

LEVEL 7 ASSESSMENT SPECIFICATION			
Student name:	Lovepreet kaur	Student ID number:	2234040
Programme:	Campus MBA (FT/PT)		
Module:	Human Resource Management		
Module code:	BMMB7007	Contribution to Overall Module Assessment (%):	50%
Lecturer:	James Moore	Internal Verifier:	TBC Natasha Davies
Assignment Title:	Improvement of an HR priority area of Starbucks	Word count (or equivalent):	2,500
Submission deadline:	23:59 (UK Time), Sunday 26 th March 2023	Return date of provisional marks & written feedback:	Tuesday 25 th April 2023
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DONOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

-INTRODUCTION

- Increasing Employee Engagement: A Starbucks Priority Area

-Poor employee engagement has a negative impact for Starbucks.

-Starbucks's Advantages of Increasing Employee Engagement

-CONCLUSION

Improvement of an HR priority area of Starbucks

This report's main goal is to assess critically one of Starbucks' top HRM initiatives. The report will concentrate on one of the following focus areas: management of equality, diversity, and equity; employee welfare; organisational culture change and development; recruiting, selection, and onboarding; performance management; and employee engagement. The chosen priority subject will be examined by determining its importance, the organization's present shortcomings in the area, and the effects the area has had on the organisation. With the aim of giving insights and suggestions for enhancing HRM processes within the Starbucks business, this report will offer a detailed analysis of the selected HRM priority area.

-INTRODUCTION

Starbucks Company, an American international chain of coffee shops and roasteries, was chosen as the subject of this article. With more than 33,000 locations across 83 countries, Starbucks was established in Seattle, Washington, in 1971 and has since evolved to become one of the biggest coffee chains in the world. Starbucks has over 350,000 employees worldwide, with a diverse workforce that includes people of many racial, cultural, and socioeconomic backgrounds.

A dedicated HR team oversees administering the business's human resource policies, plans, and procedures for the Starbucks HRM function. The Chief Partner Officer oversees the HR team, which also includes directors. Starbucks' organisational structure includes HRM, which places a significant emphasis on developing a supportive workplace environment that emphasises employee involvement, diversity, equity, and inclusion. The

organization's HRM policies and practises are created to draw in, nurture, and keep skilled people who can contribute to the success and growth of the business.

For its employees, Starbucks offers a comprehensive training and development programme that includes opportunities for onboarding, continuous education, and career advancement. To keep Starbucks a fantastic place to work where staff members feel valued and encouraged in their personal and professional progress, the organization's HRM function is essential. (Azriuddin et al., 2020)

- Increasing Employee Engagement: A Starbucks Priority Area

Recognizing Employee Engagement's Significance for Corporate Success

Starbucks places a high premium on employee engagement. The business understands that motivated workers are more effective, offer superior customer service, and foster a great workplace environment. The relevance of employee engagement for organisational performance is underscored by the following salient factors:

Improved output and performance: Employees that are more engaged are more driven, devoted, and focused, which increases output and improves performance.

Increased customer loyalty and satisfaction is a result of engaged staff members who deliver superior customer service.

Reduced turnover rates: Engaged workers are more likely to stick around, saving the organisation money on hiring and training expenses.

Positive customer experiences are more likely to be delivered by engaged personnel, which can improve the company's image and credibility.

Starbucks has had issues with employee engagement despite the significance of this issue. Some of the current issues with the company's employee engagement include the following:

Lack of opportunity for career advancement: Workers may feel stuck in their existing positions, which can cause disengagement and lower motivation.

Inadequate communication and feedback may cause employees to feel cut off from the business and its objectives, which will lower engagement levels.

Workers may feel underpaid or underappreciated, which lowers motivation and engagement. Insufficient recognition and rewards.

Restricted employee input towards decision-making: Workers may feel left out of crucial choices, which lowers engagement and loyalty to the business. Austin (2010)

Starbucks needs to put plans into place to raise employee engagement levels to remedy these shortcomings. The company may want to consider the following tactics:

Providing training and development programmes can help employees gain new skills, improve job satisfaction, and feel more valued by the organisation. Give possibilities for career advancement and development.

Enhance communication and feedback: Creating consistent avenues for feedback and communication can assist staff members identify with the mission and values of the firm.

More frequent recognition and prizes can assist increase staff motivation and engagement levels by boosting employee morale.

Boost participation of staff in decision-making processes: Employee commitment to the objectives and goals of the firm can be increased by involving them in decision-making processes and making them feel appreciated.

Starbucks can raise employee engagement levels, increase performance and competitiveness, and foster a healthy workplace culture by putting these tactics into practise. (Ramaswamy and Gouillart, 2010)

Starbucks needs to increase employee engagement for several reasons. First, disengaged staff members are less productive, less likely to offer superior customer service, and more likely to quit the company. Starbucks may incur large costs for recruiting, training, and onboarding new staff, which makes high turnover rates pricey. Second, as employees are the company's face and their interactions with consumers can affect how customers perceive the brand, low employee engagement can also have a negative effect on the company's image and credibility.

There are various issues with Starbucks' employee engagement right now. Employees frequently complain about feeling overworked, underappreciated, and having few possibilities for professional advancement. High levels of staff burnout and disengagement are the result of this. Employees often express feeling cut off from the organization's values and ideals, as well as from its poor feedback and communication systems. As a result, employees frequently don't feel appreciated, encouraged, or

supported, which has a detrimental effect on their levels of engagement. As a result, it is imperative that Starbucks address these issues and raise employee engagement levels.

Additionally, increasing employee engagement can provide Starbucks with several advantages, including greater staff retention rates, higher levels of innovative thinking and creativity, and a rise in employee loyalty. Employees that are engaged are more inclined to go above and past the call of duty, offer outstanding customer service, and favourably impact the performance of the business. Also, engaged workers are more likely to remain with the company for longer stretches of time, which lowers the expenses of recruitment and turnover.

Starbucks must therefore address the current employee engagement gaps and put in place measures to raise engagement levels. The company can increase its competitive edge and overall performance as well as the working environment for its employees. With and Littleton (2017)

Poor employee engagement has a negative impact for Starbucks.

-Fixing the Employee Engagement Deficit for Better Performance

The performance and efficacy of the company are being significantly impacted by Starbucks' low employee engagement levels. Lower levels of organisational performance are the result of disengaged employees who are less productive, less likely to offer outstanding customer service, and more likely to leave the company. In addition to these negative effects, low staff engagement can also result in higher turnover rates, poor customer satisfaction, and diminished profitability.

-Decreased performance and productivity: Disengaged workers are less effective and more likely to give subpar customer service. The performance and productivity of the business suffer as a result.

Poor employee engagement frequently results in high turnover rates, which can be expensive for the business in terms of hiring, training, and onboarding new staff. Loss of institutional expertise and knowledge can also be a consequence of high turnover rates.

Brand image and reputation damage: Workers are the company's face, and their interactions with consumers have a big impact on how those customers perceive the brand. Disengaged staff members are more likely to offer subpar customer

service, which can result in unfavourable evaluations and comments from customers and harm the company's image and brand standing.

Reduced employee morale and motivation: Workers are less likely to be devoted to their employment or the mission and values of the firm if they do not feel more valued, supported, or motivated. The company's ability to expand and compete may be hampered because of decreased employee creativity, innovation, and teamwork. King (2008)

Starbucks must put initiatives into place to raise levels of employee engagement to solve the lack of it. The follows are some potential tactics the business could use:

Providing training and development programmes can help employees gain new skills, improve their satisfaction with their jobs, and feel valued by the organisation. Give possibilities for career advancement and development.

Establish a collaborative, transparent, and open workplace culture to encourage open communication amongst employees. This will increase employee engagement.

Employee morale, ambition, and engagement can all be increased by recognising and appreciating their contributions.

Boost participation of staff in decision-making processes: Employee commitment to the objectives and goals of the firm can be increased by involving them in decision-making processes and making them feel appreciated.

Starbucks can raise employee engagement levels, increase its competitiveness and performance, and foster a healthy workplace culture by putting these tactics into practise. Maber et al. (1996)

Starbucks's Advantages of Increasing Employee Engagement

- Recognizing the Advantages of Employee Engagement for Organizations

There are many advantages for Starbucks in increasing employee engagement. The business may increase performance, recruit, and keep exceptional workers, and foster a pleasant workplace culture by addressing the current gaps in employee engagement. Starbucks might anticipate the specific advantages listed below from raising employee engagement:

Improved productivity and performance: When compared to disengaged employees, engaged employees are more prolific and perform better. Starbucks can anticipate increased staff productivity and higher organisational success by raising employee engagement levels.

1. Better customer service is provided by engaged staff, and as a result, customers are more likely to be satisfied and loyal. For the business, this could result in higher sales and income.
2. Lower turnover rates: Employees that are engaged are much more likely to remain with the company, saving the employer money on hiring and training expenses. Also, by increasing employee retention rates, this can lessen the need for ongoing hiring and training.
3. Positive customer experiences are more likely to be delivered by engaged staff, which can improve the industry's image and standing among consumers. This can aid in both gaining new clients and keeping current ones.
4. Enhanced innovation and creativity: Employees that are engaged are more inclined to offer their thoughts and add to the innovation and creativity of the organisation. This can aid Starbucks in remaining competitive and adjusting to shifting market dynamics.

Starbucks can build a positive workplace environment in which staff members feel valued, driven, and devoted to the company's mission and goals through raising employee engagement levels. Improved organisational performance, higher levels of staff retention, and higher levels of employee satisfaction can result from this. Increasing productivity, customer satisfaction, creativity, lowering attrition rates, and enhancing the company's reputation are just a few of the advantages that Starbucks may experience from increasing employee engagement. kumar and pansari (2015)

- Starbucks Workers Should Understand the Advantages of Employee Engagement

At Starbucks, increasing employee engagement provides various advantages for both the company and the employees. Starbucks can build a productive workplace culture where employees feel valued, driven, and devoted to the company's mission and goals by addressing the current gaps in employee engagement. Starbucks staff members can anticipate the following benefits from increased employee engagement:

Improved job satisfaction: Employees that are engaged are more likely to feel good about their work and what they do for the firm. Increased staff motivation and loyalty to the organisation may result from this.

1. Better work-life balance: Engaged staff are more likely to feel reassured by their employer in finding a balance between work and home life. This may result in less stress and an improvement in general health.
2. More opportunities for career growth: Employees who are engaged are more likely to be given opportunities for career advancement and to be recognised for their contributions to the business. This may result in better career possibilities, higher levels of motivation and job satisfaction.
3. Improved communication and teamwork: Employees that are engaged are more likely to collaborate and communicate effectively with their supervisors and co-workers. This may result in enhanced performance and teamwork.
4. Improved sense of connection and belonging: Employees who are engaged report feeling more a part of and connected to the organisation, which can result in an increase in job satisfaction, ambition, and commitment.

Starbucks can develop a productive workplace culture that is advantageous to both the company and its employees by raising employee engagement levels. Increased job satisfaction, possibilities for professional development, and general well-being are all results of employees feeling more appreciated, driven, and loyal to the organisation. In conclusion, increasing employee engagement at Starbucks can provide the staff with several advantages, such as better job satisfaction, work-life balance, opportunity for professional advancement, interaction and cooperation, and a sense of belonging. (Goh et al., 2020)

-Understanding Employee Engagement's Benefits for Other Corporate Stakeholders

Enhancing employee engagement at Starbucks has various advantages for other organisational stakeholders in addition to the company and its employees. Customers, stockholders, and the community are some of these stakeholders. Starbucks can build a positive workplace culture that benefits these stakeholders by addressing the current gaps in employee engagement. Other organisational stakeholders can anticipate the specific advantages listed below from increased employee engagement:

-Better customer experience: Employee engagement increases the likelihood that customers will receive exceptional service and have a pleasant experience. Positive word-of-mouth marketing and greater client loyalty may result from this.

-Improved shareholder value is a result of engaged staff members' ability to boost the company's financial success. Employee engagement can enhance productivity, innovation, and commitment to the company's objective, which can lead to higher sales and profits.

-Improved reputation: A productive workplace environment that values and supports its staff can improve the company's reputation. This may result in improved stakeholder interactions, employee retention, and consumer and employee loyalty.

-Impact on the community: Starbucks has a history of civic involvement and social responsibility. The community can benefit from increased employee involvement because it will result in a more driven and engaged staff that is devoted to having a good effect. Aakhus and Bzdak (2015)

-CONCLUSION

Starbucks can develop a positive workplace culture that benefits not only the company and its employees but also other organisational stakeholders like customers, shareholders, and the community by raising employee engagement levels. Improved customer experiences, higher shareholder value, improved reputation, and beneficial societal impacts can all result from engaged personnel. In conclusion, elevating employee engagement at Starbucks may have considerable advantages for parties involved in the business other than the workers themselves. Bainbridge et al. (2016)

We have analysed Starbucks' focus area for HRM, employee engagement, critically in our research. We have determined that Starbucks needs to enhance employee engagement owing to present issues like low employee morale, inadequate communication, and a lack of opportunities for recognition and professional development.

Starbucks will gain several advantages from increasing employee involvement, including advantages for the company, its workers, and other stakeholders. Employees will benefit from greater job satisfaction, motivation, and a better work environment, while the organisation will experience enhanced production, profitability, and creativity. Improved employee involvement can also benefit other stakeholders, including customers, shareholders, and the community, since it can result in greater customer service, higher shareholder value, improved reputation, and beneficial community impact.

Starbucks can strengthen communication channels, introduce recognition and development programmes, and offer chances for employee involvement and feedback among other things to increase employee engagement. Starbucks can develop a productive workplace culture that is advantageous to all stakeholders by addressing the current gaps in employee engagement.

In conclusion, increasing employee engagement is essential for Starbucks' success, and by taking steps to do so, the company can foster an environment that is advantageous to all parties involved in the organisation.

Although increasing employee engagement at Starbucks may present difficulties, it is a goal that needs attention and effort. Starbucks can establish a productive workplace that benefits all parties involved and prepares the company for long-term success by making an investment in employee engagement. Aryani et al. (2021)

Reference list

Aakhus, M. and Bzdak, M. (2015). Stakeholder engagement as communication design practice. *Journal of Public Affairs*, 15(2), pp.188– 200.

Aryani, D.N., Singh, P., Liew, Y.W., Kee, D.M.H., Li, Y., Li, J., Lim, C.Y. and Arif, W. (2021). How Brand Reputation Influences Customer Satisfaction: A Case Study of Starbucks, Malaysia. *International journal of Tourism and hospitality in Asia Pasific (IJTHAP)*, [online] 4(3), pp.60– 72. Available at:
<http://www.ejournal.aibpm.org/index.php/IJTHAP/article/view/1199>.

Austin, J.E. (2010). *The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances*. [online] Google Books. John Wiley & Sons. Available at:
https://www.google.co.uk/books/edition/The_Collaboration_Challenge/SiXdWCertoAC?hl=en&gbpv=1&dq=Increasing+Employee+Engagement:+A+Starbucks+Priority+Are

a++Recognizing+Employee+Engagement%27s+Significance+for+Corporate+Success
&pg=PR7&printsec=frontcover [Accessed 26 Mar. 2023].

Azriuddin, M., Kee, D.M.H., Hafizzudin, M., Fitri, M., Zakwan, M.A., AlSanousi, D., Kelpia, A. and Kurniawan, O. (2020). Becoming an International Brand: A Case Study of Starbucks. *Journal of The Community Development in Asia*, 3(1), pp.33– 43.

Bainbridge, H.T.J., Sanders, K., Cogin, J.A. and Lin, C.-H. (2016). The Pervasiveness And Trajectory Of Methodological Choices: A 20-Year Review Of Human Resource Management Research. *Human Resource Management*, 56(6), pp.887– 913.

Goh, S.Y., Kee, D.M.H., Ooi, Q.E., Boo, J.J., Chen, P.Y., Alosaimi, A. and Ghansal, M. (2020). Organizational Culture at Starbucks. *Journal of the community development in Asia*, 3(2), pp.28– 34.

King, P. (2008). *A case study to explore whether an increase in employee engagement would provide a solution to the retention issue in the Irish Labour market*. [online] norma.ncirl.ie. Available at: <https://norma.ncirl.ie/665/> [Accessed 26 Mar. 2023].

kumar, v and pansari, anita (2015). *Measuring the Benefits of Employee Engagement - ProQuest*. [online] www.proquest.com. Available at: https://www.proquest.com/openview/ce53a01fd86905764ba4ec20d6bafc0f/1?pq-origsite=gscholar&cbl=26142&casa_token=OxRAEmoEy08AAAAA:y0EtvEdMg4ijqmWeTtZFLhh51jXoeLn2Gc0E3nSaEqw0YVjoDWc5UgJ_yCwMptts_GYM6dWb1w [Accessed 26 Mar. 2023].

Maber, T., Faculty Supervisor, Dawson, K., Committee Chair, M. and Greer, R. (1996). *Creating a Great Workplace: Exploring Shared Values and Employee Engagement through Appreciative Inquiry*. [online] Available at: https://www.collectionscanada.gc.ca/obj/thesescanada/vol2/002/MR20895.PDF?oclc_number=318230727 [Accessed 26 Mar. 2023].

Ramaswamy, V. and Gouillart, F.J. (2010). *The Power of Co-Creation: Build It with Them to Boost Growth, Productivity, and Profits*. [online] Google Books. Simon and Schuster.

Available at:

https://www.google.co.uk/books/edition/The_Power_of_Co_Creation/EyXjhU_8mylC?hl=en&gbpv=1&dq=Increasing+Employee+Engagement:+A+Starbucks+Priority+Area++Recognizing+Employee+Engagement%27s+Significance+for+Corporate+Success&pg=PA3&printsec=frontcover [Accessed 26 Mar. 2023].

With, B. and Littleton, A. (2017). *The 2017 State of Digital Transformation INCLUDES SURVEY DATA FROM 528 DIGITAL TRANSFORMATION LEADERS AND STRATEGISTS*.

[online] Available at:

http://library.meetliquid.com/wp-content/uploads/2018/02/Altimeter_DT2017.pdf.