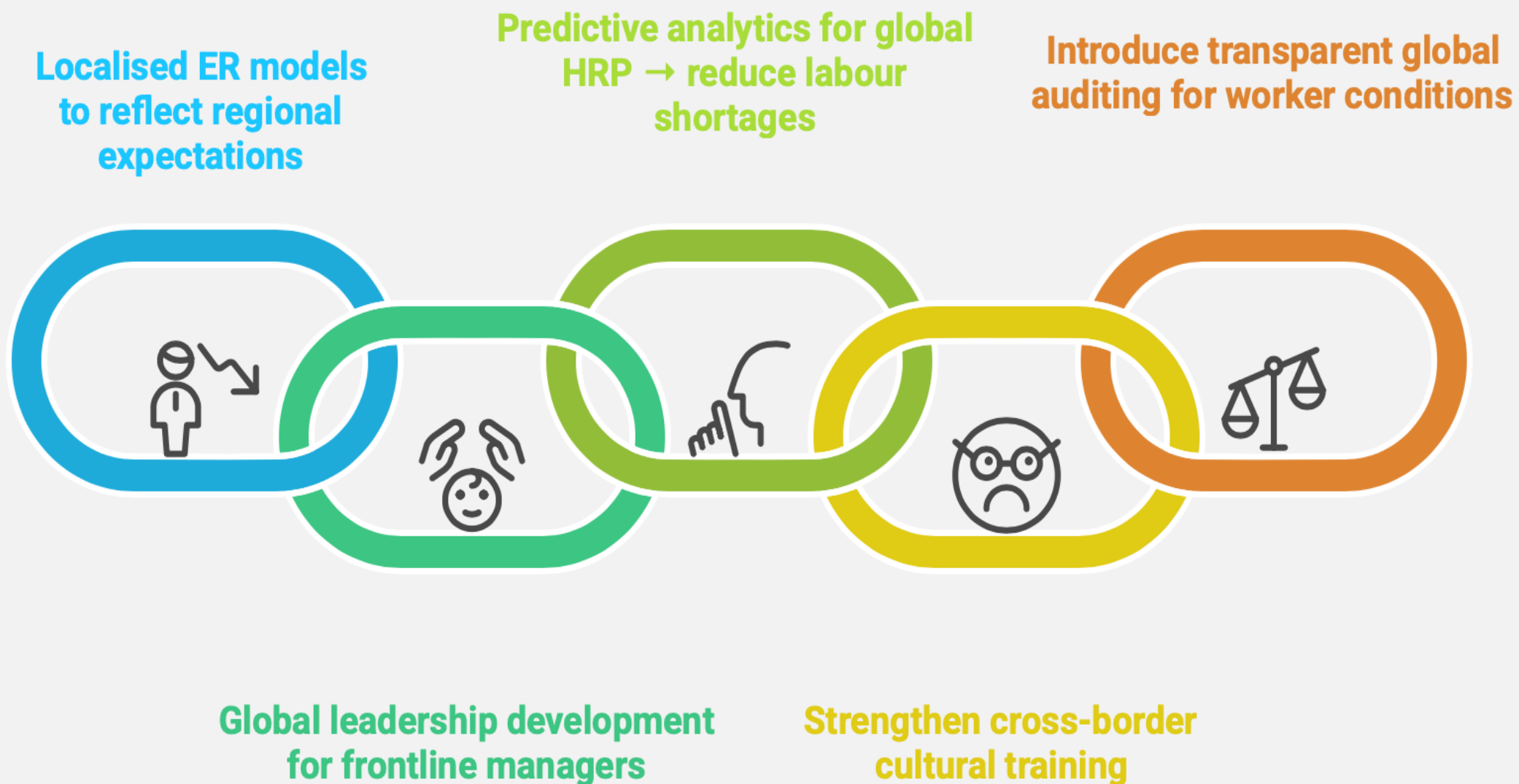
**Cultural clashes from standardised KPIs
and Union pressure in US & EU**

**Criticism for working conditions →
reputational risk**

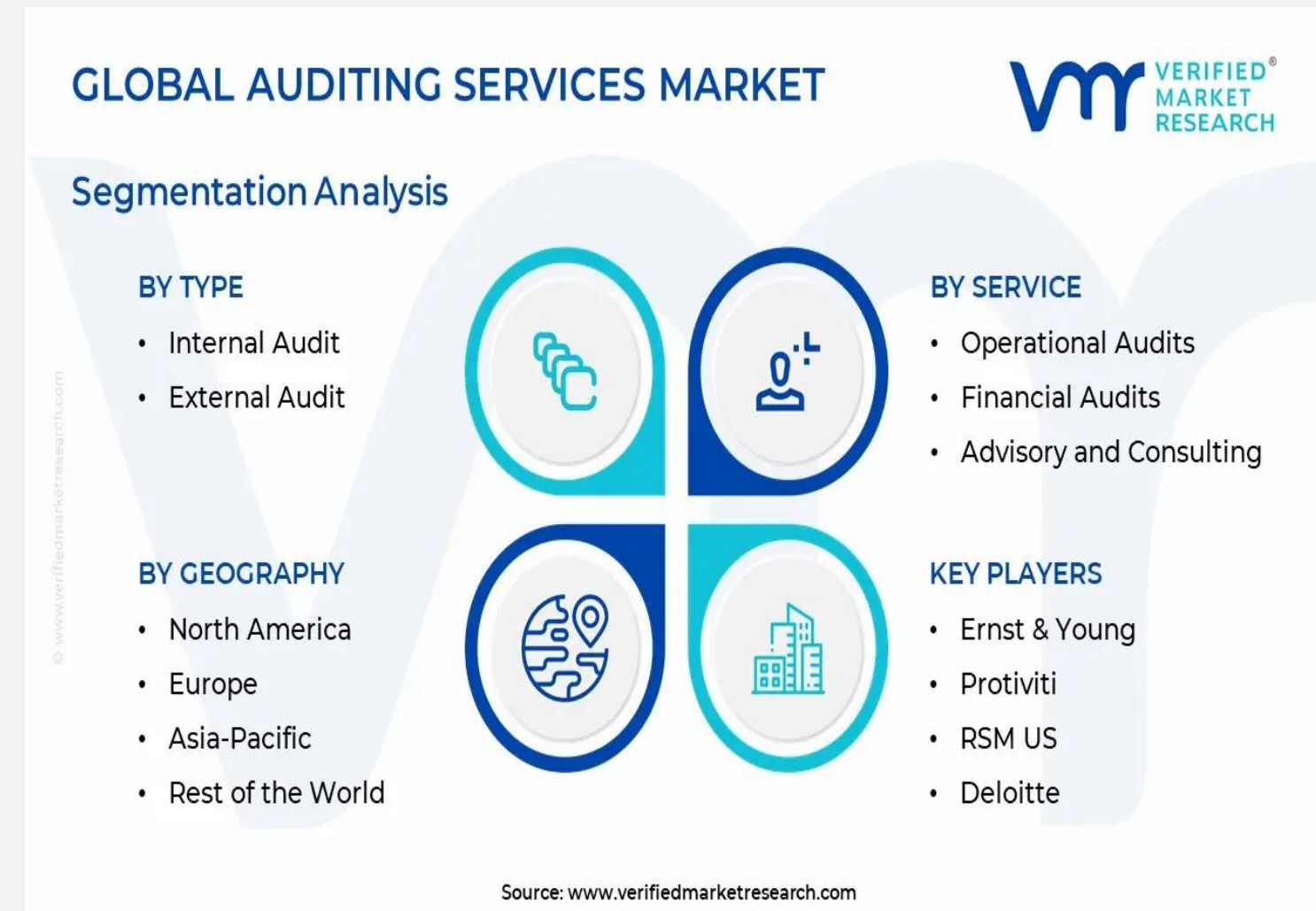
Source: (DispatchTrack, 2020)



Strategic Recommendations



Source: (Juneja, 2018)



Source: (Asma, 2023)

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- Alexa, S. (2023). Hard Vs Soft HRM. [online] www.sketchbubble.com. Available at: <https://www.sketchbubble.com/en/presentation-hard-vs-soft-hrm.html>.
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Introduction to Training & Development

01

Scale: Largest employer behind Walmart & McDonald's

02

Training → job
performance; → long-
Development → term
term capability

01

02

03

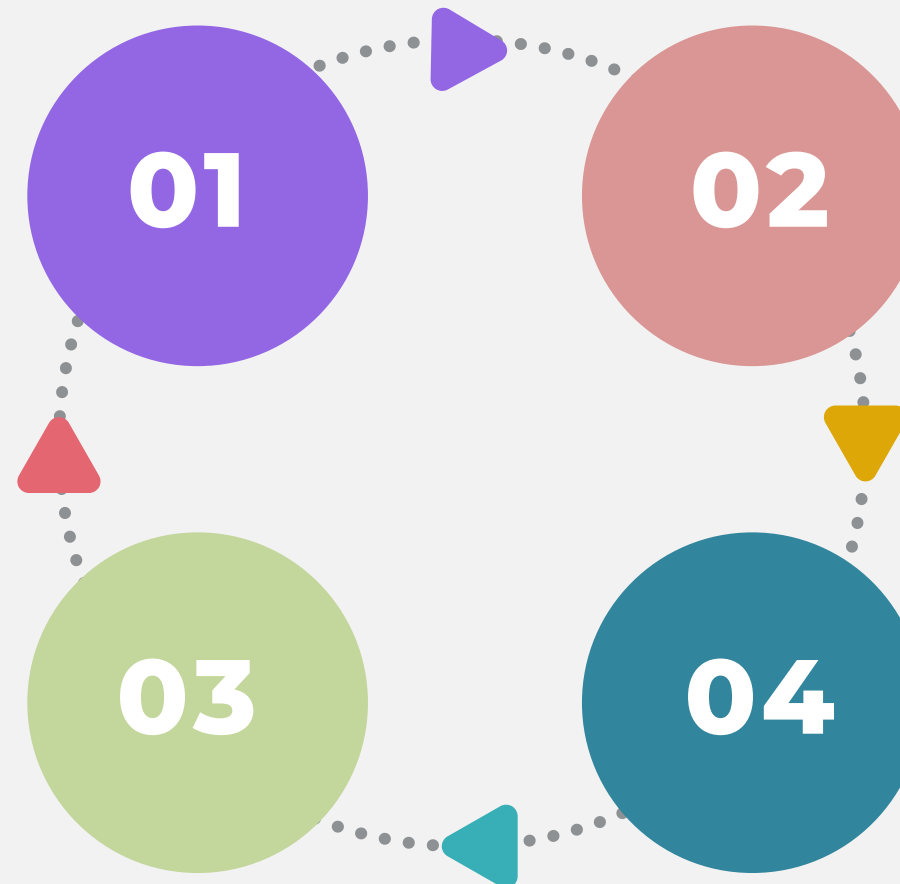
04

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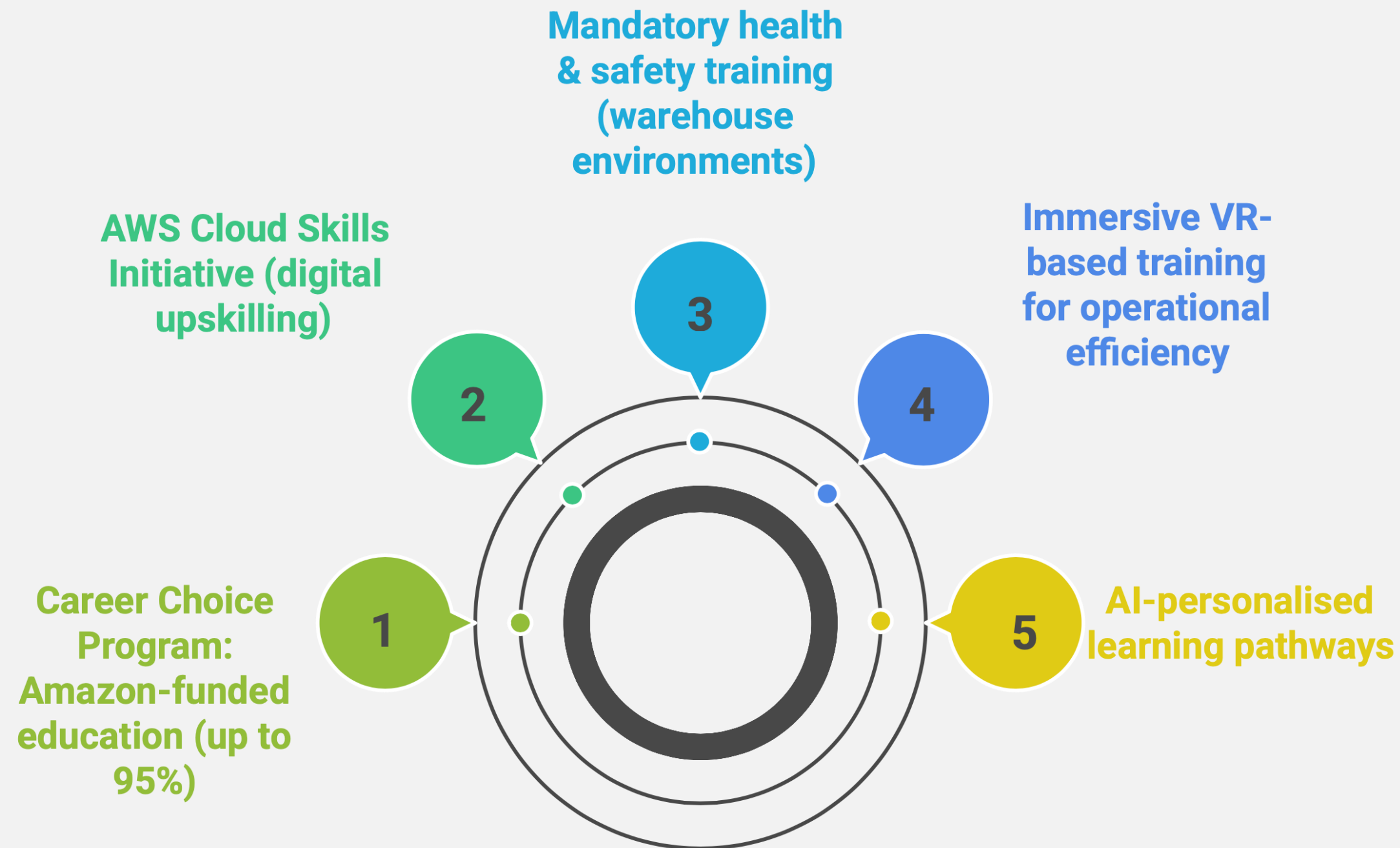
T&D essential for safety, capability building, and digital transformation

04

Links to career mobility & succession planning



Current Training Practices



Source: (Waters, 2025)

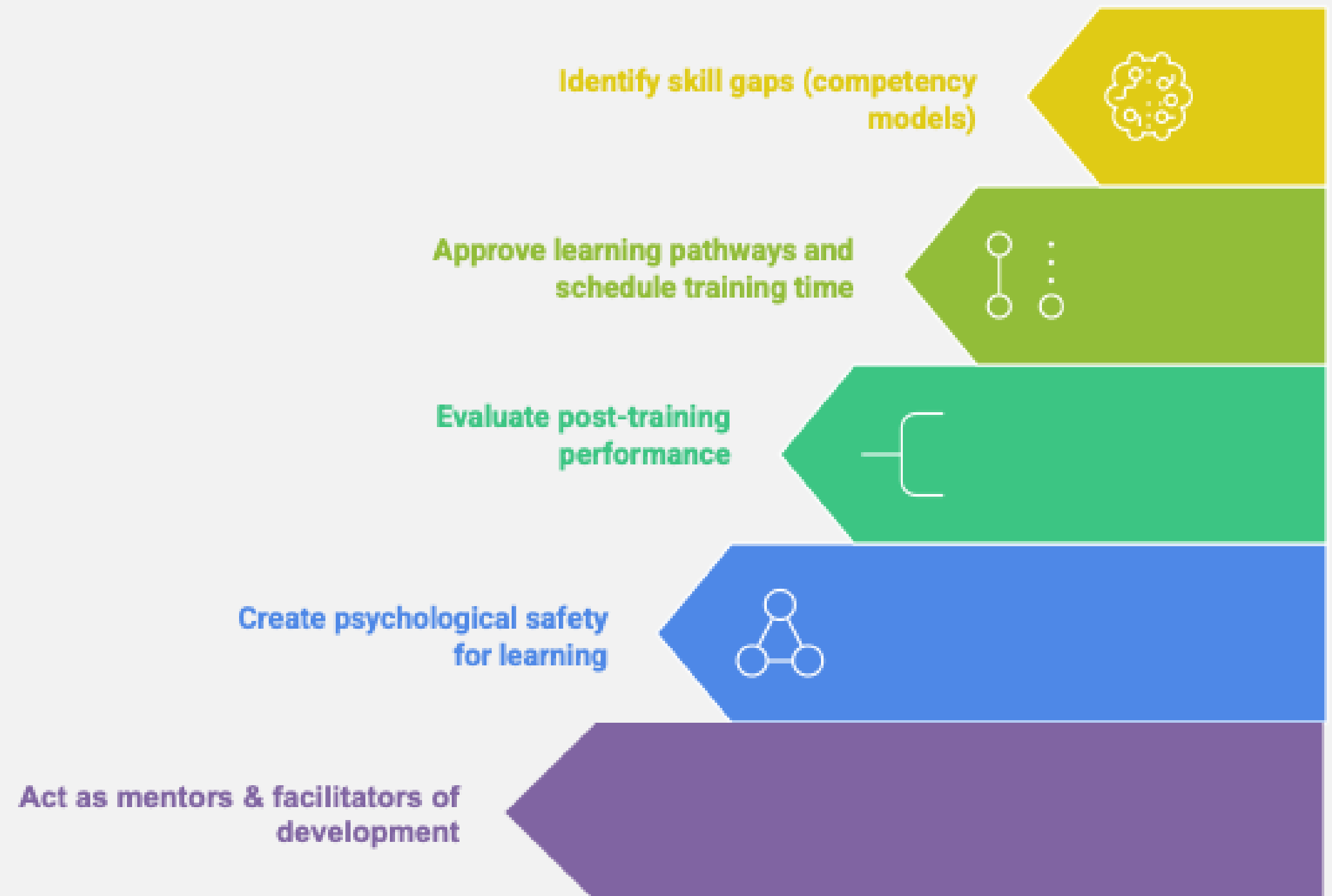


Source: (VIAR, 2019)

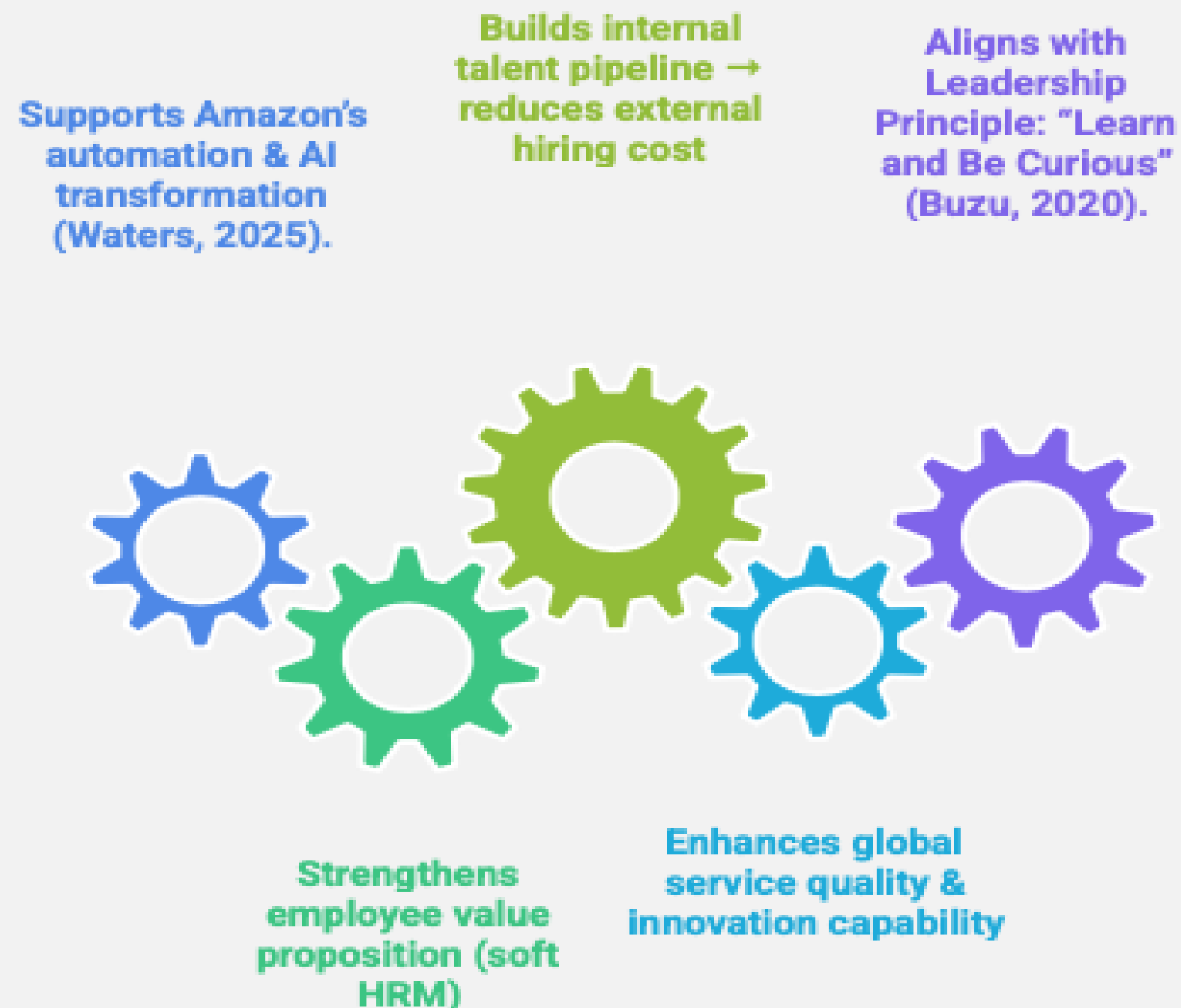
Line Managers' Role



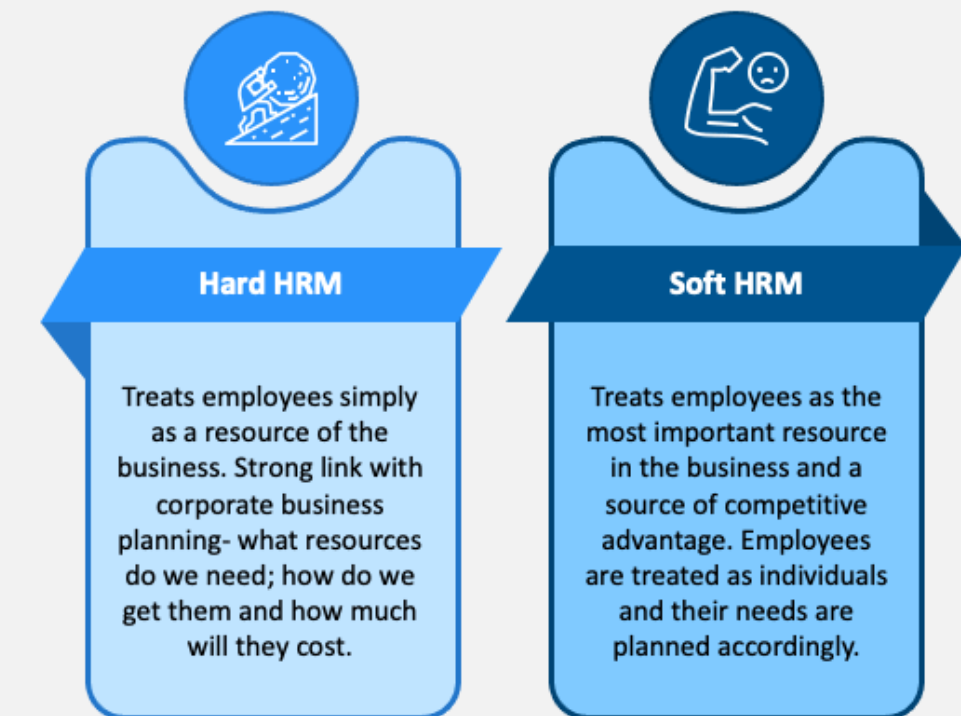
Source: (Centranum, 2025)



Strategic Alignment



HARD VS SOFT HRM



Source: (Alexa, 2023)

Key Challenges

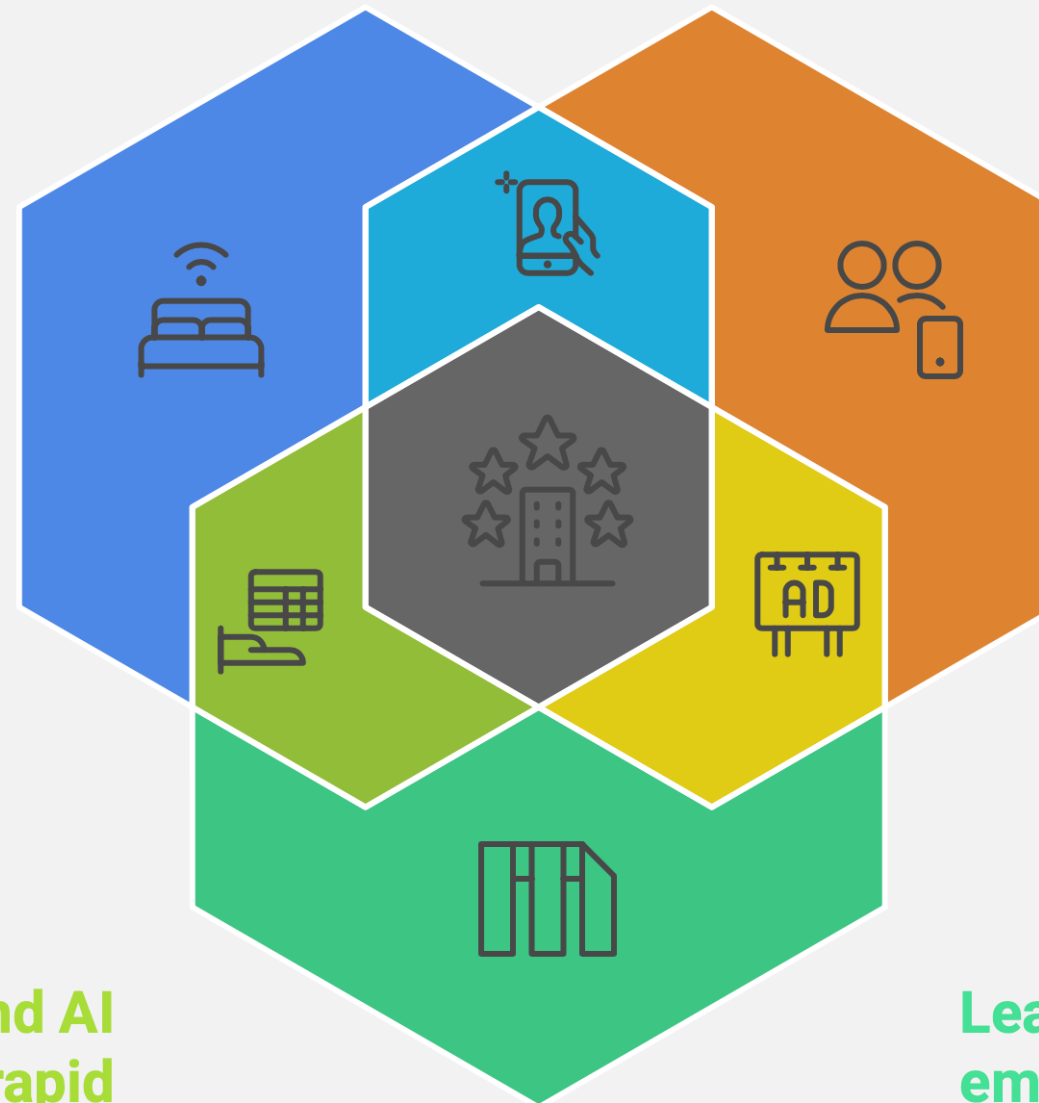
Unequal access: corporate employees gain more development opportunities than warehouse staff (Ricardo, 2023).

High operational pressure limits time available for learning during shifts

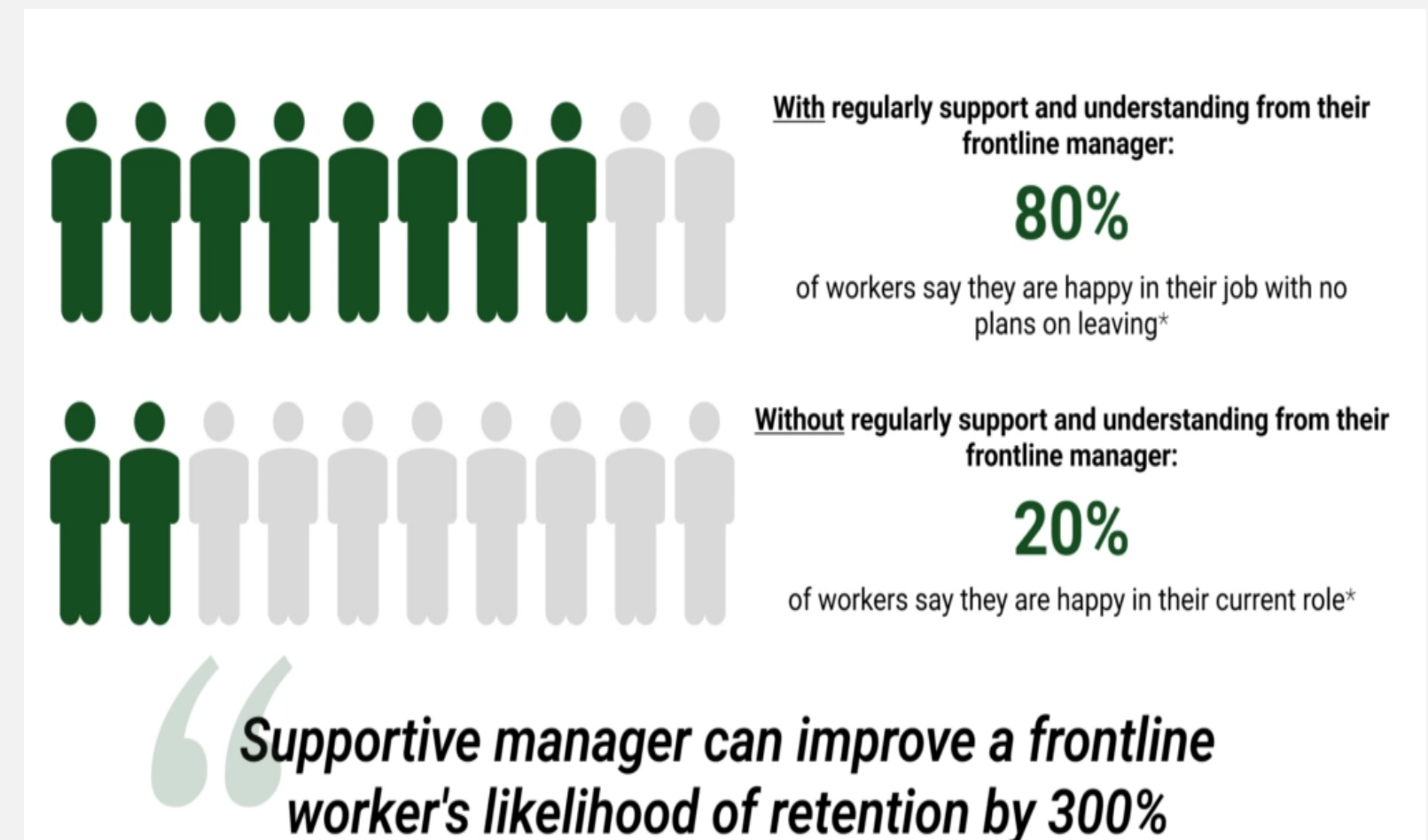
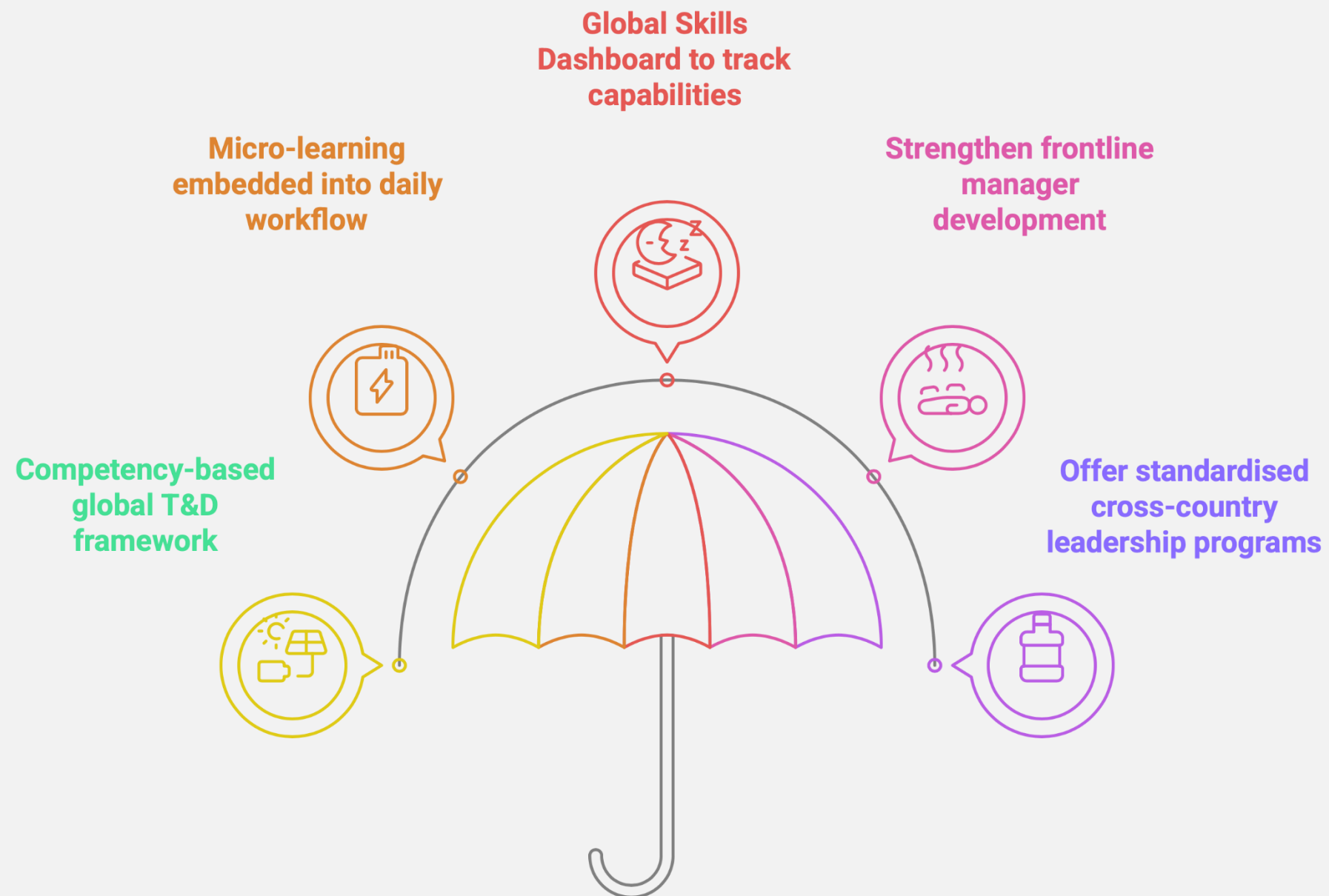
Measuring clear ROI of T&D investments remains difficult at global scale

Automation and AI increase risk of rapid skill obsolescence (Bughin et al., 2018).

Leadership gaps remain in emerging markets with fast expansion



Recommendations



Source: (Alexandre Diard, 2023)

References- Member 2

- Alexa, S. (2023). *Hard Vs Soft HRM*. [online] www.sketchbubble.com. Available at: <https://www.sketchbubble.com/en/presentation-hard-vs-soft-hrm.html>.
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Introduction to Reward & Remuneration



Reward strategy crucial to attract and retain 1.5M+ global employees (Kim, 2025).



Workforce diversity requires tailored reward structures for different role types



Total Rewards includes financial and non-financial components

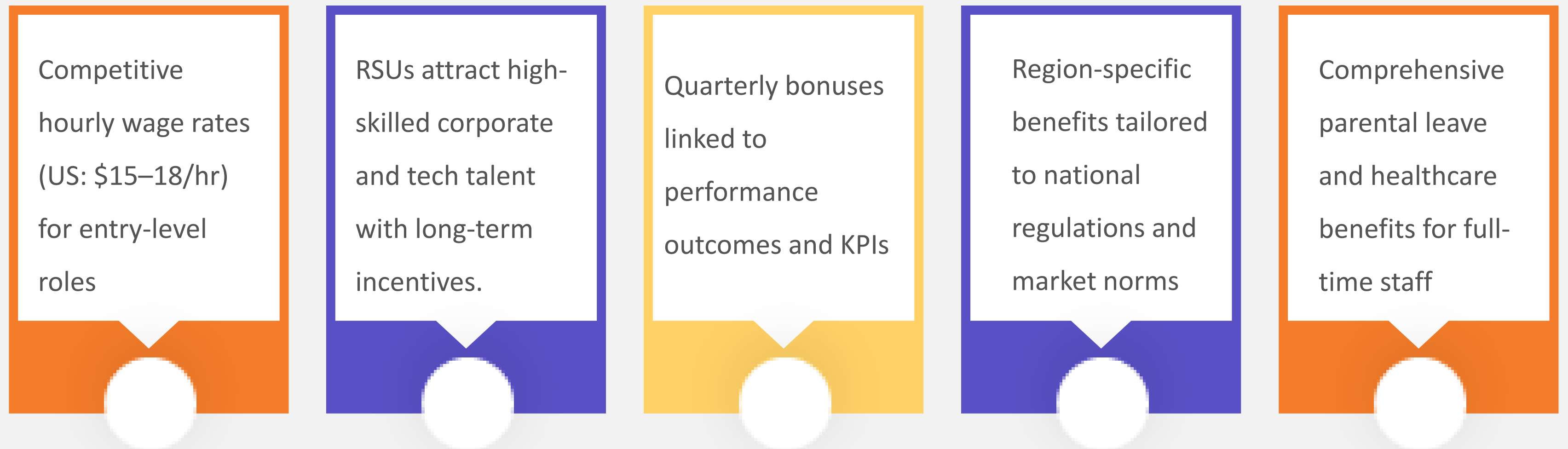


Strong reward systems reduce turnover and improve engagement



Competitive rewards enhance Amazon's employer brand across global markets

Amazon's Reward System



Source: (Misha, 2023)

Line Managers' Role

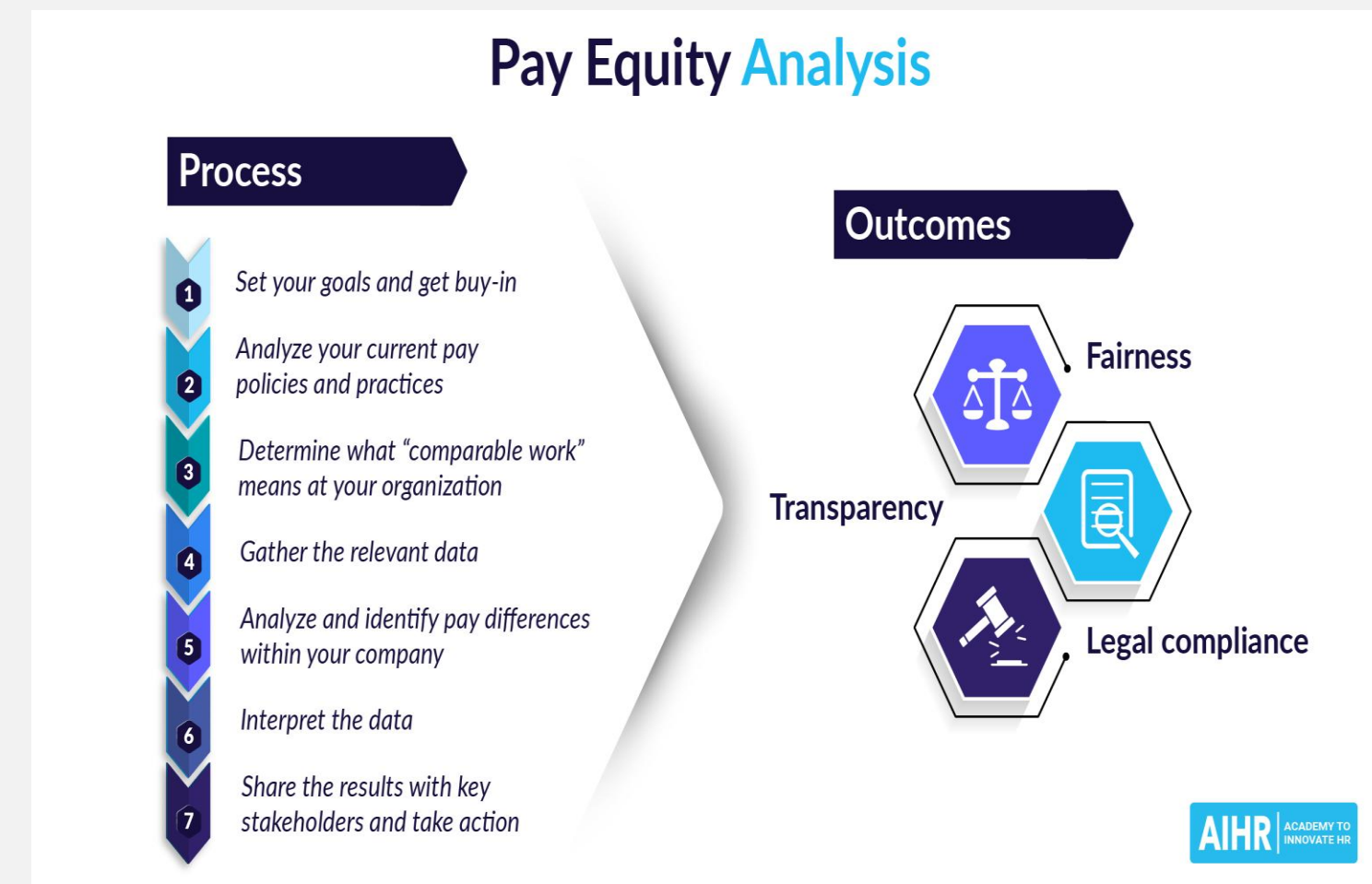
Communicate reward decisions clearly,
reducing confusion and mistrust

Track eligibility for bonuses and
ensure accurate performance inputs

Manage employee queries and respond to
fairness or pay-related concerns

Maintain pay equity within teams and
prevent biased reward distribution

Source: (Bentham, 2022)



Source: (Khaled, 2022)

Strategic Alignment



Key Challenges

Significant pay inequality between corporate and warehouse roles (Rivers, 2024).

Growing public and regulatory pressure for fair living wages globally

Algorithmic pay decisions create transparency and trust issues

Ongoing union disputes regarding wages and safety conditions

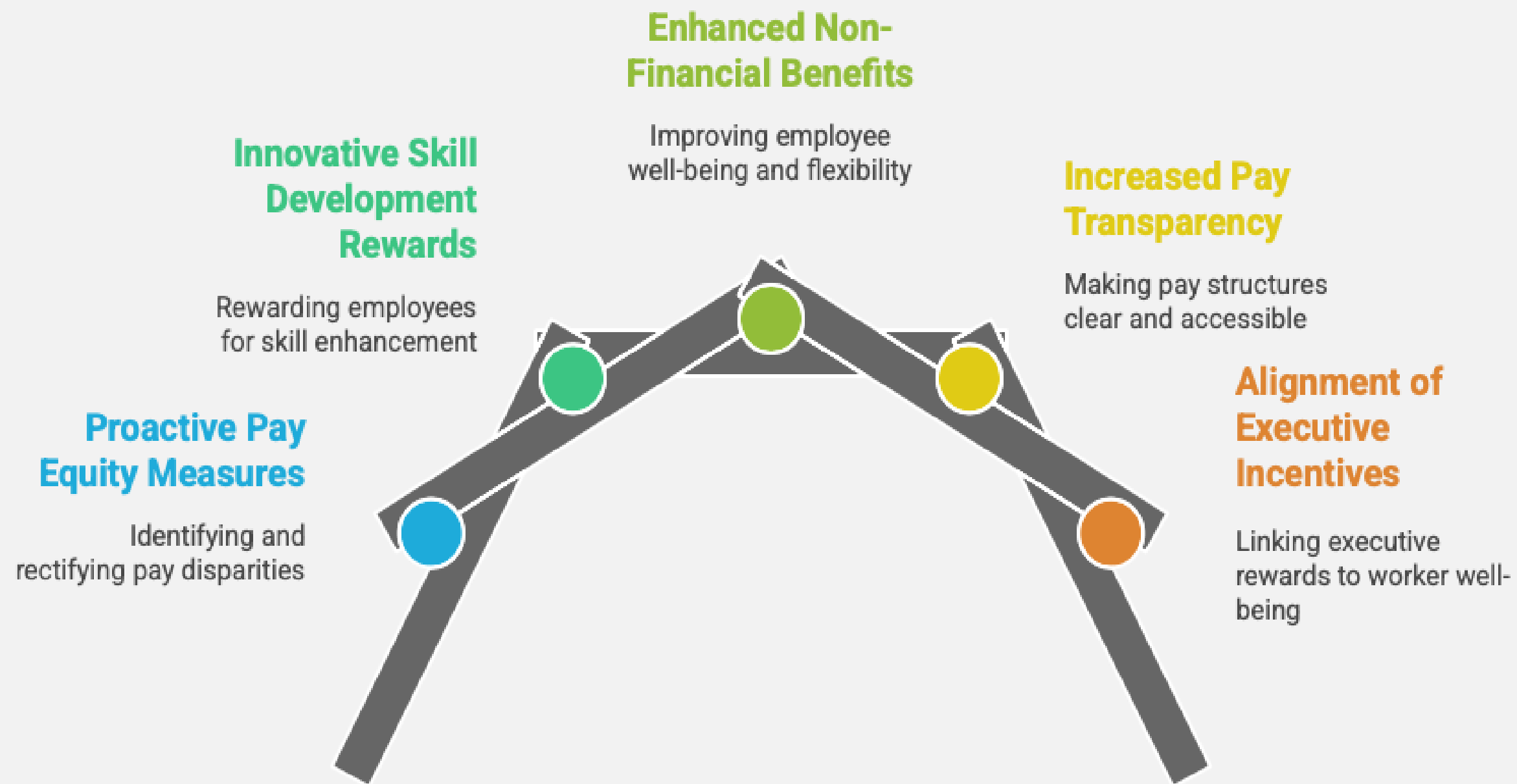
Shareholder pressure to reduce labour costs conflicts with fairness goals



Amazon's Warehouse

Source: (Rivers, 2024)

Recommendations



Source: (Kim, 2025)

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- Bentham, F. (2022). *Role of line managers in reward management*. [online] e-reward.co.uk. Available at: <https://e-reward.co.uk/news/role-of-line-managers-in-reward-management>.
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Introduction to Performance Management

01

Amazon uses continuous, data-driven PM rather than annual reviews (Troy , 2025).

02

PM improves alignment, feedback, and performance development.

01

02

03

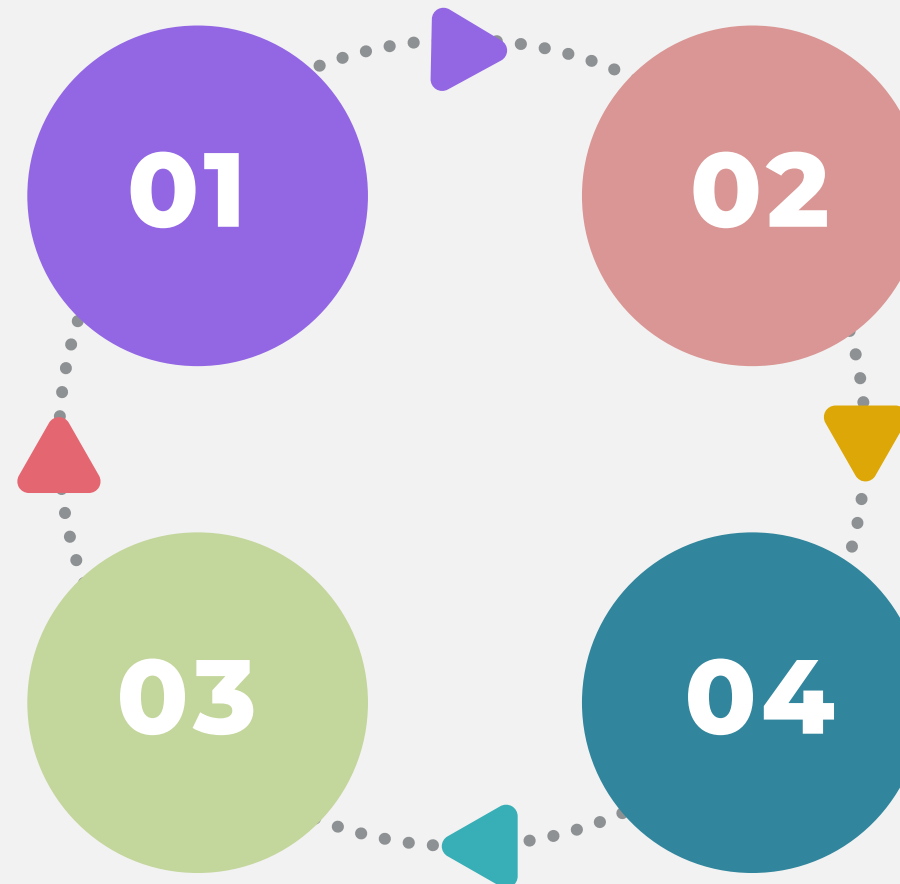
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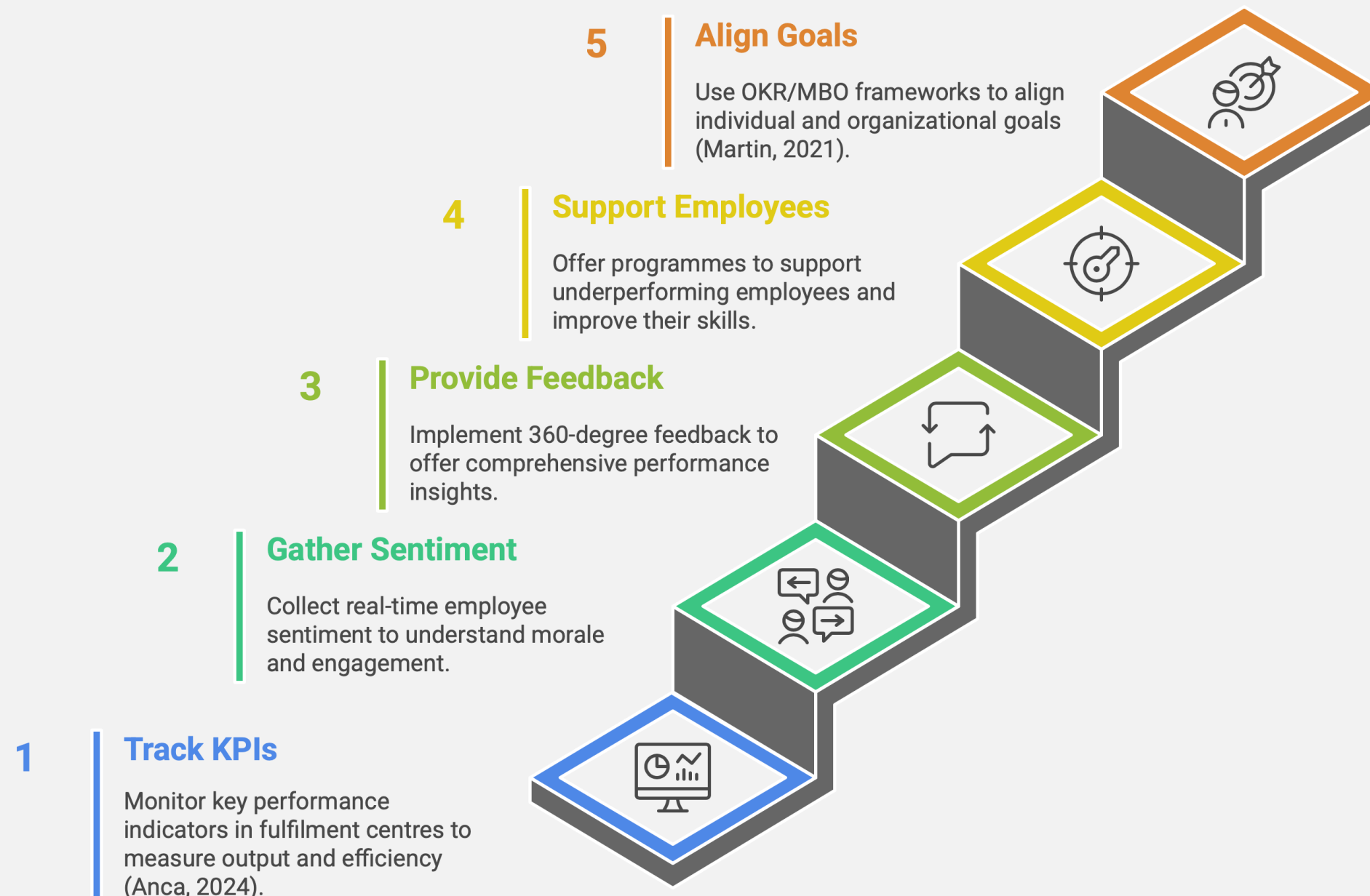
PM strongly connected to ER, voice, and workplace climate (Troy , 2025).

04

KPI-heavy PM central to Amazon's fast delivery and service quality



Current PM Practices



Anatomy of the OKR framework



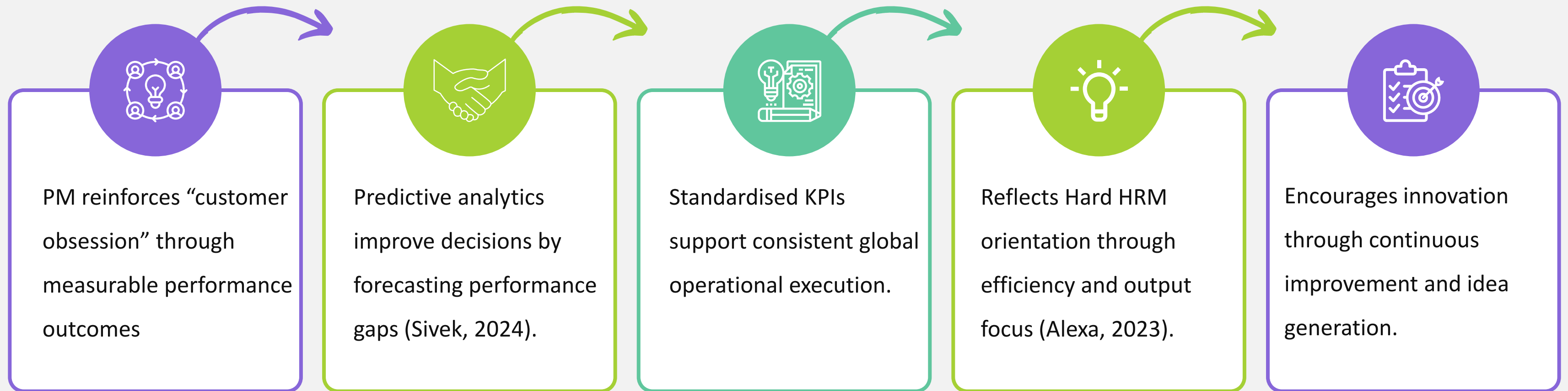
Source: (Martin, 2021)

Line Managers' Role

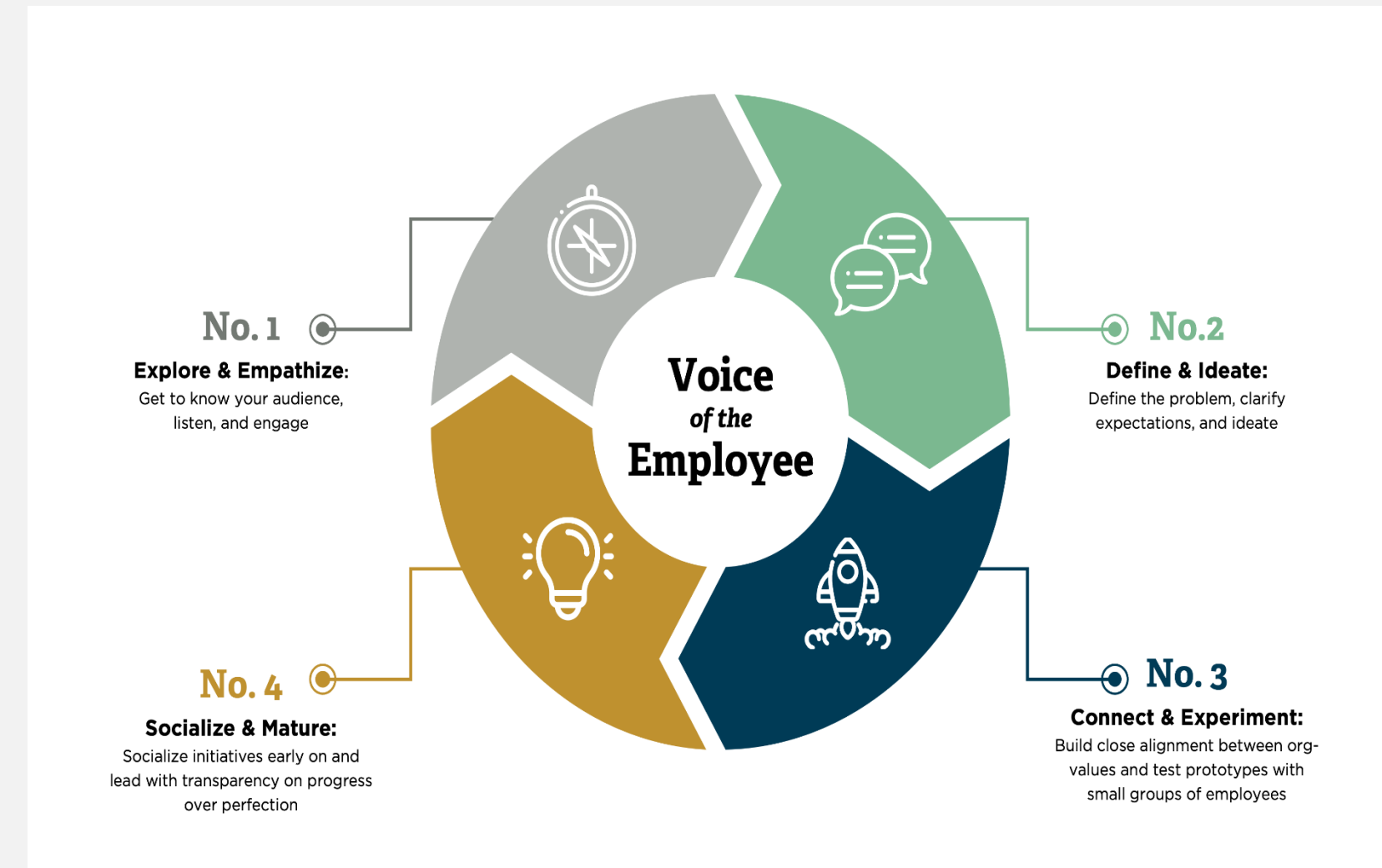
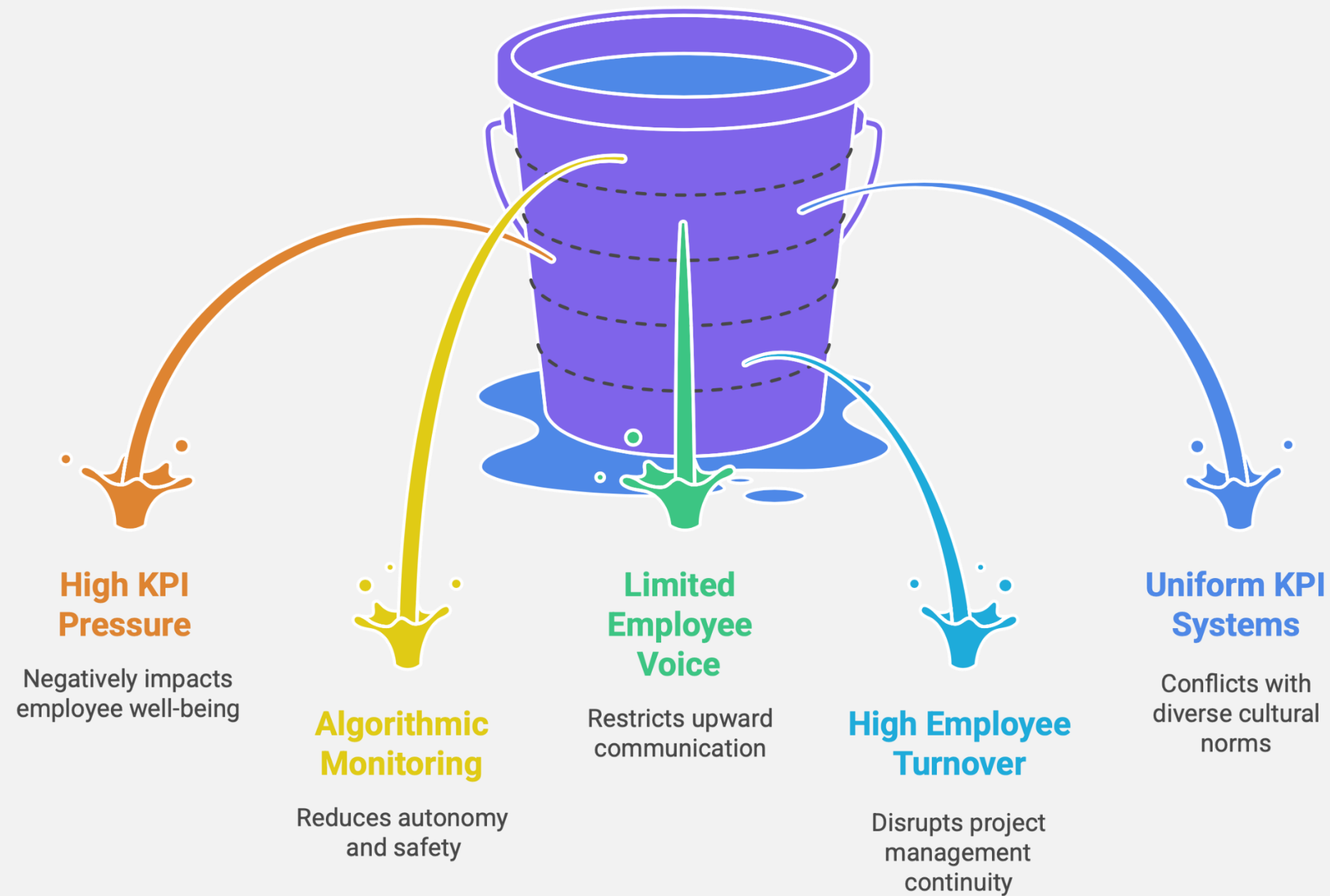


Source: (Gabriela, 2022)

Strategic Alignment



Key Challenges



Source: (Enabel, 2021)

Recommendations

Replace KPI-heavy PM with balanced scorecards including quality and well-being

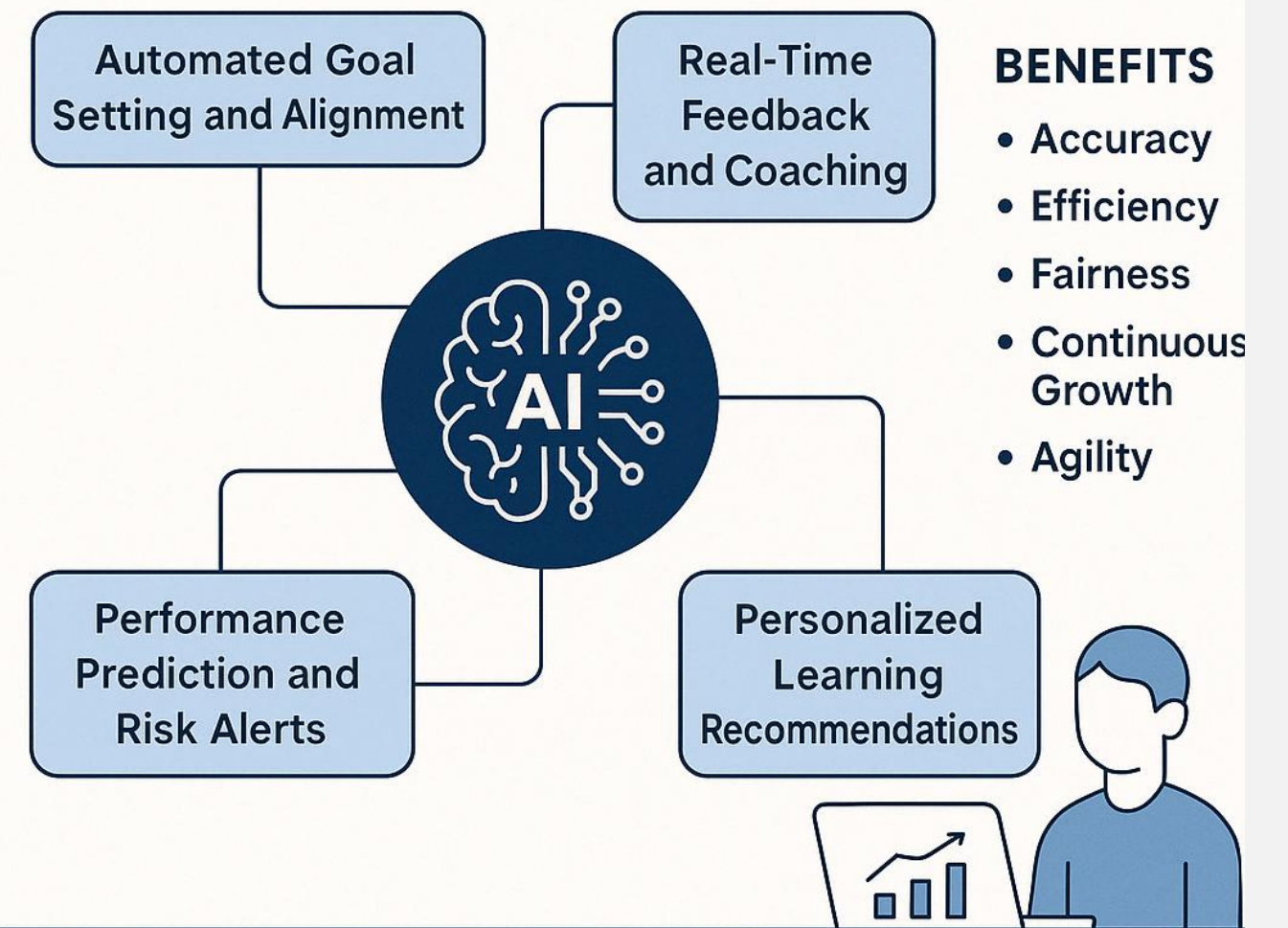
Integrate employee well-being data as part of PM evaluation

Strengthen manager capability in coaching, communication, and empathy

Audit AI-driven PM tools to detect bias and fairness issues

Source: (Bentham, 2022)

AI IN PERFORMANCE MANAGEMENT

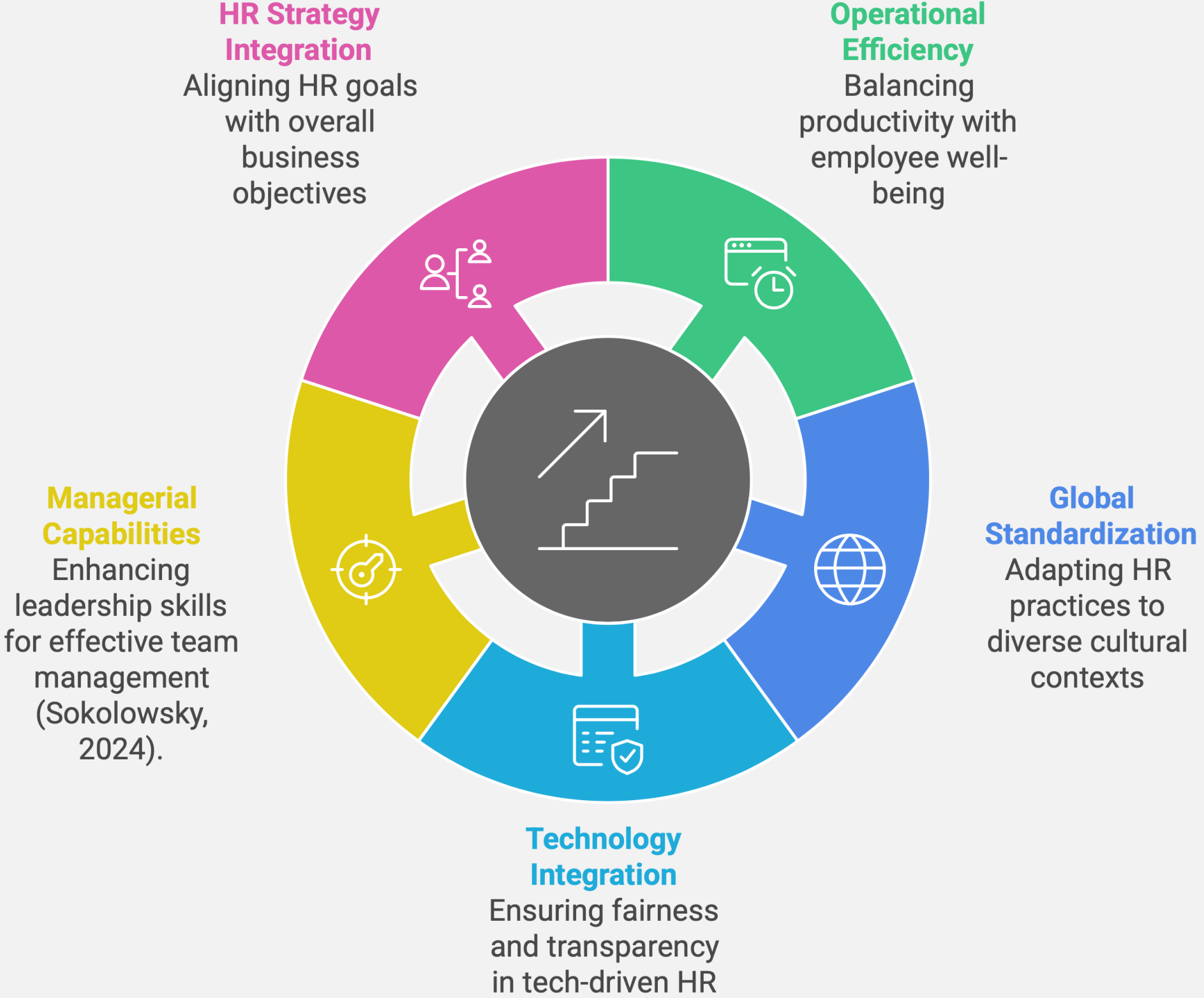


Source: (MokaHR, 2025)

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Group Conclusion



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