



TOPIC: ANALYZING THE EFFECTS OF EMPLOYEE TURNOVER AT AMAZON AND HR SOLUTIONS: A CASE STUDY OF THE AMAZON CROYDON WAREHOUSE.

MODULE: RESEARCH METHOD FOR BUSINESS

MODULE ID: LCLM6004_LON

STUDENT NAME: ISAAC SAAH

STUDENT ID: 2246868

LECTURER NAME: RAMESES MANALANG

ASSIGNMENT TITLE: BUSINESS RESEARCH PROPOSAL

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TITLE

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Introduction to Amazon

Amazon.com, Inc. — simply known as Amazon — began in 1994 as an online bookstore and has since evolved into a global powerhouse in e-commerce, cloud computing, and logistics. The company's declared aim is to become "Earth's most customer-centric company," underpinned by a philosophy of customer obsession, innovation, operational excellence, and long-term ambitions. This ethos drives Amazon's commitment to speed, scalability, and efficiency across its sprawling network of fulfilment and delivery facilities (Rodrigue, 2020).

Today, Amazon's operations encompass not only its vast online retail marketplace but also third-party seller services, subscription offerings such as Prime, advertising, and its flagship cloud service (, AWS. With a workforce numbering well into the millions worldwide, the organisation's human resource practices — especially around retention and working conditions in its warehouses — carry significant strategic and social weight. For a focused case study on employee turnover and HR strategies at the Croydon fulfilment centre, this organisational context is vital. The large scale of operations and the emphasis on operational efficiency directly influence turnover dynamics, measurement methods, and the practicality of HR interventions (Alexandro, 2025)

Identifying the Problem at Amazon Croydon: Background and Rationale

The Amazon Croydon fulfilment centre has increasingly attracted attention due to rising employee turnover and concerns about working conditions. A key issue relates to the widespread use of flexible or temporary contracts, which often provide limited job security and unpredictable working hours (Scheele, 2024). Employees have reported irregular shifts, sudden cancellations, and uncertainty about weekly income, which contributes to financial instability and frustration. Such conditions can make staff feel undervalued and easily replaceable.

In addition, warehouse roles at Croydon involve demanding physical labour, fast-paced targets, and pressure to maintain high productivity, particularly during peak seasons such as Christmas. These conditions can lead to exhaustion, stress, and burnout, causing many workers to leave within a short period of employment. Reviews from current and former employees frequently discuss intense workloads, limited recovery time, and inconsistent communication, further influencing turnover intentions.

The warehousing and logistics sector already experiences higher-than-average turnover, and Amazon's operational model appears to intensify these trends. Croydon therefore provides a clear example of how job insecurity, scheduling practices, and physically intense work interact to create a challenging employment environment. Understanding these specific issues is essential for identifying the underlying HR problems and designing suitable interventions aimed at improving employee experience, supporting staff retention, and ensuring a more stable workforce at Amazon's Croydon site.

Significance and Research Value of the Issue

High employee turnover at the Amazon Croydon warehouse represents an issue of considerable importance for both organisational performance and academic research. From a business perspective, turnover generates significant operational and financial costs, as continual recruitment, induction and skills development require substantial time and resources (Obeng, 2025). Constant staff replacement can also disrupt workflow and reduce efficiency, particularly in a labour-intensive environment where operational continuity is essential for meeting delivery targets and maintaining service quality. When experienced staff leave, valuable operational knowledge is lost, and new employees often need extended periods to reach expected productivity levels.

Moreover, persistent turnover can adversely affect workplace morale and culture. Remaining employees may face heavier workloads and increased pressure, which in turn may encourage further resignations. In logistics and warehousing, where physical demands, productivity expectations and time pressures are already high, these conditions can quickly escalate into wider workforce instability.

From a research standpoint, examining the drivers of turnover at the Croydon site offers practical and theoretical value. Insights gained from this case can enhance understanding of how job security, scheduling practices (Garad, 2025), workplace conditions and organisational support shape retention in high-volume fulfilment operations. Consequently, exploring this issue can help identify effective HR strategies, contribute to improved employee well-being, and strengthen long-term labour sustainability within the e-commerce industry.

Rationale and Expected Learning

Investigating employee turnover at Amazon's Croydon warehouse is justified due to the increasing relevance of workforce stability within large-scale logistics operations. This site reflects the characteristics of contemporary fulfilment centres, where rapid operational growth, fluctuating staffing demands and efficiency targets influence the employment experience. Exploring turnover within this environment therefore provides a useful basis for understanding how organisational priorities interact with employee needs, job conditions and perceptions of security in warehouse settings.

The study is expected to generate valuable learning outcomes. Firstly, it will deepen knowledge of the key factors contributing to high turnover in physically demanding and time-pressured workplaces. Secondly, it will help identify HR approaches that are most effective for improving retention, including consistent scheduling, supportive communication and measures to enhance employee well-being. In addition, the analysis aims to formulate practical recommendations that Amazon and similar organisations may adopt to strengthen workforce stability.

Overall, this research seeks not only to examine the Croydon case, but also to inform evidence-based HR strategies relevant to the wider e-commerce logistics sector (NKAMENI, 2023).

Key Debates and Developments in Workforce-Related Research

Research on contemporary workforces has increasingly focused on how changing employment practices and organisational pressures shape employee experience. A central debate concerns the expansion of flexible working arrangements, such as temporary or zero-hour contracts. Although these models enable companies to manage fluctuating demand, critics argue that they often create instability, weaken employee loyalty, and increase turnover. This has encouraged academic discussion about whether operational flexibility should be prioritised over job security and long-term workforce sustainability.

Another key area of discussion relates to employee well-being in demanding operational environments. Evidence suggests that intensive workloads, strict productivity targets and physically strenuous tasks can contribute to workplace stress and fatigue, particularly within logistics and warehousing roles (Teh, 2025). As a result, researchers emphasise the need for organisations to implement policies that protect employee health, including improved scheduling practices, better communication, and supportive HR interventions.

In addition, the introduction of monitoring technologies in the workplace has generated debate regarding autonomy, fairness and trust. While such systems can support performance management, they may also increase employee pressure and reduce perceived control.

Overall, current workforce research highlights the challenge of achieving organisational efficiency while ensuring sustainable and humane working conditions.

Research Aim, Objectives, and Questions

Overall Aim

This study aims to investigate the underlying factors contributing to high employee turnover at Amazon's Croydon fulfilment centre and to explore effective human resource strategies that promote retention, enhance job satisfaction (Akinwale, 2025), and improve operational efficiency, offering practical insights for sustainable workforce management in large-scale e-commerce and logistics environments.

Research Objectives

1. **To identify the key factors contributing to employee turnover** at Amazon's Croydon fulfilment centre, including organisational practices, working conditions, and individual employee perceptions.
2. **To evaluate the impact of current human resource policies and practices** on staff retention, job satisfaction, and workforce stability within the warehouse.
3. **To explore potential HR strategies and interventions** that could reduce turnover, enhance employee engagement, and promote a supportive working environment.
4. **To provide evidence-based recommendations** for improving employee retention and operational efficiency, offering insights applicable to similar high-demand e-commerce fulfilment centres.

Research Questions

1. What are the primary factors driving employee turnover at Amazon's Croydon fulfilment centre, including organisational practices, workplace conditions, and individual employee experiences?
2. How do the current human resource policies and management practices influence staff retention, job satisfaction, and overall workforce stability within the warehouse?

3. Which human resource strategies or interventions could effectively mitigate turnover and foster higher employee engagement in a high-demand fulfilment environment (Fauzi, 2025)?
4. What evidence-based recommendations can be proposed to enhance employee retention and operational efficiency, and how might these strategies be applied to similar large-scale e-commerce logistics operations?

Preliminary Literature Review: Context and Key Findings

Current studies on employee turnover demonstrate a strong link between working conditions, perceived job stability, and organisational support, particularly within warehousing and logistics roles. Research consistently shows that physically intensive work, irregular schedules, and strict performance requirements can create dissatisfaction, stress, and a greater likelihood of employees leaving (Krishnan, 2025). The growing reliance on flexible and temporary contracts is also frequently associated with reduced commitment and heightened concerns about job security, which further contributes to turnover.

Additionally, recent literature highlights the importance of management practices, communication, and organisational culture in shaping employee intentions to remain in post. Evidence suggests that supportive HR approaches, fair scheduling, and effective communication can help reduce attrition and enhance employee motivation. Overall, findings indicate that turnover within fulfilment environments results from a combination of operational pressures and employee expectations, reinforcing the need for targeted HR strategies.

Gaps in the Literature

- There is limited research focusing on individual Amazon warehouse locations, meaning site-specific operational differences such as those at Croydon remain underexplored.
- Much existing literature emphasises general organisational trends rather than examining day-to-day employee experiences including scheduling and contract arrangements.
- Many studies rely heavily on quantitative data, with fewer qualitative accounts reflecting workers' personal perspectives and motivations.
- There is insufficient evaluation of targeted HR interventions designed for high-demand fulfilment centres within the e-commerce sector.
- Here is a concise 50-word paraphrased version with clear grammar and structure:

Contribution of the Study

This study contributes by examining turnover within a specific Amazon site, offering detailed insight into working practices and employee experiences at Croydon. It also identifies context-appropriate HR solutions, providing practical recommendations that can support improved retention across similar high-demand e-commerce fulfilment environments.

Research Methodology and Design

This research employs a qualitative case study design centred on Amazon's Croydon warehouse. It draws on secondary data, such as academic publications, organisational information and industry evidence, and uses thematic analysis to explore turnover factors and suitable HR approaches within large-scale e-commerce fulfilment settings (Chatwick, 2023)

Paradigm or Research Philosophy: Interpretivism

This research is underpinned by an interpretivist philosophy, which recognises that social reality is shaped by individual meanings, perceptions and interactions. Interpretivism highlights that experiences within the workplace are subjective and cannot be fully understood through numerical data alone. This perspective is suitable for analysing turnover at Amazon's Croydon fulfilment centre, as employee decisions and responses to working conditions are influenced by personal interpretations of job security, expectations and organisational practices.

Using an interpretivist approach enables the study to explore how employees and the organisation understand issues such as workplace pressure, management style and retention challenges. Rather than focusing solely on statistical patterns, this philosophy allows attention to be directed towards context, lived experience and meaning.

Overall, interpretivism (Jones, 2025) provides a valuable foundation for examining employee experience within a complex operational environment and supports a deeper understanding of turnover-related issues.

Data Collection Methods

- The study primarily uses secondary data sources to examine employee turnover at Amazon's Croydon fulfilment centre.
- Sources include academic journals, industry reports, organisational documents, news articles, and case studies, providing insights into workforce trends, HR practices, and operational challenges.
- This approach avoids direct engagement with employees, making it suitable for addressing sensitive employment issues while ensuring ethical compliance.
- Data collection focuses on key factors such as causes of turnover, working conditions, contract types, and existing HR interventions.
- A thematic analysis will be applied to identify recurring patterns, relationships, and trends affecting employee retention.
- By systematically reviewing and synthesising secondary information, the study aims to generate evidence-based insights and practical recommendations relevant to workforce management at Amazon and similar fulfilment centres.

Sampling Strategy

The research adopts a purposive sampling approach, targeting secondary data sources specifically related to Amazon's Croydon fulfilment centre. Materials such as academic studies, industry analyses, and organisational reports are selected for their direct relevance to employee turnover and HR practices, ensuring the information aligns closely with the study's objectives and context. Example 10 to 15 interviews, until saturation is reached.

Ethical Considerations

This research maintains ethical standards by relying solely on publicly accessible secondary data, ensuring confidentiality and anonymity. Sources are accurately cited, intellectual property is respected, and findings are presented objectively, avoiding any misrepresentation or bias in the analysis.

Practical Implications and Business Relevance

This study provides actionable insights for Amazon and similar fulfilment centres, highlighting strategies to reduce turnover, improve employee satisfaction, and enhance operational efficiency, while demonstrating the broader value of effective HR practices for sustainable workforce management and organisational performance.

Potential Impact on Business Practices

Employee turnover affects onboarding duration, training effectiveness, and the retention of tacit knowledge. Insights from this study can guide improvements in:

- Recruitment and retention strategies to better attract and retain talent
- Supervisor-to-employee ratios to enhance oversight and support
- Revised onboarding programmes tailored to peak operational cycles
- Structured mentoring and knowledge-transfer initiatives to preserve organisational knowledge
- Workforce planning strategies to anticipate and manage labour shortages

Implementing modular micro-training, optimised onboarding schedules, and formalised mentorship frameworks can reduce ramp-up times and minimise performance variability among new employees.

Strategic and Industry-Level Implications

Enhancing HR-led workforce management practices—such as communication processes, supervisor coaching, and employee support mechanisms—enables fulfilment centres to respond more effectively to turnover challenges. Understanding turnover-related costs also informs HR budgeting and resource allocation. Overall, the findings contribute to industry-wide discussions on how HR strategies can strengthen operational resilience, promote employee well-being, and enhance organisational competitiveness (Nelson, 2025).

Plan of work and time schedule

Gantt Chart

No	Task	Month 1	Month 2	Month 3
1	Planning the report			
2	Literature Review			
3	Methodology Design			
4	Final Submission			

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