



University of Wales Trinity Saint David

Course: BA Business Management

DISSERTATION
(LCB6000)

How HR helps companies remain competitive in a global market. Case study for Starbucks

Student name: Lyudmila Nikolova

Student number: 1908690

Tutor: Mushifiquir Rahman

Table of Contents

Chapter 1; Introduction	4
1.2. Rationale of study	4
1.2. Aim of the research	5
1.3. Research objectives	5
1.4. Research questions	5
1.5. Background of the research.....	5
1.6. Limitations of the research	6
1.7. Chapter Overview	6
Chapter-2: Literature review	7
2.1. Challenge of diversity	7
2.1.2 Diversity management.....	8
2.1.3. Role of managers in diversity management	8
2.2. Green resource management.....	8
2.3. Organizational Success	9
2.4. Chapter Overview	10
Chapter-3: Methodology	11
3.1: Research Philosophy:.....	11
3.2: Research Approach.....	13
3.3-Types of Data:.....	14
3.4: Sampling Method, Type, Size.....	15
3.41: Sampling Method and Type:.....	16
3.42: Size	16
3.5-Data Collection and Analysis Method:	16
3.6-Ethical Consideration:.....	17
3.7-Summary:.....	17
Chapter-4: Data Analysis.....	18
4.1: Survey Data Analysis:.....	18
4.2: Important Findings:	26
Chapter5- Conclusion and Recommendation:.....	28

5.1: Conclusion:.....28

5.2: Recommendation: 28

References 30

1. Chapter 1

1.1. Introduction

Starbucks is one of the renowned coffee brands all over the World. The company was established in 1971 in Seattle. With the emphasis on business and people management as well as customer relationships, the success of the organization spread worldwide and it became one of the best and most reputable coffee brands with its branches spread worldwide (IBS Center for Management Research, 2005). In the late 1980s and 1990s, the corporation experienced tremendous growth after years of gradual growth. There were over 9,000 Starbucks locations worldwide by the beginning of the 2000s.

According to the study, it was proposed by Poba-Nzaou et al. (2020) that every organization required human resource management to efficiently manage its operations. The responsibility of the HRM include the effective performance of the employees in order to achieve the organizational goals. Because of the current economic climate, HR managers must prioritize employee performance in order to generate revenue for the business. Corporate executives are now focused on technology that could enable them to prosper in challenging times because they are worried about the changing global economic and political conditions. In today's rapidly changing economy, organizational competitiveness is growing. Therefore, the essentialness of HR strategies and planning is also growing with the pace of diversified workforce in the organizations. Organizations in order to grow their existence and gain a competitive advantage in the diversified marketplaces must integrate HR operations with the other activities of the businesses. All organizational functional areas depend on human resources to perform properly. As a result, it is impossible to separate human resources from an organization's overall strategy (Babynina, et al, 2021).

In order to acquire a competitive edge and support the company's globalization initiatives, Starbucks Corporation employs Human Resource Management (HRM) practices and policies (Hall, 2021). Starbucks sets itself apart from its competitors when it comes to hiring, training, and general human resource management (HRM) by utilizing top-notch HRM policies.

The strategic planning adopted by Starbucks in reference to the HR functions to grow their business operations and gain a competitive advantage in the diversified global market includes generating shareholder value by strengthening its position in established markets and boosting premium coffee volume sales to improve profits. In order to do this, management must consider how to turn Starbucks coffee, the company's premium offering, into its flagship brand in important international markets. Starbucks aims to capitalize on the expanding premium coffee industry and the higher profit margins it offers (Tikson, S. D. S. (2018).

The business is actively establishing additional restaurants, upgrading its technology, creating new goods, and growing its rewards program. The strategies are working: Starbucks reported on Thursday that sales at cafés open for at least a year increased 6% globally in the third quarter. Net sales reached an all-time high of \$6.8 billion, up 8.1% (Danielle Wiener-Bronner, 2019).

1.2. Rationale of study

Today, the role of the HRM in the industry is pertinent. Industries are now focusing on people management and considering the employees as an asset for the organization. The sector of Human Resource plays a wide role in the establishment of policies, and putting these policies and approaches

into practice. These policies are people oriented and focus on how the people can obtain the satisfaction from the jobs they are doing. HR role in regards to the people to make sure that they are treated fairly is also substantial. The workforce or employees are only one aspect of human resource management. Even stakeholder management is related to HR management, where the HR team frequently collaborates with the leadership teams. All these underlying aspects of the HRM necessitates a comprehensive study to be taken to make the organization more successful. The proposed research will provide sufficient insights into the importance of HR and how HR can bring innovation and lead to the success of an organization.

1.3. Aim of the research

The focus of this thesis is to determine how Starbucks' HR strategies affect performance of management.

- Using open communication as a strategy at Starbucks
- How Starbucks provides employees with a range of training opportunities to ensure that they are well informed about the company's values and how to promote them among customers

1.4. Research objectives

The objectives of the research encompass;

- To investigate the essentialness of the HR practices in the operations and employees' performance to gain a competitive advantage.
- To determine Starbucks' HR management strategies.
- To determine the policies adopted by Starbucks to grow their business operations.
- Identify the factors that have made Starbucks a global phenomenon.

1.4. Research questions

- To what extent does Starbucks' performance management HRM strategy aid in the expansion of the business?
- What HRM strategies does Starbucks use to achieve its global success?
- Why is it difficult for your organization to put HRM policy into practice?

1.5. Background of the research

The reputation of Starbucks in reference to the HR managers has prevailed for the hiring of well-educated persons as a manager. The most critical and essential sector in any organization is the HRM and the administration of the organization is dependent on HRM practices. Starbucks was founded as an American coffee firm, in Washington, D.C. The goal of the business is to treat clients with respect and decency. Starbucks Corporation's human resources division regularly seeks out new workers with a variety of skills, which is essential to the company's success (Hall, 2021).

1.6. Limitations of the research

The study investigates the HR business strategies adopted by Starbucks and the essentialness of these strategies to promote the activities and goals of the company. Although there are various sectors in the company that also need to be investigated in order to achieve the long-term goals of the organization.

1.7. Chapter Overview

The research introduction considered the background of the HRM and present the rationale why is it essential to study the role of HRM in the organizational context. There were also various aims and objectives presented which the research has considered useful for the organization. The proposed study will first analyze the various theories to present the various arguments and underlying assumptions regarding the role of HRM and then the theories will be applied to the Starbucks to improve the organizational capacity. Following the theories of HRM, the organization internal sectors will be analyzed to determine the sectors and how the HRM can improve the functioning of an organization and lead toward success. Diversity management is an important aspect of the HRM which will be focused in the study and the challenges concerning the diversity management will be discussed. Then the methodology section will focus on the research development methods which is applied to find out the results and discuss the sectors which needed to be improved.

Chapter-2

2.1. Literature review

There has been a report published in the year January 2005 in the Fortune magazine declaring the Starbucks Coffee company as the World's 2nd largest company to perform the duties as a worker and the title was awarded to the company "Best companies to work for". The employee-friendly rules and encouraging workplace culture at Starbucks made it stand out. Particularly, the business became well-known for making its benefits program available to part-time workers, something that few other companies did. Starbucks appreciated its employees and was one of the few companies in the retail industry to provide both full-time employees and part-timers with top-notch benefits, according to the IBS Center for Management Research (2005). The strategies were formed for the purpose of motivation and engaging the employees. To ensure the employee's performance and their productivity during the performance of services and consumer interactions, the company emphasizes HR practices and relationships with consumers. The outcome was that the business had a relatively low staff turnover rate. The equity theory of motivation supports this approach since it led to a decreased rate of turnover and because people are highly motivated when they feel that their employer is treating them fairly in terms of the benefits they provide (Dessler, 2013). In addition to this theory, there is an argument made by Noe et al, (2022), which states that in order to gain a competitive advantage in the diversified global market, the investment planning of the company should not only be limited to the latest technological reforms and developments, or increasing the excellency of the product, rather the company should integrate their investment strategies with the diversified training programs as well as the payment procedures which include incentives and reliefs to the employees.

Several theories in relation to employee retention reveal that various factors contribute to the process of employee retention. However, the most contributing factor in this context is incentivization, compensation, and recognition practices (Malik et al., 2020). Numerous empirical research has shown that staff retention rates have greatly increased thanks to salary, awards, or recognition (Rombaut & Guerry, 2020). Training and growth opportunities also influence the retention of employees proven by various researches (Imna & Hassan, 2015).

Employees' motivation and engagement is considered to be the most crucial concern for the HR practices in any organization. Ultimately, happier workers tend to be more innovative, effective, and productive, which leads to and sustains increased corporate performance (Brown et al., 2011; Zelenski et al., 2008). As a result, managers must consider ways to improve employee wellbeing.

2.2. Challenge of diversity

There is also an increasing concern faced by the HR managers in diversified workplaces is the management and appropriate functioning of its operations with the increasing diversity (Mujtaba, 2010). Diversity in accordance with organizational context can be elaborated as the differences or discrepancies among various classes and groups of workers classified as age, gender, religion, background, and education being involved in the daily operations makes it difficult to manage for the managers (Jones & George, 2014, p. 135).

Thompson (2005) asserts that businesses that restrict the types of workers they will hire are also r

restricting the talent pool from applying to work for them.

As a result, this discrimination restricts the organization's productivity, development, and survival projections (Wu & Mujtaba, 2012, p. 43).

2.2.1 Diversity management

According to theorists, HR managers have a responsibility to treat everyone fairly and justly based on their individual merit and performance in order to foster better social conditions and a harmonious workplace environment, regardless of an employee's race, religion, age, gender, or sexual orientation (Lundrigan et al., 2012, p. 41). As a result, in order for international firms like Starbucks to remain competitive, they must employ people from different backgrounds, genders, and ages. The correct treatment of all employees and integrating them into the corporate culture are other skills that managers must develop. In this investigation, we'll outline the strategies Starbucks use to control the diversity of its employees and evaluate how well the business operates as a result.

2.2.2. Role of managers in diversity management

According to the research, if the managers responded to discrimination and diversity differently, it will promote the major disparities over time. The prevention of discrepancies in treatment and results caused by unrelated differences like race or ethnicity is crucial for managers. This study will teach readers how managers can ensure that diversity is effectively handled. The effectiveness of Starbucks management in achieving their objectives to cultivate a diverse workforce, boost competencies, create an inclusive culture, and create a varied network of suppliers is also examined.

The effective functioning and management of diversity in the workplaces are heavily dependent on the HR managers. The role of the managers is to provide guidelines to other staff to tackle the challenge of diversity and treat people with fairness regardless of any discrimination. Investigation into the social influence reveals that the engagement of the employees is highly influenced by the management or relevant field persons (Jones & George, 2014). Additionally, managers have the power to support or undermine initiatives for the successful management of workplace diversity. Managers should be dedicated to bringing diversity to their organization to guarantee that all employees feel their efforts to promote diversity are valued. Top management commitment and rewards for diversity support are essential elements in the success of diversity management programs. Furthermore, the investigation reveals that the importance of managers in the process of good management is further emphasized by two important points. The first element is because of how other people in the organizations view them, minority groups frequently have a little disadvantage (Jones & George, 2014). Additionally, a sizable portion of minorities believes they would get better care if they were of a different race or ethnicity.

2.3. Green resource management

There is an active involvement required by the organizations to measure the environmental concerns and challenges which is not only now limited to the pollution and environmental effects (Renwick, D.; Redman, T.; Maguire, S. 2008). The modern strategy also incorporates environmental objectives and business priorities. There is increasing demand on businesses to increase their social and environmental sustainability Ardito, L.; Dangelico, R.M, 2018. Businesses

are now required to adhere to GHRM practices, often known as "Measures of green management in HRM," and to support employees' efforts to conduct environmentally responsible workplace behavior. By linking elements like recruitment and selection (RS), training and development (TD), GHRM can enhance the enforcement of the environmental management (EM) system by integrating performance management (PM) and compensation management (CM) with the organization's environmental goals. It has been found that GHRM can support the creation of an organisational culture that endures (Arulrajah, A.A, 2014).

The purpose for the study of GHRM is to promote harmonious environmental workplaces integrated with responsible worker behaviors. There is a detailed elaboration provided by the Opatha, and Arulrajah that GHRM is a set of practices essential for the organization to enhance the environment that emphasizes the green structure for everyone which involves businesses, society, and employees can all gain. People, society, the environment, and industry can also benefit from these practices offered by the theorists and the investigation by implementing successful policies considering the GHRM practices. Employers may create a green workforce that is aware of and supportive of environmental activities by implementing GHRM principles Marhatta, S.; Adhikari, S. 2013. To maintain green goals, GHRM is used in the HRM phases of RS, TD, and CM, according to Mishra.

The structure of the GRHM was developed to create an environment that is mutually responsible for establishing equality among individuals and businesses while considering both social and economic well-being while simultaneously promoting environmental consciousness and offering the business long-term benefits (Benz, M.; Frey, B.S, 2007). The ability of employees to develop and put into action environmentally sustainable solutions is favourably correlated with a GHRM-friendly workplace, claim Babiak & Trendafilova, Evangelinos, Nikolaou, and Leal Filho (2015). According to Perron, Côté, and Duffy (2006), GHRM ought to incorporate environmental education, training, ways to assess employees' environmental performance (EP), and prizes. Renwick et al. list the following as elements of the 2008 GHRM: hiring, selecting, training, and raising environmental consciousness.

The organization that efficiently performs GHRM functions prefers employees who have the qualifications to efficiently perform their duties according to the requirements of the green values. The organizations in order to promote the efficacy of GHRM also offer sufficient training and development programs that not only include environmental risk management but also to better the environmental knowledge, abilities, awareness, and attitudes of employees Cheema, S.; Afsar, B.; Javed, F, 2020. Through these environmentally conscious management practices, GHRM may monitor and influence employees' task-related and voluntary green behaviors.

2.4. Success of the organization

The success of the organization is heavily influenced by the various factors and policies adopted in relevance to hiring people with exceptional skills, efficacy in deploying HR practices, acquisition of talent, and skill-based workplace, and last but not least is to employ the administrator that efficiently organizes and emphasize on achieving the long-term goals. Data analysis is a tool required for enhancing the functioning of the HRM. Another tool utilized by the HR managers for the purpose of measuring progress which includes Sick days and staff turnover. The emerging subject of HR analytics could help HR develop into a true strategic

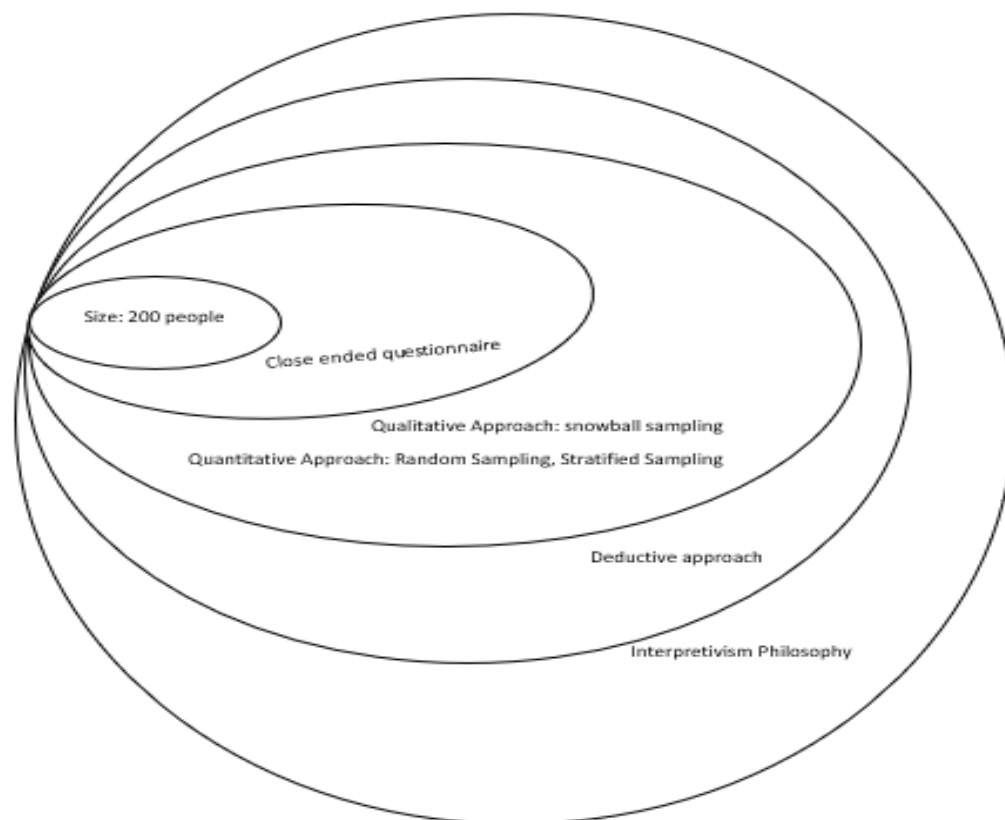
partner. Analytics for human resources are not the same as HR metrics. The demand for the HRM strategies has gained significance in the past few decades, HR has depended on its capacity for data analysis to differentiate itself. Now, HR personnel can chat with executives, learn what they need, and make the right choices. Businesses can connect HR performance with their strategic objectives by using human resource analysis (Valecha, N. (2022).

2.5. Chapter Overview

The chapter has discussed the role of HRM in the context of Starbucks organization. There were several theories presented in the literature review regarding the efficacy of HRM and how HRM can bring solution to the challenges faced by the organization. The challenges faced by the organization in the current scenario is the diversity management that is discussed in the literature. HR role in the management of diversity has also been discussed and the strategies that HR has adopted to tackle these challenges have also been proposed. The third chapter will discuss the method adopted to analyze the sectors of the organization and evaluate the sections which need to be improved.

Chapter-3: Methodology

The study gains credibility and produces trustworthy scientific results when it uses a research-based methodology. The plan is developed by the chapter that will assist in enhancing the researchers understanding and will result in efficient approach to deal with organizational affairs. Understanding the researcher's technique will enable the reader to know the plan and steps taken to get at the results. A sound research methodology allows the other researcher to refer to research method for any criticism if they want. Moreover, it allows the researcher plan its aim and objective respectively and then it allows to follow the research plan accordingly. Lastly, a correct research methodology allows the researcher document its finding in appropriate and accurate way.



3.1: Research Philosophy:

Research philosophy is concerned how knowledge is progressed and developed in given study (Saunders, Lewis P, & Thornhill, 2003). Research philosophy is important to understand as it is the belief and traditions of the research. This can be categorized as positivism, realism and Interpretivism.

Use of Positivism approach, the research focuses on factual data, thus its more scientific approach. However, it does not allow to analyze the subjective side of the research thus it is not beneficial to use this approach in this research. According to positivist philosophy, studying society may be done using the same techniques used in the natural sciences. According to the positivist perspective, sociology entails determining the causes of observable events and testing ideas against observations (Hibberd, 2009). Positivism-based researchers might nevertheless be curious to learn about people's subjective opinions. For instance, they investigate issues like attitudes and opinions via survey research (Michell, 2003). However, they believe that sociology's role is to explain why people behave as they do because how individuals actually feel about things cannot be scientifically described.

If we look into realism approach, in it the researcher has the ability to analyze the data subjectively, in other words he/she can use their own sense to interpret the results according to reality. However, using only this does not allow to analyze the objective part of the data thus making the philosophy weak. The discrepancy is observed in the theory of realist while making comparison with the positivism being the dissemination of art, However the understanding is formed that there are similarities between the sociology and the natural sciences (Hartwig, et al, 2007; Hibberd, et al, 2010). The positivist research is relative to evaluation of the observations and the judgements are formed, either two or false and can be among these judgements. The "facts" are used to evaluate the theory (Hibberd, 2010). Realists disagree that "observations" and "theories" can be distinguish, hence they do not make this clear distinction (Parker, 2003; Hartwig, 2007). It is also the observation that every study is not entirely emphasized or based on the evidences. There are always aspects of reality that go beyond what is visible in whatever form (Duran, 2005; Hibberd, 2010).

According to the viewpoint of the realists, science's objective is to develop an understanding of the procedures which generate the Regularities that can be observed.

The realists formed the understanding that the main guiding principles for conducting research should be in accordance with "scientific" norms such as systematic evidence collecting, dependability, and transparency. They recognize the value of the subjective aspect of human behavior, though, and they do so by using procedures that support the reality of people's experiences (Bhaskar, 1999). Experimental or comparative study designs are more frequently used in realist research, but neither quantitative nor qualitative methodologies are particularly devoted to this (Parker, 2003; Hartwig 2007). But the theory is what realist methodology focuses on. It is preferred by the realists that the emphasis of sociological strategies will be relative to the analysis or discrepancies in underlying theoretical concepts, explanations, and policies because there is no such thing as theory-free evidence.

In Interpretivism the researcher is allowed to use both the methods that scientific approach and subjective approach thus giving the research better insight and results which are more specific and near to reality and practicality. The discrepancy is observed by the interpretivism that the investigation procedure of the social sciences is similar to the natural science, however, their viewpoint is not discriminating regarding the theory of positivism. Max Weber was a significant proponent of the interpretivism method in sociology. He believes that "natural

science" and "social science" are two entirely different activities that call for various methodology and different logical systems (Bryman, 1982).

To obtain deeper insight of the situation it is important to attain the scientific method and subjective approach is necessary. In the following research Interpretivism philosophy is used as subjective and scientific method both are used (Starbucks, *Annual reports* 2021) is the subjective case study, and apart from it, online survey of Starbucks employee was done via google docs survey platform. The reason for not using Positivism philosophy and Realism philosophy is because usage of positivism will not provide the insight of subjective area and the usage of realism will not give the clear perspective of the employees of Starbucks.

So, even if interpretivists still make an effort to conduct their research objectively and methodically, validity serves as the key criterion in interpretivist epistemology. The three major methods utilised to analyse social life from the standpoint of the research subjects are unstructured observation, unstructured interviews, and personal papers. Ethnography is the ideal study design. Numerous positivist assumptions that are commonly utilized in sociology and other social sciences have been sharply criticized by interpretivism (Marsh, 2002). Additionally, it has inspired a vast area of study that sheds light on how individuals actually live their daily lives.

3.2: Research Approach

By research approach it means how the data will be collected, interpreted and analyzed. The research approach is classified into two categories which are inductive and deductive. In artificial intelligence, there are two types of reasoning: inductive reasoning and deductive reasoning. Both forms of reasoning have premises and conclusions, but they are contradictory to one another.

If we look into inductive approach, then it is an approach which can be said as indirect approach. In it the research starts with simple observation and results and then generalized conclusion is given. In contrary to it deductive approach is also known as direct approach as it starts from analyzing theory and then data is collected and results are produced to analyze the theory. Moreover, the conclusion drawn in it is direct rather than generalized. Deductive approach is necessary to obtain absolute and niche-based results and conclusion, which is why this research is focused on deductive approach.

Deductive arguments can be valid or invalid, which means that if the premises are true, the conclusion must be true, whereas inductive arguments can be strong or weak, which means that even if the premises are true, the conclusion may be false.

If we compare both reasoning it is seen that deductive reasoning involves deducing a valid conclusion from available facts, information, or knowledge, whereas inductive reasoning involves making a generalization from specific facts and observations. Deductive reasoning works from the top down, whereas inductive reasoning works from the bottom up. Inductive reasoning moves from a specific observation to a generalization, whereas Deductive reasoning

moves from a generalized statement to a valid conclusion. The conclusions in deductive reasoning are certain, whereas the conclusions in inductive reasoning are probabilistic.

Present research focuses on the impact of Starbucks HR strategies on their organization. Using inductive approach won't be beneficial as it will produce generalized results which is deductive approach is used in this research so that specific conclusion is obtained.

3.3-Types of Data:

Data's is divided into two parts, qualitative and quantitative. The quantitative data reveals specific numeric trends related to the research topics (Kumar,2019). On the other hand, it is seen that qualitative data shows deeper insight of the research topic (Mohajan,2018). Quantitative data is the data which can be quantified and can be analyzed statistically such as age, demographics etc. In contrast to it qualitative data is the data which provides you an option to interpret the data according to your understanding of the research, sources of it are articles, research paper etc.

The distinctions between qualitative and quantitative research can be clearly drawn on the following grounds:

- The goal of qualitative research is to understand how individuals feel and think about the humanities and social sciences. Quantitative research is a scientific and empirical research strategy that produces numerical data using mathematical, logical, and statistical methods.
- The quantitative research approach is objective since the researcher is uninvolved and tries to be precise with the observations and analyses on the issue to answer the question, but the qualitative research approach is subjective because the researcher is closely involved.
- Inductive reasoning is used to synthesize data in qualitative research, whereas deductive reasoning is employed in quantitative research.
- In qualitative research, purposeful sampling is done to choose a small sample size in order to fully comprehend the goal topic. Comparatively, quantitative research relies on random sampling, where a sizable representative sample is selected in order to generalize the findings to the full population. In the qualitative research, verbal data is gathered. In contrast, quantitative research collects measurable data.
- In contrast to quantitative research, qualitative research emphasizes the process of inquiry.
- In current study both qualitative and quantitative data will be analyzed. The research paper by Business Essay and the survey are two important ways to figure out how Starbucks HR strategies will affect the management and the organization. The usage of close ended questionnaire allowed the identification of numeric trends. Usage of both that quantitative and qualitative methods allowed the fulfilment of the aims and objective of the data.

3.4: Sampling Method, Type, Size

The most beneficial aspect to conduct the research is the sampling of data. If there are errors in conducting the sampling, then it will also influence the results. Statistical analysis procedures that include selecting a preset number of observations from a larger population are known as sampling. Depending on the sort of study being done, a variety of methods, including systematic sampling and simply random sampling, may be employed to draw samples from a broader population.

The number of participants in a group determines the size of the same. In research design, a particular subject is studied using a methodical methodology. If the sample population is larger, the researchers will obtain more reliable data.

Types of sampling are Qualitative and Quantitative

Qualitative:

Non-numerical data are employed for the study of natural settings in qualitative research. Understanding how specific factors affect people is useful. There are three different kinds of it:

- Sampling with a goal is known as purposeful sampling. The study and data collection are conducted using a predetermined technique.
- Samples are taken using a participant quota, which is set up ahead of time. similar to choosing people who fit the bill in terms of qualifications and characteristics like age, sex, etc.
- Snowball sampling: The participants in the study include everyone else who satisfies the research's eligibility standards.

Quantitative:

To quantify the numerical data, quantitative research is conducted. The task of creating behavioral laws, which may be observed in various circumstances, is carried out by researchers. The theory is put to the test and could be chosen or rejected. There are three varieties:

- Random sampling - This sampling gives every member of a population an adequate opportunity of selection.
- Stratified sampling: This method is based on the researcher-defined criteria. For instance, age, race, and socioeconomic position can all be taken into account while studying a person's smoking patterns.
- Sampling that is conducted in a methodical manner. Depending on the size of the sample, the researcher chooses a name every fifth or tenth from the population.

The researchers receive outstanding results as a result of good sampling. You must choose the best appropriate sampling technique for this work because the volume of data obtained is so enormous.

There is a possibility of common sampling errors. It is possible that your sample may not accurately represent the characteristics of your population. When you discover the discrepancy between the results from the sample and the population, there is a chance that systematic mistakes have occurred.

3.41: Sampling Method and Type:

In this research two types of data are being used, qualitative and quantitative. The data from questionnaire was collected from Starbucks employees. Total employees who were surveyed were 50. Total 5 departments were surveyed that, Product, supply chain, finance, marketing, administration department were surveyed. From each department 10 employees were questioned. Sample size was kept small just to make sure that there was no biasness, it is easy to verify the questions if needed and response rate is faster. Survey questions were sent Employee who were surveyed were from top management to middle management and they were chosen via simple random sample because they were the ones who were directly affected by the HR strategies.

For qualitative and in-depth information, this research also surveyed the research which was carried by Busienss Essay on Starbucks HR strategies and their impact on the employees.

3.42: Size

Although this research aims to analyze the employees of the Starbucks, however, choosing a large sample size wasn't good for this research as it would bring biasness and it would bring difficulty to trace back to employees for clarification. Moreover, most of the employees are too busy and ignorant to check mails sent by HR department, thus choosing small sample size will make the work easy for HR department, as they will be able to get a follow up from small sample size as compared to the large one. In other words, small sample size will allow the response rate to be faster. This is the reason, the sample size of this research is 50 employees, 10 from each department. They are randomly chosen from top and middle management.

3.5-Data Collection and Analysis Method:

A closed ended questionnaire is effective to collect objective data (**Fletcher,2017**). There were total 50 questions. The topics that were covered in the questionnaire were impact of HR strategies on organizational structure, culture of organization, and management, so that the results obtained are accurate. The questionnaire was sent via mails of the employee. The participants belonged from top management and middle management. The participants were expected to deliver the answers within 7 days via email. They were expected to answer all questions and if they were not able to understand the questions then they were able to contact us through email for clarification. Once the answers were delivered then they were stored digitally and results were interpreted via charts. Visual representation improves interpretability of the information (**Humphries,2017**). Usage of email gave saved time and was cost effective.

Next the research paper was taken from Business Essay for further in-depth insight. This paper aimed to help us understand and interpret the results more accurately. This paper clearly based on the HR strategies impact on the organization thus it gave this paper base and weightage.

3.6-Ethical Consideration:

The research must be within boundaries of ethical consideration. In research collection and analysis, the ethical boundaries were also considered. When questionnaire was asked it was important to have consent before they answered it. We made sure that our email had everything written about the research and the questionnaire can only be answered once the respondent confirmed that he/she had read the all the information and is giving his/her consent for the research. Once they read it and it was confirmed that they understood their rights and the purpose of the study, then only the research was taken forward.

Maintaining confidentiality and privacy of participants is another crucial part of research **(Taherdoost,2016)**. It was made sure that the privacy of the participants is maintained which is why it was made sure that except their designation nothing is collected. Apart from that it was made sure that data which was received was kept with full security of strong passwords so that there is no unauthorized access. Lastly all the data will be erased once the research is done, this will ensure that in future the data is not used in unauthorized way.

3.7-Summary:

This research aims to figure out the impact of the HR policies and strategies on the management and the organization of Starbucks. In this research data collection, analysis and interpretation technique show that research was done via quantitative methods i.e. survey and qualitative method i.e. research analysis. The survey was of 50 employees. Random sampling was used within top and middle management; in it 10 employees were picked from 5 departments of Starbucks. The data was analyzed and results were interpreted by the help of charts. Ethical principles were made part of the research in which informed consent and maintaining privacy were the most important principles. Lastly, analysis of research paper was done to get the deep insight of the research.

Chapter-4: Data Analysis

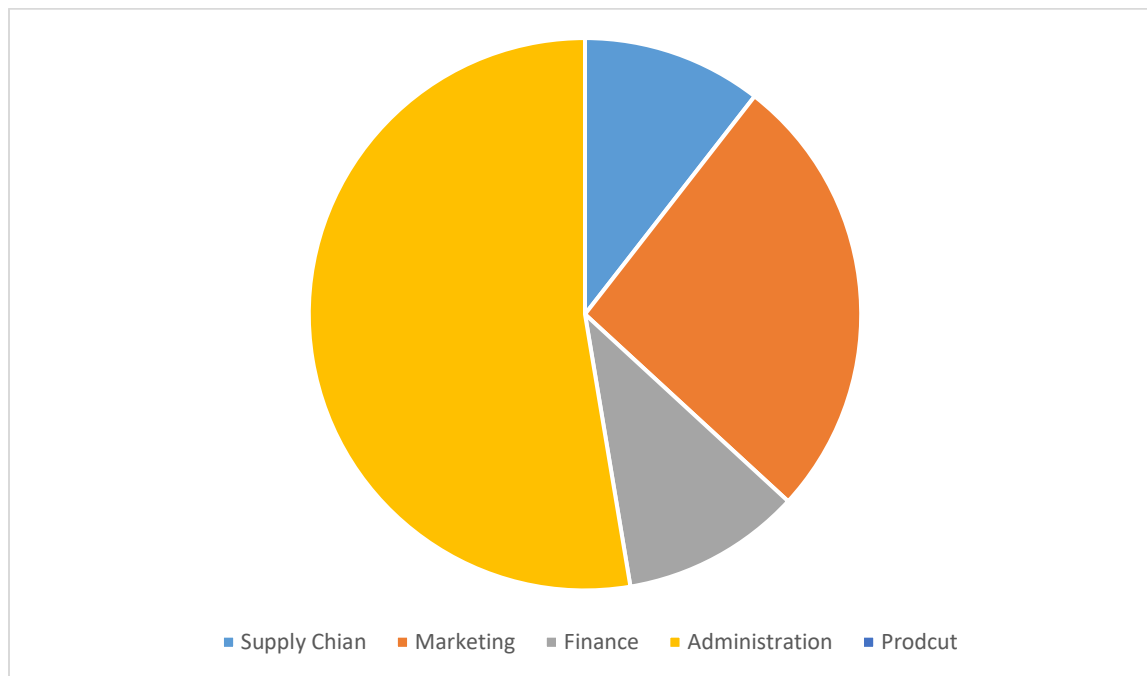
It is important to analyze the data for deeper insight. This part analyses the data obtained from the employees of Starbucks. The survey was conducted within 50 employees of Starbucks to understand how management is effected by HR strategies.

4.1: Survey Data Analysis:

Q) Kindly tell us your department?

Department	Number of Employees
Product Department	10
Supply chain	10
Marketing	10
Finance	10
Administration	10

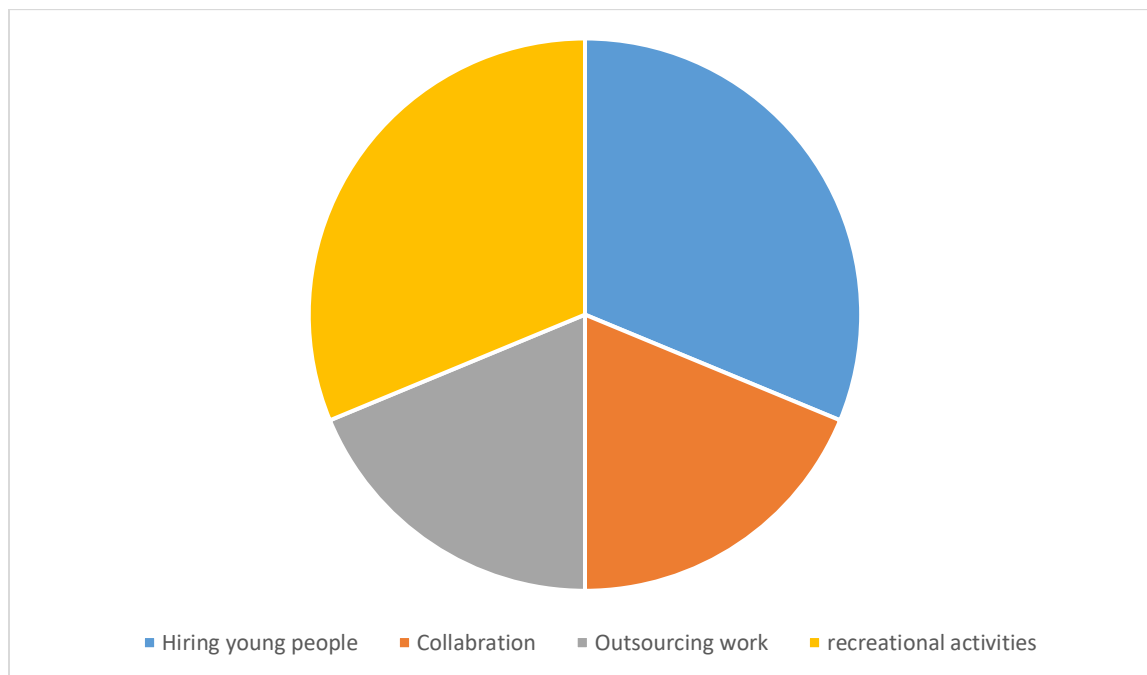
Q) How often is your department the part of change due to change in HR strategies?



Discussion:

There are total 5 departments that Supply chain, Marketing, Finance, Administration and Product. Each department goes through a change due to new strategies. When surveyed it is seen that out of 5 departments, Administration is the department which goes through more changes as compared to other 4 departments.

Q) What are the recent strategies applied by HR department?

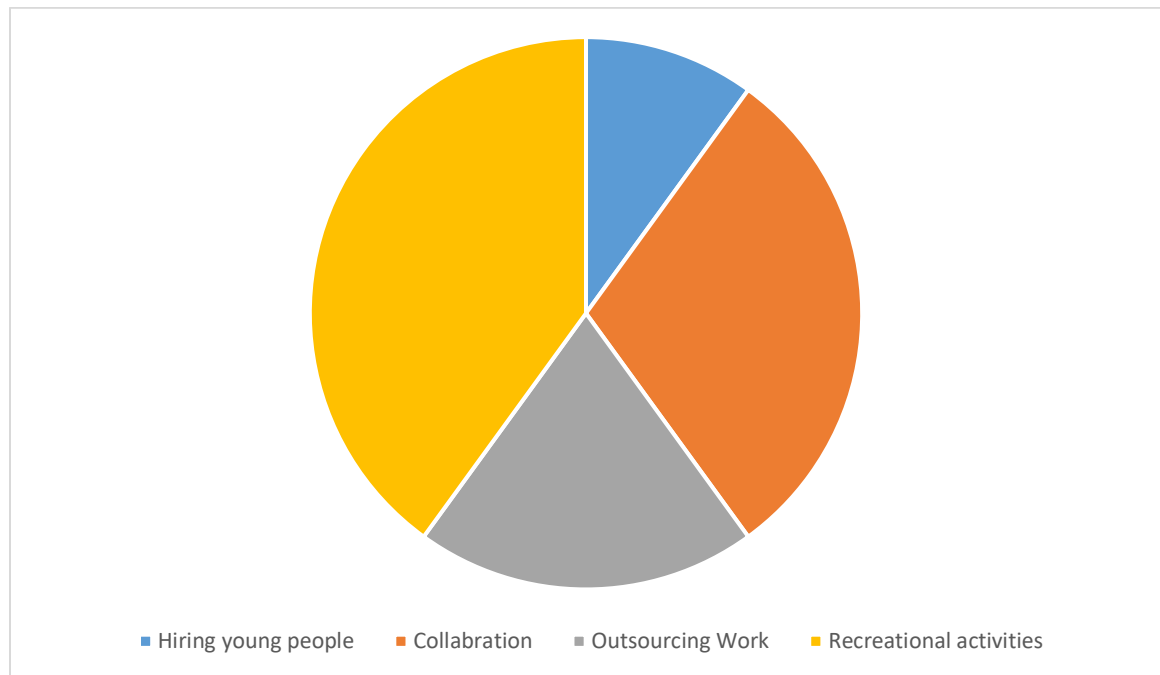


Discussion:

World is changing and new trends are seen in corporate world. Starbucks management is highly focused on recreational activities. To remain competitive, companies try to maximize the productivity of employees through recreational and wellness programs (Dhanshyam, 2022). It is seen that there is 20% rise in recruitment of young candidates, the only reason for it to bring

new skills in organization (**Dwertmann,2011**). This is also seen at Starbucks that HR is highly focused on Hiring newbies. Then HR policies are focused on collaboration and outsourcing work.

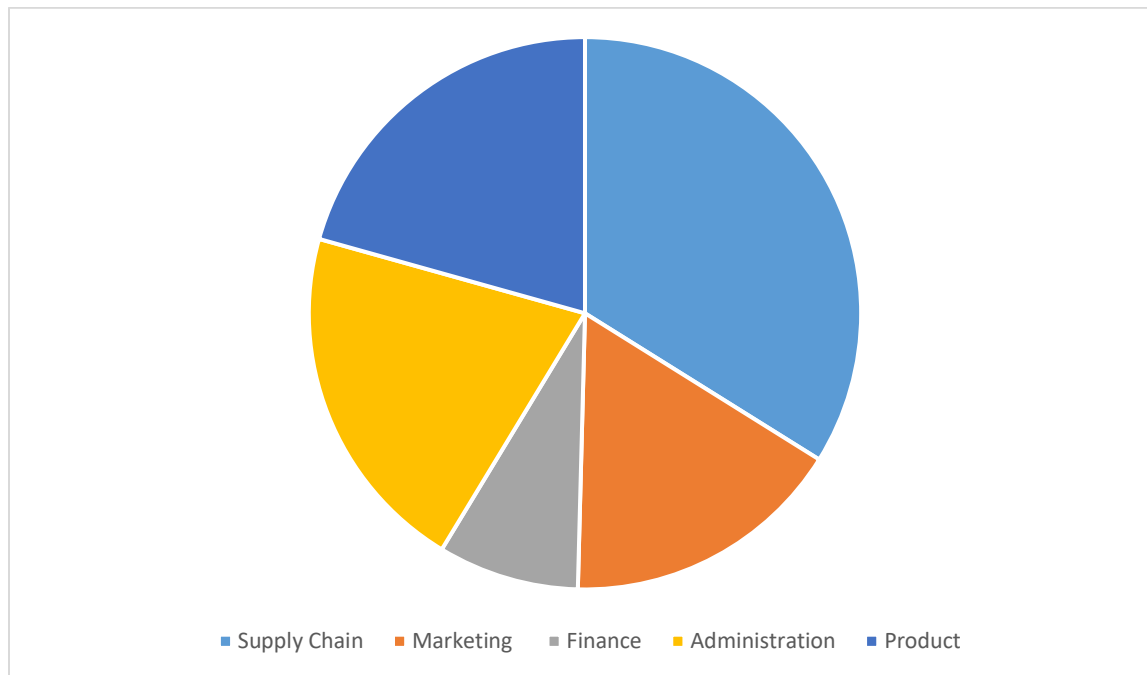
Q) What kind of change is more effective?



Discussion:

According to the survey answers it is noticed that recreational changes were said to be more effective as compared to other strategies implemented by HR department of Starbucks. Prior researches results and analysis have revealed that there is a significant relationship between workplace recreational activities and employee effectiveness and achieving desired targets within particular time span (**Akintokunbo,2022**). Moreover, it is also seen that strategies to implement collaboration within the departments have allowed better work results. Next effective strategy according to employees is outsourcing the work. Outsourcing work means that people or agencies are hired apart from the organization just to make their work done. Least important and effective strategy implemented by HR is of hiring new fresh graduates.

Q) Is your department consulted before making changes?



Discussion:

According to results of survey it was noticed that Product department is the one who is consulted more as compared to the other departments. After product department supply chain is the mostly asked before the changes are made. The least percentage is of Finance department. It was noticed that there are greater number of unsatisfied employed in Finance department. It is one of the department which is noticed to be less active because of monotonous work. Moreover, people aren't happy to join this department because of stunted growth and lack of incentives and motivational level to grow (Haily,2005).

Q) Do you feel the changes made for your department were effective? Yes, or No?

Yes	75%
No	25%

Discussion:

Implementing strategies is one thing, and their level of effectiveness is another thing. It is important to understand that whatever strategies are made they must be playing their role effectively and the ones who are being impacted by it must be affected in positive way. Results clearly showed that 75% Starbucks employees were satisfied with the level of changes brought by HR department via new strategies. However, 25% of employees weren't satisfied with the work done by HR department.

Q) HR strategies implemented in Starbucks brings motivation to work? Yes, or No?

Yes	95%
No	5%

Discussion:

A company's success depends on its ability to motivate its employees. It's the degree of dedication, zeal, and vigor that employees of a company bring to their jobs every day. Without it, businesses endure decreased productivity, lower levels of output, and a higher likelihood that they will miss key objectives. Many businesses may struggle to maintain and boost employee motivation because not all tasks will be engaging. Therefore, companies must devise strategies to maintain employee engagement. An employee who is motivated is ebullient, focused, and takes pride in their work. They work swiftly, take initiative, and want to do a good job for both themselves and the business.

According to the data, HR strategies has helped the employees to be motivated. 95% of them answered that they felt motivated by changes and new techniques HR implemented in their department.

Q) Were you able to achieve your daily targets once HR strategies were implemented in the department? Yes, or No?

Yes	85%
No	15%

Discussion:

The data reveals that 85% of employees felt they were able to achieve their daily targets just because of the HR strategies'. However, other 15 % employees said No, it must be possible that other factors may vary in this scenario.

Q) If your answer is No, mention your department?

Supply Chain	0%
Marketing	0%
Finance	15%
Administration	10%
Product	0%

Discussion:

After know the percentage of people who were unsatisfied it was important to know the which department had higher percentage of unsatisfied employees. The results clearly proved that

employees from Finance department and Administration department weren't satisfied with the implementation of strategies. These results were based on the question prior to this question.

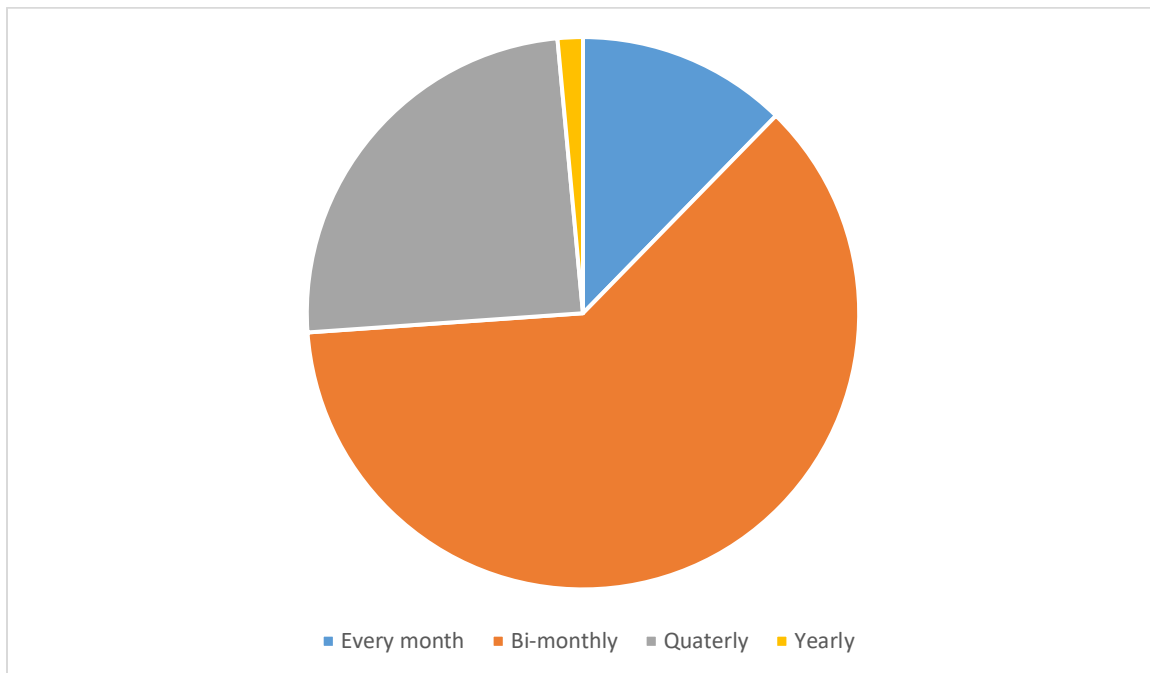
Q) Will you be satisfied if these kind of strategies are initiated by HR department more frequently?

Yes	75%
No	25%

Discussion:

It was also important to understand if employees were happy to see if these strategies were implemented frequently. 75% of Starbucks employees answers showcased that they would be really glad with this, however, 25% weren't ok with the implementation of the decision.

Q) If your above answer is yes then how often you want new strategies to be implemented?



Discussion:

Once the results were obtained about the linkage between implantation and satisfaction level. It was also important to figure out the how often do they need. The results showcased that employees felt satisfied if strategies were implemented after every six months. This means that employees of Starbucks felt that it is important to bring new policies so that there is no monotonous life in the organization and everyone around them can remain active.

4.2: Important Findings:

The survey data collected helped of identify the major findings that are:

1. HR strategies which were greatly liked was recreational activities and on the other hand the hiring newbies wasn't preferred

Recreational activities are all those activities which tend to refresh your mind, help you escape stress and relax your muscle. The intellect and one's general health are positively impacted by recreational activities. The general quality of life is improved through recreation, which reduces stress and increases physical activity (Spotivity,2022) Starbucks focuses on an aura where employees feel happy and relaxed which is why they focus on different kind of recreational activities like aerobics, staff building activities and yoga (**Starbucks, Annual reports 2020**)

On the other hand, it is seen that people at Starbucks, especially seniors are against hiring of employees. Many organizations hire fresh graduates at hire salaries, as compared to the employees who have greater experience in the following field. This creates tension and distress among the current employees, thus reducing the satisfaction level (**Pillani,2011**).

2. Employees at Starbucks prefer to be informed before any strategy is implemented:

For a business to prosper, a communication strategy must be effective. Its absence might be detrimental to the workplace. Businesses also run the risk of making poor judgments and causing conflict when false information spreads throughout the company. Therefore, managing corporate communication should be a top priority for any company because it allows for an information exchange that is seamless across all levels of hierarchy.

The data findings clearly show that the only department which is consulted with HR before implementation of the strategies is the product department. According to the research conducted on Starbucks organization, it was said that as Starbucks product department is in a direct link to the customers, for this reason, whatever strategy is implemented in this department must be mutually agreed upon and scrutinized, as the impact will not only come on the employees itself but can also be seen on the customers

3. Correlation between the HR strategies and the satisfaction level:

The perceived level of pleasure and contentment resulting from a person's performance is known as satisfaction. Along with ideas and skills, satisfaction serves as the driving force behind professional behavior. Meaning is the significance or importance a person associates with their work. When workers are motivated, they are committed to assisting the organization in achieving its objectives. They are dedicated, productive, and always looking for ways to get better. Contrarily, employee happiness is primarily concerned with how content and joyful the team feels as a whole. Employees that are happy with their jobs are more likely to work for your business for a long time. Some workers may be content with their jobs without being particularly motivated and engaged.

According to the survey data it is clearly noticed that 75% employee are happy with HR strategies, especially with recreational activities. However, 25% are not satisfied. Those 25% are the ones who belong from the finance department. As Starbucks is a company that focused on consuming products, which is why they keep their customers on top first, thus the department which brings greater satisfaction to the customer is consulted more and experiences greater number of new HR strategies as compared to the departments which has nothing to do with customers (**Wowessay,2022**).

According to the results as Product department is more in touch with customer touchpoints thus employees in it are more satisfied as compared to the other departments.

4. HR must bring new strategies more often:

A company's success can be significantly impacted by human resources. Strategic HR strategies like staff retention and development and recruiting optimization must be in line with company objectives in order to accomplish this.

The reasoning for this is pretty straightforward: A company's business goals determine its entire strategy. These then serve as the foundation for creating strategic HR initiatives that may be tailored to the requirements of present-day organizational structures, personnel, and operational procedures. Companies need to grasp how quick implementation of HR strategies are to their success. Additionally, it entails making adjustments as opposed to continuing to act in the same way. For the successful implementation of strategic HR, several fundamental conditions must exist.

The survey data clearly showed that people of Starbucks want the HR strategies to change more often. Starbucks is a company that is adapted to constant changes, and the same way the company employees are adapted to constant change in environment. Starbucks is 48 years old brand that has worked on its organizational culture and the same way they have shared their values with their employees, thus making them the most successful brand of the world (**Ghansal,2020**). This is the reason employees of Starbucks demand to have new HR strategies on bi-monthly period so that there is no monotonous aura and a positive environment is created.

Chapter5- Conclusion and Recommendation:

This research is based on the impact of HR strategies on the management of the Starbucks. The study was done by collecting the primary data and secondary data. The primary data was collected via survey which was emailed to 50 employees of Starbucks. 10 employees were taken from every 5 departments. This survey was fully done under ethical boundaries. The secondary data which was collected was from the prior studies done on Starbucks. Major study which was taken as a secondary data, was a recent research done by Wow Papers.

5.1: Conclusion:

1. In conclusion this research had objective to understand the effect of HR policies on the employees and their performance. Moreover, another objective was to understand how Starbucks extended globally. Through research it was noticed that HR makes new policies monthly which aim to motivate employees to work. Policies like increase in salaries and development programs like recreational programs helped employees to stay at Starbucks. Increase in satisfaction level allowed the retention rate. The success and the name of Starbucks helped in extension.
2. The collection of the data showed correlation between the implementation of HR strategies and the level of satisfaction. There is a positive relationship between the employees' satisfaction and the introduction of HR strategies
3. There was a positive relationship between the achievement of goals and the HR strategies. When employees are satisfied with the effective HR strategies then they produce better results and their performance increases.
4. Frequent implementation of the HR strategies increases the motivation level of the employees. When recreational activities are implemented by the HR then only the morale of Starbucks employee is seen as high and they are more inclined towards the achievement of the goals.
5. Informed decisions prepare the Starbucks employee for new changes thus it brings out the more positive attitude of the employees towards the organization.
6. Effective HR strategy is the one that made Starbucks one of the most successful brands in the world.

5.2: Recommendation:

Current research provides an overview of Impact of HR strategies on the Starbucks Management. However, the research is done on a small scale which means that the sample size is small thus the findings cannot be generalized. It is advised that in the future the research must be done on a large scale and the survey must also include lower management of Starbucks.

Even though the research was on small scale, we can still recommend approaches daily recreational breaks which could help the employees to feel fresh as monotonous work can make their brains fogged. Apart from that weekly meals can also be provided to them as

complementary package. Apart from trainings, performance charts must be placed in front of the employees so that they can keep a track of themselves, thus making them thrive more.

References

Ardito, L.; Dangelico, R.M, **2018**. Firm environmental performance under scrutiny: The role of strategic and organizational orientations. *Corp. Soc. Responsib. Environ. Manag*, 25, 426–440. [[Google Scholar](#)]

Benz, M.; Frey, B.S, **2007**. Corporate governance: What can we learn from public governance? *Acad. Manag. Rev.* 32, 92–104. [[Google Scholar](#)] [[CrossRef](#)]

Cheema, S.; Afsar, B.; Javed, F, **2020**. Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corp. Soc. Responsib. Environ. Manag.* 27, 9–21. [[Google Scholar](#)] [[CrossRef](#)]

Dessler, G. (2013). Human resource management. 13th ed. Prentice Hall, U.S.A. Free online research papers, Starbucks Corporation: Case Study in Motivation and Teamwork. [Accessed 22/9/2016] Retrieved from <http://www.freeonlineresearchpapers.com/starbucks-case-study>

Hall, K.R., Greene, J., Subramanian, R. and Tichenor, E., 2021. Starbucks and HMSHost: addressing discrimination across organizational boundaries. *The CASE Journal*.

Imna, M., & Hassan, Z. (2015). Influence of human resource management practices on employee retention in Maldives retail industry. *International Journal of Accounting, Business and Management*, 1(1), 1-28. <https://doi.org/10.24924/ijabm/2015.04/v3.iss1/50.80>

Jabbour, C.J.; Jabbour, A.B.; Govindan, K.; Teixeira, A.A.; de Souza Freitas, W.R, 2013. Environmental management and operational performance in automotive companies in Brazil: The role of human resource management and lean manufacturing. *J. Clean. Prod.* 47, 129–140. [[Google Scholar](#)] [[CrossRef](#)]

Jones, Gareth R. and George, Jennifer M. (2014). *Contemporary Management*, 8th edition. McGraw Hill, New York.

Lundrigan, M., Tangsuvanich, V., L., Wu, S., and Mujtaba, B.G. (2012). Coaching a diverse workforce: The impact of changing demographics for modern leaders. *International Journal of Humanities and Social Science*, 2(3), 40-48.

Malik, E., Baig, S. A., & Manzoor, U. (2020). Effect of HR practices on employee retention: The role of perceived supervisor support. *Journal of Public Value and Administrative Insights*, 3(1), 1-7. <https://doi.org/10.31580/jpvai.v3i1.1201>

Marhatta, S.; Adhikari, S. **2013**. Green HRM and sustainability. *Int. eJ. Ongoing Res. Manag. IT*, 2. [[Google Scholar](#)] [[CrossRef](#)]

Nikolaou, I.; Evangelinos, K.; Leal Filho, W, **2015**. A system dynamic approach for exploring the effects of climate change risks on firms' economic performance. *J. Clean. Prod.* 103, 499–506. [[Google Scholar](#)] [[CrossRef](#)]

NOE, R., 2022. *Human Resource Management*. 7th ed. Columbus: McGraw-Hill US Higher Ed USE.

Opatha, H.H.; Arulrajah, A.A, **2014**. Green human resource management: Simplified general reflections. *Int. Bus. Res*, 7, 101.

Perron, G.M.; Côté, R.P, Duffy, J.F, 2006. Improving environmental awareness training in business. *J. Clean. Prod.* 14, 551–562. [Google Scholar] [CrossRef]

Poba-Nzaou, P., Galani, M., & Tchibozo, A. (2020). Transforming human resources management in the age of Industry 4.0: a matter of survival for HR professionals. *Strategic HR Review*, 19(6), 273-278.

Renwick, D.; Redman, T.; Maguire, S. 2008; *Green HRM: A Review, Process Model, and Research Agenda*; Discussion Paper Series; University of Sheffield Management: Sheffield, UK, pp. 1–46. [Google Scholar]

Rombaut, E., & Guerry, M. A. (2020). The effectiveness of employee retention through an uplift modeling approach. *International Journal of Manpower*, 41(8), 1199-1220. <https://doi.org/10.1108/IJM-04-2019-0184>

Valecha, N. (2022). Transforming human resource management with HR analytics: A critical Analysis of Benefits and challenges. *International Journal for Global Academic & Scientific Research*, 1(2), 56–66. <https://doi.org/10.55938/ijgasr.v1i2.16>

Mokaya, S., & Gitari, J. W. (2012). Effects of workplace recreation on employee performance: The case of Kenya Utalii College. *International journal of humanities and social science*, 2(3), 176-183.

Dhanshyam, M. (1970, January 1). *Are recreational activities really recreational at the workplace?* SpringerLink. Retrieved July 21, 2022, from https://link.springer.com/chapter/10.1007/978-981-16-7818-9_6

WowEssays. (2020, February, 21) Good Example Of Starbucks Research Paper. Retrieved July 19, 2022, from <https://www.wowessays.com/free-samples/good-example-of-starbucks-research-paper/>

Kavitha, H., & Pillai, S. G. (n.d.). *A study on emerging trends in social media recruitment strategies: with special reference to human resource departments in bangalore, india*. Retrieved November 1, 2011.

BusinessEssay. (2022, June 11). *Starbucks HR Strategy: Policies, Management, & Issues*. Retrieved from <https://business-essay.com/starbucks-corporation-strategic-human-resource-management/>

Spotivity - After School Activities for Teens, S. (2019, May 29). *The importance of recreational activities*. Spotivity. Retrieved July 21, 2022, from <https://spotivity.home.blog/2019/05/29/the-importance-of-recreational-activities/>

