



**RESEARCH ON EMPLOYEES' CAREER DEVELOPMENT:
CASE OF STARBUCKS CORPORATION**

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ABSTRACT

Aims The current study is designed to research employees' career development and employee retention rate, and the Starbucks Corporation as a case reference.

Methods Thirty participants who have 3-month working experience and above have been selected for the current study. As participants, purposive sampling has been used as a sampling technique. Mixed method design collects and analyses the data quantitatively and also qualitatively.

Results The results show that there are effects of employee career development on employee retention rate; employee career development helps Starbucks to lead in the Coffee Retailer field; and employee career development helps in raising productivity and retaining employees. Future studies should be larger than the sample size and make arrangements for break time. The current study will contribute to the Human Resource Management (HRM), especially in the employee retention part.

Keywords: Career Development, Employee, Starbucks.

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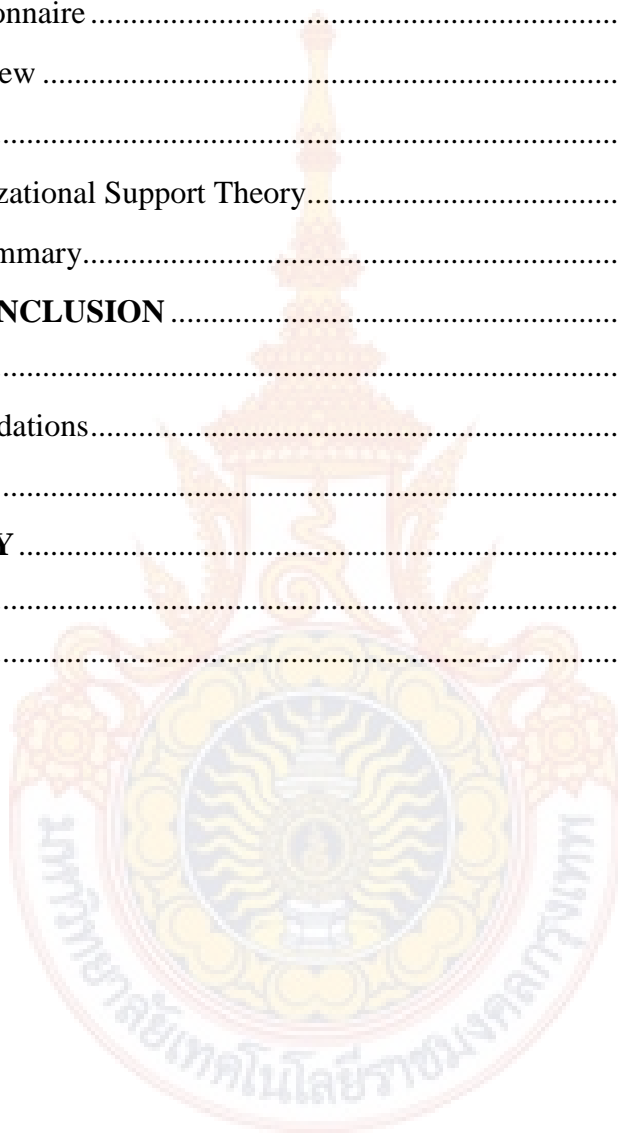


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CHAPTER 1

INTRODUCTION

This chapter presents an overview of the current research, identifying the gaps of the past studies which can justify identified problems. With it, the research objectives and research questions are presented in this chapter. The contributions of the study is discussed in this chapter as well.

1.1 Research Background

As Anne M. Mulcahy, former CEO and chairwoman of Xerox Corporation worded, employees are the greatest assets of a company, and they could bring a competitive advantage. Retain employees by providing them with stimulus and let them feel they are part of the company. A smart person can walk faster, but a team of smart persons could walk farther. Most of the successful organizations never run by only one person, but always with the cooperation of a successful team. The performance of the employee could have a direct effect to the company. That is why, employees play the important role of an organization. The quality of the employee is always important. An emerging issue of losing employee has happened in organizations since the past few years. The unemployment rate is increasing rapidly, especially in 2020. The pandemic of Covid-19 has led the unemployment rate in many countries, especially the United States, reached to the highest in the historical record (Kozicki & Gornikiewicz, 2020). However, even in the unstable environment and opportunities of the job demand are in a limited choice, an employee that is willing to work long-term with an organization is still a rare case. Based on the survey of Harvard Business Review, there are only 30% of the employees work in the same organizations within 5 years and above.

According to Van den Tooren, de Jonge and Dormann (2012), people will always seek for a job that they are satisfied with. Two elements that people will be looking for in a job, are job demand and job resource. Job demand means the scope of work that is required by the company and job resources means the opportunities and benefits the

organizations could provide. Before applying for the job, people will think if the job demand matches their abilities, and if the direction of the company which is considered as job resources could match their goals. In short, most of the time, a fresh graduate is passionate to get a job that suits his/her ambition. This characteristic would make them work with an organization long-term. However, as mentioned earlier, the rate of employee turnover is high, and only a few employees would work five years and above.

From the past 20 years, technologies have grown rapidly and brought much differences (Koondhar, Shahbaz, Memon, Ozturk & Kong, 2021). Technologies help people get a job with more choices and chances. Obviously, there is also a combination of the job sector and technologies. There are more platforms in helping job seekers online, such as Jobstreet, Indeed and so on, and these job online sites help people get their dream jobs in an easier way. Technologies have brought much job opportunities. People have the mindset that job opportunities are everywhere. When the comparison of jobs is easily accessible to the public, people would consider the best job and will not opt for a long-term commitment. They would still follow the rules of job demand and job resources. If a job demand of the organization is similar to the current one, but the job resources are higher compared to the current company, would the employee consider changing their job? Most of them, said yes.

According to Mathews and Shepherd (2002), organizational commitment is positively associated with the Human Resource Management. As mentioned above, job resources can be created by Human Resources of the company. Human Resource Management of an organization decides the improvement of an employee's career path and performance through a series of development strategies. Every coin has two sides. Technologies can also be a tool of increasing the efficiency of the Human Resource Management.

Starbucks Corporation, headquartered in Seattle, Washington, is an American coffeehouse and roastery business with locations worldwide. Starbucks Corporation is one of the world's leading coffeehouse franchises, and its employees are still appreciated. Starbucks Corporation has a series of human resource management for the employees' career development, such as employee training projects. The employees' career

development could be one of the reasons for Starbucks Corporation's success. Hence, Starbucks Corporation is used in the current study as a case reference.

1.2 Problem statement

Difference in employees' age might evidence a difference in perspective and goal achievement (Choudhry, Patrilli, Woodman, Hakendorf & Huang, 2021). Passionate fresh graduates expect to learn something new and to get a whole new opportunity from the company. While experienced employee expects to have a chance to improve themselves and stepping forward to their goals. Therefore, a company with a regular working scope that never changes will never satisfy employees. Employees would seek for a chance to improve themselves, and if the existing company is not providing the resources, they might seek other companies that provide the opportunities. An organization that has a well set of employees' career development could develop loyal staff (Aljehani & Javed, 2021). This is due to when employees are satisfied with the company, then they might be more willing to commit with the existing organization to achieve their goals. This could be a mutual benefit for both organizations and the employee. Organizations could invest in the employees who run the company well in a long-term, while individuals themselves could get the chance to improve their personal skills set to be useful in their future. Therefore, a research on employees' career development and its effect on employees' retention rate are investigated in the current study. Starbucks Corporation that is known in charging their employees' career development plan well is then used as a case reference in the current study.

1.3 The Objectives of the Research Study

The current study is designed to research on employees' career development and employees' retention rate, with Starbucks Corporation as a case reference. Based on the research problem stated above, the objectives of the current study are then designed by the following:

1.3.1 To identify the employees' career development of Starbucks Corporation

1.3.2 To investigate the relationship between the employees' career development and the employees' retention rate

1.3.3 To explore the outcome of the employees' career development of Starbucks Corporation

1.3.4 To explore the importance of the employees' career development from the perspective of the employees

1.3.5 To identify the benefits of employees' career development to both the organizations and the employees

1.3.6 To make recommendations to the future development of organizations in Human Resources Management

1.4 The Research Questions

Based on the research objectives that are mentioned above, the research questions are formed as follows:

1.4.1 What is Starbucks Corporation's employee career development plan?

1.4.2 What are the outcomes of the employees' career development of Starbucks Corporation?

1.4.3 What is the importance of the employees' career development from the perspective of the employee?

1.4.4 What are the benefits of employees' career development to both the organizations and the employees?

1.5 Definition of Terms

1.5.1 Employees' Career Development

According to Hausknecht, Rodda, and Howard (2009), employee career development is a general approach of talent management, it could increase the productivity of the employee. It is used to develop the personal skills of the employee in the organization.

1.5.2 Employee Retention Rate

According to Hausknecht, Rodda, and Howard (2009), employee retention rate refers to the ability of the organization to retain the employees. It could be affected by several factors, such as culture of the organizations, relationship between the organization and the employee, and so on.

1.5.3 Human Resources Management (HRM)

According to Legge (1995), Human Resources Management is a strategy that is applied in the organization to utilise the employee. It is a way to help the organization gain competitive advantage.

1.5.4 Perceived Organizational Support Scale

According to LaMastro (1999), Perceived Organizational Support Scale is a scale to measure the organizational commitment of the employees. It is a 7-point Likert Scale. It means that '0' indicates 'strongly disagree' and '6' indicates 'strongly agree'.

1.6 The Research Propositions



Figure 1.1 Conceptual Framework

According to Shelton (2001), the employees' career development and job satisfaction are highly associated. The past research paper has not linked through the relationship between job satisfaction and the employee retention rate and this would be a research gap of the current study. Job satisfaction could actually increase the

relationship between the organization and the employees, with mostly the employees feeling of rapport. The rapport could then make the employees choose to stay in the organization.

Another research gap of the current study based on past findings will be that, most of the past research papers are exploring the market through the western countries and just a few of the Asian countries. The theories mostly come from western countries thus, the current study is using Starbucks Corporation as a case reference however, choosing the participants at Rajamangala University of Technology Krungthep to explore the application of employees' career development on employee retention rate.

There are several past research findings on employees' career development and employee retention rate. And those findings mentioned that there is a relationship between employees' career development and employee retention rate. Most of the past research papers have stated that employees' career development is positively correlated to employees' retention rate. It means that a better employee career development promotes a higher employee retention rate of the organization. Hence, this relationship is stated in the current study.

There are quite a lot of researches that analyze the human resource management of Starbucks Corporation and the company maintains a mission of retaining the customers for long term. An organization such as Starbucks Corporation appreciates employees as the greatest asset of the company, which lead to using employees as case reference in this study.

1.7 The Benefits of the Research

The current study could bring obvious benefits in the future. The benefits could be categorized as follows:

1.7.1 Knowing the importance of employees

Some organizations might not see the importance of retaining their greatest asset, the employees. The current study would state the importance of the employees and employees career development. The current study could help the organizations to realize the importance of employees and their development.

1.7.2 Clarification of distribution of organizations

Some of the organizations are not putting much resources on the employees and this might bring disadvantages to them. As mentioned in the study, the employee career development is associated with employee retention. Employee could be the main resource to affect the performance of the organizations.

1.7.3 Achieving mutual benefits

The organizations would realize the importance of the employee career development and distribute the resources to them. The employees could develop the personal skills and achieve their goals in the future while the organizations would retain the superior employees and achieve better performance in a long-term run.

1.7.4 Inspiration of Starbucks Corporation

Starbucks Corporation has its own standards in developing the employee. The Human Resources Management of Starbucks Corporation does well in the employees' career development. Other organizations might be inspired by Starbucks Corporation and imitate their system.

1.8 Practical Implication

The current study is about the research on employees' career development and employee retention rate. The results could help the organization to realize the relationship of the variables and plan out a better training for employees' career development.

1.9 Theoretical Implication

As mentioned earlier, the current research paper could be applied to the Human Resources of organizations. The current study helps them to analyze the asset of the organizations and have a long term business plan. Organizations could design a series of training method that suits to their employees. The current study could be used in designing a system of helping the employees develop their skills. The system could be an employee career development model and calculate the progress of the employees. The organizations would realize the importance of the employee career development and distribute the resources for innovating this kind of HR system.

1.10 The Limitation of the Research

The researcher aims to study employees' career development and its effect on employee retention rate based on the case of Starbucks Corporation. The researcher has faced some difficulties that limits the current study.

1.10.1 Sample Size

The current study selected 30 participants to proceed the interview and questionnaire sections. The sample size considered a small sample size that might affect the results of the current study.

1.10.2 Fatigue Degree of Participants

The participants intensively joined the interview and filled in the questionnaire in 45 minutes. This might lead to the tiredness of the participants and affect to the results of current study.

1.10.3 Population

The population are those who have been working for three months or more with an organization that might not have the same resources with Starbucks Corporation. There might have been other factors that affect their experience.

1.10.4 Insufficient data

There are only a few data for the complete employees' career development of Starbucks Corporation.

1.11 Further Research

The future research should be a larger sample size so that the research could be generalized and get a result with high accuracy. Future research could be arranged with a break period to avoid the tiredness of participants when doing the interview and answering questionnaires. If it is possible, getting the participants from the Starbucks Corporation will be a value added element.

1.12 Chapter Summary

This chapter mainly explains about the structure of the current study. The research gap formed in the current study, the research background, research questions, research objectives are stated in this chapter too. The limitations and the recommendations of the researcher are also enumerated in this chapter.



CHAPTER 2

RELATED DOCUMENTS AND RESEARCH

This chapter aims to present an outline of the literature regarding the dependent variables and independent variables. An overview picture are presented based on the literature with past studies related to this field. Essentially, relevant theories and concepts are discussed.

2.1 Literature Review

According to Gering and Conner (2002), twenty percent of employees leave the company after 3 months as they are starting to think critically. They measure about what the companies could provide in the future. The Halo effect of the employees is disappearing after three months. Halo effect means that the first impression of the object that you contact with usually will leave a positive impression in mind. In the same article, there is 70 percent of employees' tenure no longer than six months in an organization (Gering & Conner, 2002). Most of the time, the reason for leaving the company will be the employees could not feel the rapport towards the company and sense there is no any opportunity to have personal growth in it. In short, the employees are not satisfied with their existing jobs and thereby, not willing to stay long with the same company.

As mentioned earlier, employee will always be seeking a job that is suitable to them. All these are related to the two components which are job demand and job resources. Most of the time, the job demand could be controlled by the employees as they could get similar job scope in the same industry. The employees could compare and choose a company based on the job demand. However, the job resources are not a controllable variable of the employees. The job resources are the opportunities that are provided by the organizations. Most of the employees are seeking for a company that has good job resources such as giving opportunities to attend to several courses or provides room for personal skill development.

Fulfilling the expectation of the employee will persuade them to stay loyal and not simply switch jobs. The employees' career development means caring about the development of the employees and mostly fulfilled by the requirement of job resources. With these, Starbucks Corporation is a forerunner which does well in human resources management with definite plan for the employees' career development.

2.2 Employees' Career Development

Employee career development is one of the essential work of Human Resources of organizations that must be given utmost attention. Employees are always the asset of the organizations and investing on employees to gain several skills is always beneficial to the organization. Human resources of the organization can design various types of training and match with the employees' different personality traits. In general, there are several ways for an organization to support employees' career development.

2.2.1 Personal Interest Test of the Employee

Every employee has its own personality trait and it brings ones different strengths and weaknesses. Employees with different personality traits would match with different positions. This is due to every position will have its own role and requires different skills. For example, the employee with lack of confidence and dislikes interpersonal communication, the human resource of the organization should not put him into the customer service department to develop the communication skill of the employee. In contrast, human resource of the organization should discover an employee's skills and whatever suits him based on the personal interest test. The personal interest test could then help to have a better employee career development.

2.2.2 Training Method

The training method of the employees' career development should not be limited to theories but more on practical. Some organizations are just focused on the academic of the employees but ignoring the importance of some practical skills such as leadership and computing skill. The training that are included in the employee career

development of organizations could have leadership workshop, computing workshop and so on.

2.2.3 Mentorship Program

The mentorship program means that seniors are leading the juniors. The seniors act as personal coach of the juniors. Seniors would transfer what they know and have learnt previously to the juniors. Seniors could give some advices based on their experiences so that juniors will not have tough times. The mentorship program is not just benefiting the juniors. The seniors can as well gain new and fresh knowledge and ideas from the juniors.

2.2.4 Succession Planning Program

This program is designed for employees who possess abilities to be potential leaders in the future. Human resources can have some conversations with the employees which are selected to set them a goal. The employees can be encouraged and pay more attention to the work. The employee will then work harder with it.

2.3 Employee Retention Rate

The employee retention could also be considered as the behaviour of organizational commitment of the employees. Based on the past findings, there are several factors that are stated to affect the employee retention rate. The first factor affecting employee retention rate will be the organization's effect to the personal growth. The employees will always be seeking for a chance to learn and improve themselves. The most common goal of the employees is to get promoted to a higher level of position and that is why they want to develop their skills. However, when the organizations cannot provide the employee with a good support in growing, the employees might choose to leave.

Moreover, other factors that affect to employee retention rate is the culture of the organization. The employees consider whether the culture of the organization is supporting or criticizing. A good culture allows an employee to feel at ease and work in a positive environment. The encouragement of the colleagues and the organization

always motivates the employees. This leads them to feel associated and will be moved to stay with the company for long. In contrast, an employee will not choose to stay in a working environment with full of judgement and stress.

2.4 The Relationship of Employees' Career Development and Employee Retention Rate

The current study aims to explore the employees' career development and its effect on employee retention rate, with Starbucks Corporation as a case reference.

LaMastro (1999) has shown that employees that are getting organizational support tend to have the behaviour of organizational commitment. Organizational behaviour can be developed due to two reasons. The first will be valuation of the employees. The employees that achieve organizational support will have their skills developed. This can make the employees feel the satisfaction of growing along with the companies. The employees will then work hard and devote loyalty to the company. For instance, the organization provides a regular training program, the employee accepts new learning while growing with the existing company. In this scenario, the organizations are developing a superior employee and retaining the employees to achieve the long-term benefits with companies. Hence, the employees' career development is needed to retain the employees.

Another reason for the employee to have the behaviour of organizational commitment is rapport. It is one of the main elements in the relationship between the organization and the employees. Rapport can be the main element that one would be more willing to commit in the long term. If the organization and its environment are supportive, the employee will have the feeling of rapport. For example, in the mentorship program, the seniors will never feel annoyed but give the employee the feedback in a constructive way instead of judgemental, this would lead the employee to be in a harmonious environment. The employee will be attached to stay in the environment and this is what rapport or affinity is about. In this kind of environment, the employee will also increase productivity efficiently, instead of the working robots.

2.5 Case Selection

The current study researches on employees' career development. As mentioned earlier, Starbucks Corporation has a strong background of Human Resource Management that is associated with employee career development. Starbucks Corporation is a good case reference in the current study.

2.6 Overview of Starbucks Corporation

Starbucks Corporation is also known as Starbucks Coffee. The first store of the Starbucks Corporation was established in Seattle, Washington in 1971. It has then expanded its business and is now, the largest coffee retailer in the world. It is a multinational coffee retailer. Based on the official website of Starbucks Corporation, it now has over 16,000 locations in 50 different countries. The growth of Starbucks could be due to its vision and mission. The vision and mission of the corporation make it unique and different from other competitors. The company strengthens its competitive advantages accordingly.

The mission of the Starbucks Corporation is 'to inspire and nurture the human spirit – one person, one cup and one neighbourhood at a time'. There are two meanings given to the mission of the Starbucks Corporation. The first is focusing on the words of 'to inspire and nurture the human spirit'. With this, it actually emphasizes that Starbucks Corporation is focusing on the relationship between employee and the customers. Starbucks aimed to have a good relationship between the employee and the customers, and this would also be focusing on the employee development. Another mission focus is 'one person, one cup and one neighbourhood at a time'. This means that Starbucks Corporation wants everyone to accept its coffee and everyone enjoys it. In this part, it also shows that Starbucks Corporation would like to expand its business worldwide.

While the vision of the Starbucks Corporation will be 'to establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow'. This premier purveyor in the vision has shown that Starbucks Corporation wants to be the leader of the coffee retailer in the world and leading the industry to move forward. Starbucks coffee also aimed to have

finest coffee, means having the best quality of coffee to serve to customers. This is a promise for quality assurance for the customers of Starbucks Corporation. The last two components of the vision, 'uncompressing principles' and 'we grow' have more forward to the warm culture of the company and growing along with the employees.

The structure of the several companies are similar but the vision and mission could lead the management bring different business strategies on the same industry.

2.7 The Procedures of Becoming a Formal Employee of Starbucks Corporation

Human Resources of Starbucks Corporation have some differences in recruiting and developing employees compared to the other organizations. The recruitment at Starbucks Corporation is as follows:

1. Starbucks Corporation states the number of employees needed and opens up for the recruitment.
2. Starbucks Corporation collects all job applications from the candidates.
3. All the information are collected and analyzed on the first round.
4. The management then decides who are qualified and fit for their company based on the information collected.
5. The candidates are invited for an interview and they are required to do DISC personality trait test. This aims to design a better training method that suits the candidate in the future.
6. The management will interview the candidates in a certain time slot.
7. Once the candidates are enrolled, they should receive training within 2 weeks.
8. A mentorship program within the training is needed.
9. Once completing all the procedures and passed for the training and mentorship program, the candidates will be promoted as formal employees.
10. Becoming a formal employee of Starbucks Corporation

2.8 Human Resources Management (HRM) of Starbucks Corporation

According to Howard Schultz, former CEO and chairman of Starbucks Coffee, "the Starbucks Corporation's mission statement about treating people with respect and dignity

is not simply words; it is a credo they live by every day." If you don't surpass the management expectations of your staff, you can't expect them to exceed the expectations of your customers." Starbucks Corporation's corporate structure is largely shaped by its own goal and vision.

Starbucks Corporation aims to have the concept of 'more than coffee' and so it has distributed much more resources in developing their employees. Starbucks Corporation is focused on their Human Resource Management as they want to attract and retain the top person to their company. Human Resources of Starbucks Corporation has designed out a Human Resource Management Theories based on their mission and visions. The theories are categorized in 5 be's.

2.8.1 Be Welcoming

The first "Be" is 'be welcoming'. This means that Starbucks Corporation welcomes all candidates who are willing to join the company and there will be no any prejudgment.

2.8.2 Be Knowledgeable

The second "Be" is 'be knowledgeable' means that employees of Starbucks Corporations should keep on improving oneself in several ways through the different trainings such as, employee career development project or self-improvement.

2.8.3 Be Considerate

Another "Be" is 'Be considerate'. This means that the employees of Starbucks Corporation should not be criticizing but rather helping each other especially in the mentorship program.

2.8.4 Be Genuine

The next "Be" is 'be genuine', meaning learn and applied, this is what Starbucks Corporation cares about, the personal growth of the employee.

2.8.5 Be Involved

The last “Be” is ‘be involved’. This means that all the employees must have the initiative while working. Whether while serving the customers or joining the program of the organization, employees must be participative and initiative. Be involved and the employee can learn within it.

2.9 The Culture at Starbucks Corporation

Whether from the perspective of human resource management’s 5 be’s or from the perspective of their mission, both reflects the culture of Starbucks Corporation which is for unity and collective growth.

From the 5 Be’s theories, most of the Be’s are building a culture of peaceful working environment. This theory is actually helpful to develop the skills of the employees. Be knowledgeable is showing that Starbucks Corporation is caring about the growth of the employee and giving them the opportunity to learn. Be considerate is mostly applied in the mentorship program. It could also apply in giving feedback and sharing opinions, seeking growth environment with all the employees. Be involved should be grabbing the chance given by Starbucks Corporation.

The mission and vision of the Starbucks Corporation have mentioned several times about the growth of the employees. In the mission part, inspire and nurture the human spirit should be done by the employee of the Starbucks Corporation and this means the culture of the company is willing to develop and help the employees.

For the vision part, Starbucks Corporation is building a warm culture. The ‘uncompressing principles’ means that the company tends to accommodate a welcoming and peaceful culture instead of a stressful working environment. While ‘we grow’ definitely means that the organization and employees grow together. The organization will provide the environment and opportunities while the employee should have the willingness to learn them.

There are a lot of training programs organized by Starbucks Corporation to prove that the organization is really giving chances and distributing the resources for the employees’ career development.

In short, the Starbucks Corporation is building a warm environment that is harmonious with full of motivation.

2.10 Employees' Career Development and Employee Retention

There are several programs that are carried out by the employees' career development of Starbucks Corporation. The programs that related to the employees career development and are mentioned in the current study are:

1. Personality Test

The personality test is used when recruiting employees and as mentioned earlier, this could help to have a better understanding of the employee. Human Resources of Starbucks Corporation can have a complete plan to 'customize' the best training method for the employees to improve their strengths.

2. Training Program

The training program is needed for everyone employed in Starbucks Corporation. The training allows the employees to know the basic jobscope of the company. The academic knowledge such as type of coffee, its benefits and much more about coffee will be taught and trained. Other than that, customer service skill will be trained too.

3. Mentorship Programs

The mentorship programs are to get some trainings from the seniors. The seniors in Starbucks Corporation could also share their experiences in dealing with customers to those who just joined the company. This could help the juniors understand the theories in a simple way.

The employees' career development and culture of Starbucks Corporation are stated above. All of these are main reasons why Starbucks is able to retain its employees in a long-term run.

As mentioned earlier, the organization commitment of the employee is highly associated with the employees' career development. Starbucks Corporation provides a series of employees' career development programs and this would bring valuation to the

employees. The employees can feel the encouragement from Starbucks Corporation by giving them opportunities. The employees will feel satisfied and convinced to stay in the company to learn more to achieve self goals, and at the same time, Starbucks Corporation can have a team of superior employees, and together reach a long-term profit.

Other than that, the culture built by Starbucks Corporation will lead the employees to have an association and organizational commitment to the company. The culture of warmth and harmony will let the employees work in a relaxed environment. The supporting culture, whether from the resources of Starbucks Corporation or the help from the colleagues, this allows the employees to have sense of belongingness and want to stay in the company for long.

In short, Starbucks Corporation is successfully applying the Human Resource Management to attract and retain their employees. The employees' career development of Starbucks Corporation is helpful in getting employee retention on the company, as the employees always care about their growth.

2.11 Chapter Summary

This chapter has introduced and explained about the employees' career development, employee retention rate and the relationship between them. Starbucks Corporation is the reference in analyzing the current study. The history and employees' career development of Starbucks Corporation and its competitive advantages are explained in this chapter.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter describes the research methods used in this study. Data collection methods include questionnaires as the primary method of collecting data. This chapter will elaborate on the research design such as population, sampling and the setting of the study. The research framework is as follows:

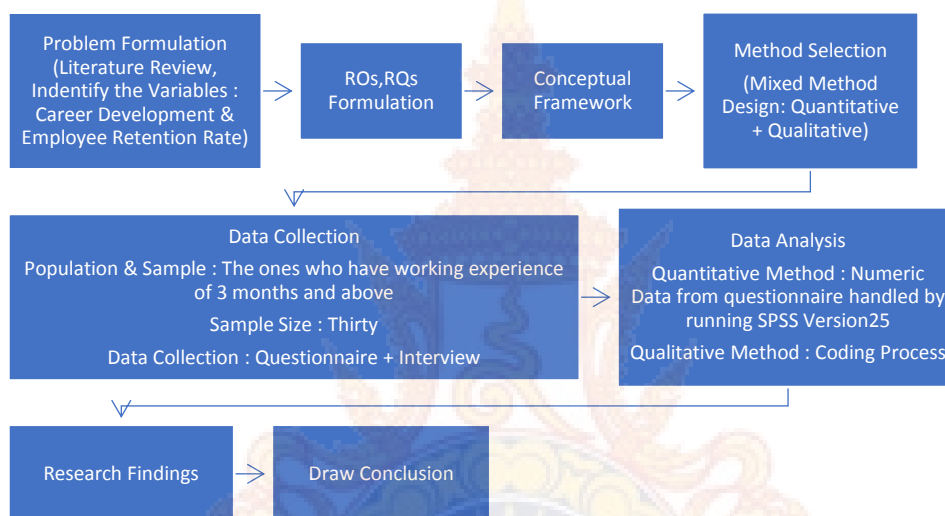


Figure 3.1 Research Framework

3.1 Population and Sampling

Thirty participants are selected in the current study. There is no limitation of distribution within gender. The sample size is guided and justified by Vasileiou, Barnett, Thorpe et al (2018) which is suitable for mixed method design. The current study is designed to explore on employees' career development and retention rate. The Starbucks Corporation case is the reference. Hence, the participants that are selected should have a working experience for at least three months and above. According to business insider officials, employees with three months of working experience is the start of having a thought of being employed. They would know the role of an employee and make a

judgment of choosing the job that suits them. They are realizing that they are employed and considering about their future in the organization. That is the reason for choosing people who have working experience instead of fresh graduates. All the participants should be fulfilled by the criteria above to ensure the current study is implemented in a proper way. All participants volunteered to be part of the current study and a consent form was distributed to them. All the participants are required to join both the interview and questionnaire sections.

3.2 Sampling Method

The purposive sampling method is a technique of selecting samples of a research study. It is a judgement sampling method (Xue,2019). It helps narrow the type of the samples and accurize the data of the current study. Using a purposive sampling method to make the selection of participants would advance the study needs. Purposive sampling is used in selection as all the participants should have the characteristics that are required in the current study. This method is used as all the selected participants must have a working experience for at least 3 months and above.

3.3 Mixed Method

The current study is a mixed method design, which means a combination of qualitative and quantitative designs. This is due to that the current study consists of investigation of qualitative and quantitative data set.

3.4 The Use of Qualitative Method

According to Xue (2019), a qualitative method is used for answering research questions related to experience, perspective and meaning. It includes observation, interview and documentation. Qualitative and quantitative methods have different approaches to apply in a research paper. The case study uses the qualitative approaches to understand the process of employee career development in a penetrating way and to analayze Starbucks Corporation system, as a case reference. As mentioned earlier, an interview is conducted in the study to know the perceptive of the participants.

Documentaries such as employment status of Starbucks Corporation and journal articles are referred as well to support the current study.

3.5 The Use of Quantitative Method

According to Xue (2019), a quantitative method is used to accurize the relationship between variables of a research paper. The quantitative method can overcome the limitation of qualitative method and states out the direct impact of the variables. It requires a questionnaire to form a set of data with high accuracy. In the current study, the relationship between employees' career development and employee retention rate is analyzed by quantitative approach. The questionnaire is designed based on Perceived Organizational Support Scale (LaMastro, 1999) to explore the employee retention rate in the current study.

3.6 The Research Instruments

Two copies of informed consent form are needed, wherein the researchers keep one, and the participant keeps the other. A demographic sheet is prepared to jot down the personal details of the participants. Results of the effects between the variables are on the data that are analyzed through the questionnaire. A questionnaire of Perceived Organizational Support Scale (LaMastro, 1999) is designed. It is a 7-point Likert scale which '0' represents 'strongly disagree' and '6' represents 'strongly agree'. A laptop is prepared to have a voice recording throughout the interview session. The audiotape is kept confidentially.

3.7 The Questionnaire Design

The questionnaire in the current study is designed based on Perceived Organizational Support Scale (LaMastro, 1999) and Employee Retention Rate Scale (O'Driscoll & Randall, 1999). It is a 7-point Likert scale which '0' represents 'strongly disagree' and '6' represents 'strongly agree'. The questions are related to the variables, for example, 'My company appreciates what I have done', 'My company values my goals' and so on. All the questions help to state out the willingness of participants to stay in the same

organization which means organizational commitment or we could call it employee retention rate. A higher total score indicates a higher employee retention rate.

3.8 The Interview Questions

The interview questions are designed based on the topic of the current study. A qualified interview questions are set to probe participants to explain more about the related topic. The interview questions add words such as 'explaining more'. Researcher repeats the answer of the participants and continues with adding 'explain more' could be one of the techniques in the interview session. Participants should be in a comfortable and voluntary condition to proceed with the interview. Participants have the rights to cut off the interview when feeling discomfort. The researcher discloses that the interview session is recorded, and permission from the participants are needed. The interview is recorded using a laptop and kept confidentially. If the participants are not willing to have a recording, the researcher should not force them nor avoid their opinions.

3.9 Procedures

1. Participants are selected in the current study.
2. The time slot for interview session and questionnaire completion are distributed.
3. A classroom in Rajamangala University of Technology Krungthep is rented to conduct the interview and questionnaire completion.
4. When the participants arrive, the consent forms are distributed. Consent form is used to ensure the participants are eager to join in the current study.
5. Demographic form is then given to the participants. The said form is used to reconfirm the personal details of participants. They should state their duration of working experience on the demographic form too.
6. The researcher explains the procedures and the information of the current study to the participants.

7. At the beginning of the interview, the participants are told about recording the whole interview session and permission of the participants are needed. The audio is recorded using a laptop prepared earlier.

8. The researcher interviews the participants with the set of questions prepared earlier. The techniques of the interview such probing will be applied.

9. Participants can interrupt the researcher if there is any discomfort.

10. After interviewing, participants are required to fill in the questionnaires of Perceived Organizational Support Scale.

11. Participants are thanked for participating in the session and ask for non-disclosure of questions to the others.

12. No compensation is given to the participants.

13. The total time of both sessions should be no longer than 45 minutes.

14. The data collected from both sessions are handled by the researcher. The qualitative data set, and the audio tape are converted to a transcript for analysis while the quantitative data set, and the questionnaires are analyzed by running SPSS.

3.10 Data Collection

The current study is a mixed method design. There are two data set to be collected, which are qualitative data set and quantitative data set.

For collecting the qualitative data set, participants are interviewed by the researcher and there will be a recording. The audio recording is converted to a word file and the researcher analyzes them after the experiment. As mentioned earlier, probing is used in the interview. Documentation is also used to support details.

For the quantitative data set, a questionnaire is designed based on Perceived Organizational Support Scale. It is a 7-point Likert scale to measure the organization commitment of employee which means employee retention rate.

3.11 Data Analysis

Two data sets from the interview and questionnaires are analyzed. Data set of qualitative method is collected through the interview. Photos are taken during the

interview with the permission from the participants as evidence that the session has been conducted. The contents of the interview are analyzed by coding process to form the themes.

Data set of quantitative method is collected through the questionnaires which consist of Perceived Organizational Support Scale and Employee Retention Rate. It is a 7-point Likert Scale, which '0' represents 'strong disagree' and '6' represents 'strongly agree'. The date of the questionnaire is noted down and analyzed in a systematic way. The data set is analyzed by running SPSS Version 25 for investigating the relationship of the variables.

3.12 The Reliability and Validity

Reliability and Validity are to ensure the data are collected, analyzed and interpreted in an accurate way and the findings are presented. Validity is to ensure the current study is measuring what it should be and there are internal validity and external validity. Internal validity is highly associated with reality. The way to raise the internal validity is triangulation. Triangulation means that using different methods, sources or analysis in a research paper. Triangulation is applied in the current study as it is using both qualitative and quantitative data set. It could be leveraging the advantages of quantitative approach and qualitative approach. Reliability is to ensure the consistency of the research paper which means that the research paper should be replicable.

3.13 Chapter Summary

This chapter introduces the methodologies that are used in the current study. The current study is mixed method design using both quantitative and qualitative approaches. The interview and questionnaire of Perceived Organizational Support Scale are used to collect data. Data of qualitative are analyzed through transcript and quantitative data is run by SPSS. All the data are going through the validity and reliability.

CHAPTER 4

DATA ANALYSIS & RESULTS

This chapter analyzes the data that are collected which are the quantitative data set (questionnaire) and qualitative data (interview).

4.1 Data Analysis

4.1.1 Questionnaire

Table 4.1 Descriptive Table

Descriptive Statistics			
	Mean	Std. Deviation	N
RetentionRate	136.1333	5.03596	30
JobSupport	74.2000	2.60503	30

Notes: N=30

The mean and standard deviation of employee career development is reported based on the Table 4.1 above, M=74.20, SD=2.61. While the mean and standard deviation of the employee retention rate are M=136.13, SD=5.04.

Table 4.2 Correlation

Correlations			
		RetentionRate	JobSupport
Pearson Correlation	RetentionRate	1.000	.936
	JobSupport	.936	1.000
Sig. (1-tailed)	RetentionRate	.	.000
	JobSupport	.000	.
N	RetentionRate	30	30
	JobSupport	30	30

Notes: N=30

Based on correlation table, employee career development is significantly correlated to employee retention rate.

Table 4.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.936 ^a	.877	.872	1.80039	.877	198.898	1	28	.000	1.426

a. Predictors: (Constant), JobSupport
b. Dependent Variable: RetentionRate

Notes: N=30

Employee career development explains 87.7 % of the variance in employee retention rate, $R^2 = .88$.

Table 4.4 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	644.708	1	644.708	198.898	.000 ^b
	Residual	90.759	28	3.241		
	Total	735.467	29			

a. Dependent Variable: RetentionRate
b. Predictors: (Constant), JobSupport

Notes: N=30

A simple linear regression analysis reveals that the model of employee career development significantly predicts employee retention rate, $F(1,28) = 198.90$, $p < .001$.

Table 4.5 Coefficient

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.834	9.528		.193	.849	-17.684	21.352
	JobSupport	1.810	.128	.936	14.103	.000	1.547	2.073

a. Dependent Variable: RetentionRate

Notes: N=30

Employee career development is a significant predictor of employee retention rate, $b = 1.81$, 95% CI [1.55, 2.07], $t(28) = 14.10$, $p < .001$. Hence, the hypothesis that employee career development will predict employee retention rate is supported.

A simple linear regression analysis reveals that the model of employee career development significantly predicts employee retention rate, $F(1,28) = 198.90$, $p < .001$. Employee career development explains 87.7 % of the variance in employee retention rate, $R^2 = .88$. Employee career development is a significant predictor of employee retention rate, $b = 1.81$, 95% CI [1.55, 2.07], $t(28) = 14.10$, $p < .001$. This proves that there is an effect of employee career development on employee retention rate.

4.1.2 Interview

Employee career development helps Starbucks to lead in the Coffee Retailer field

Participant 1:

“I feel like Starbucks is that successful because of their employees, they always strive for their company (Starbucks) and I know that they are having a very good attitude to their employees.”

Participant 2:

“Starbucks is one of my favourite coffee shop, and I think their employees should have a very strict career development so that they can make themselves that successful and gain several loyal customers including me, compared to other competitors.”

Participant 7:

“It is definitely because of the employees and the Starbucks can be 500 strongest branded company in the United States. Employees are always given an important thought.”

Participant 8:

“Errr, I am not sure but I think it is important to value the employees and bring some personal development to the employees so that Starbucks can be that successful today, just like one of their investments.

Participant 16

“Surely employees bring positive investment to Starbucks. Their employees are always friendly and professional in coffee knowledge. I always ask some questions about the knowledge of the coffee and they can provide me clarifications. I think this makes them succeed because of the nice employees. This is essential.”

Participant 24

“I think the most valuable is the positive income and win in the similar field.”

Employee career development helps in raise productivity and retain employees

Participant 1:

“Personal development just like if the company can provide me some courses, I will really appreciate and I will just want to fight along with the company because employees are appreciated too.”

Participant 4:

“Training actually motivates me a lot. I enjoy learning and I feel good when I am learning something new in a training which my company provides to the employees, this makes me enjoy being part of the company.”

Participant 9:

“I trust my company when they are investing in me, whether its salary, compensation, benefits, training, learning, innovation equipment, management or whatever. I think this is because my company knows the needs of the employees and this kind of company can lead me to a better direction because they know the efforts of the employees. I am willing to contribute more with this kind of company.”

Participant 14:

“Employee career development is playing an unreplaceable role in retaining the quality employees.”

Participant 17:

“For me, how much the company could invest in the employees could be directly decided how effective the employees work and how is the feeling of belongingness. This is what I think.”

Participant 23

“Employee career development always makes me want to stay in the company.”

Participant 29:

“It should be raising ones’ productivity. Because if the employee career development is good in the company, it means one can match their future plan with the company and they are willing to strive, surely an employee will stay instead of working with other companies.”

4.2 Discussion

Starbucks Coffee Company is the world's largest specialty coffee retailer, roaster, and owner of the Starbucks brand. Its retail product offering includes the world's best coffee beans, handcrafted espresso and a variety of coffee beverages, fresh and delectable pastries, and a selection of coffee cups. The highly acclaimed Starbucks has been rated as the "Most Admired Company" by the American "Fortune" magazine for many consecutive years. Starbucks' performance rises steadily in the same industry every year. According to the data, from 2012 to 2016, Starbucks' ranking in the top 500 companies in the United States has increased year by year, rising from the original 227

to 146. In 2015, the operating income of Starbucks was nearly 19.2 billion US dollars, and the growth rate of operating income was around 15%, realizing the steady growth of profit. The coffee giant has posted 23 consecutive quarters of global sales growth of more than 5%. Financial data shows that Starbucks has long occupied a position in the world coffee industry, and continue to expand (Haskova, 2015).

Starbucks' growth from a small coffee shop to a global coffee behemoth has been aided by the corporate culture. Corporate culture, as the heart and soul of a company, plays a crucial role in its day-to-day operations. Three elements are at the heart of Starbucks' organizational culture. To begin, construct a new experiential cultural environment. This was groundbreaking at the time. Schultz had built a kind of coffee life for his clients, a "third room" between home and work that they could use as much as they wanted. The second point to consider is the cultural orientation of self-value realization. Starbucks has always regarded its employees as partners, so all it has to provide is "portable advertising," which allows customers to witness an organization that cares about its people, resulting in increased trust and respect (Taecharungroj, 2017). Third, there's the promotion of creativity as a cultural goal. The first step in deciding whether a commodity is successful or not is to look at the raw material. Starbucks' high-quality coffee beans drew Schultz in when he first saw it. Starbucks has now developed special coffee bean supply bases all over the world to ensure coffee quality (Tikson, 2018). Corporate culture is the critical point of the development of an enterprise as highly influencing the employee career development. It is precisely because of the powerful force of its corporate culture that Starbucks develops from an obscure store into an internationally well-known chain brand store. This will play a controlling role in an organization as a set of collective principles and rules of ethics. Employees in a company with a good community are managed depending on their commitment to the company. Employees that are tied to the company will change their goals and behaviours (Fleischman, Johnson, Walke & Valentine, 2019).

(1.) Incentive Mechanism with Incentive Compatibility

Employees can increase their own value as well as the company's value by using the reward compliant incentive mechanism (Goel & Faltings, 2019). One of the reasons why Starbucks workers are worth choosing is because of the generous care they get. Here, there are no employees, just partners. The corporation also launched "coffee bean bonds" that workers can purchase at a discounted price to give them a sense of ownership. Employees are motivated by this because as minority owners, the value of their options grows in tandem with the company's stock price. Employees who are motivated by this kind of human resource inspiration are more likely to be satisfied and see the workplace as their own. Starbucks also assists staff in recognizing their own merit. Through his or her own efforts and learning, every Starbucks employee will recognise his or her own worth in the business and develop into a very capable and energetic talent. As a result, Starbucks has been named one of Fortune's top 100 "Best Companies to Work With" on several occasions and has a much smaller staff turnover rate than its competitors.

(2.) The Level of Trust in Employees Influences the Success of a Company

Starbucks' contribution to developing relationships of trust and faith, which Schultz is most proud of, reflects its focus on its partners' feelings and beliefs. "How we treat our employees has an impact on how our employees treat our customers, and how our customers treat us influences our effectiveness," said Schultz. He trusts in his workers, which motivates them to stay with Starbucks and provide better service to customers. This is, of course, the best commercial for a brand, because consumers will know that such a coffee shop is sentient and righteous, and that its goods are likely to be more attentive as well, making them more loyal to it (Lechner & Paul, 2019).

The help of an enterprise's organizational culture is the reason that it can be firmly embedded in the hearts of individuals, dating back to the source. This is the most important aspect of a company. A strong organizational culture pervades all facets of business operations and is linked to good success. Starbucks' growth is due to the incorporation of its corporate ethos into its everyday business operations, and has a significant impact on a large number of staff and clients. Through a common culture,

employees, customers and stakeholders of an enterprise have a common focus of attention, which has become the way for the three to work together (Masuda, Batdorj & Senzaki, 2020). But as far as some enterprises of only pay attention to the immediate interests, but ignore the long-term development of enterprises, which has become a major bottleneck in the development of enterprises in China today. Therefore, to develop Chinese enterprises, it is necessary to fundamentally build corporate culture, take mutual benefit and win-win as the first priority of operation, and always maintain a good relationship with suppliers, employees and customers (Hunjra, Boubaker, Arunachalam & Mehmood, 2021).

4.2.1 Organizational Support Theory

According to Eisenberger, a clinical scientist, "sense of corporate support" refers to workers' general perceptions and beliefs about how the organization values their efforts and cares about their needs (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017)., in a nutshell, the feeling of organizational support among workers. The definition has two main components: the employee's perception of whether their input is appreciated by the company, and the employee's perception of whether the company cares for their well-being. Employees will have more favourable attitudes and values about the organization, if they have a positive cognitive understanding with organizational support. Employees will be able to strike a better compromise between their own efforts and the organization's support as a result of this strong belief, which will improve their satisfaction with the organization's different programmes and policies. Employees would increase their dedication and allegiance to the organization, as well as strengthen their working efforts, in exchange for the company (Eisenberger & Stinglhamber, 2011). Employees' perceptions of corporate obligation would be negatively impacted if they believe their efforts and incentives are undervalued by the company. As a result, workers' personal loyalty to the company will wane, as will their job results, and they will even consider quitting.

McMillin claimed that Eisenberger et.al definition of organizational support only contained security and appreciation support, whereas other forms of support, such as

instrumental support, were overlooked. However, if workers lack the basic instrumental support (such as intelligence, services, materials, supplies, preparation, and so on) they need to perform their jobs, their productivity and efficiency will inevitably suffer, leading to employee resentment and dissatisfaction. As a result, McMillin suggests that if workers are to have a favourable view of organizational support, organizational instrumental support is often essential.

The sense of organizational support emphasizes the employees' perception and recognition of the degree to which the organization treats them sincerely. The psychological mechanism behind it is mainly the social exchange between the employees and the organization. The partnership between rights and responsibilities established by both sides will also go beyond the scope stipulated by the explicit position contract. Social sharing is based on trust and shared benefit. Employees will make sacrifices at work to prove their contribution and dedication to the organization in return for financial and moral benefits, such as pay, welfare, respect, gratitude, and treatment, according to the social exchange viewpoint. Employees, on the other hand, would have a sense of loyalty to the organization if they believe the organization values them. They will then meet their duties by strengthening their interpersonal engagement and demonstrating actions that facilitate the accomplishment of organisational goals. It can be seen that employees' exchange consciousness in terms of organizational support is entirely dependent on the organization's support and degree of commitment to the employees. Employees are able to remain with the organization and work tirelessly to achieve the organization's aims because they believe their commitments to the organization and returns from the organization are comparable or reasonable (Akgunduz & Sanli, 2017).

Based on the results of previous empirical studies, the positive effects of employees' perceived organizational support are mainly reflected in the following five aspects:

Employees' optimistic job attitudes are influenced by their perceptions of corporate assistance. Employees' perceived organizational support has a substantial positive effect on their affective organizational engagement, according to the findings of the longitudinal report, showing that as perceived organizational support rises, so does

employees' affective organizational commitment (Wang & Xu, 2019). Furthermore, the study found that organizational support has a substantial positive effect on employee job satisfaction, with the better organizational support, the greater the employee's job satisfaction.

Employees' pessimistic job attitudes are influenced by their perceptions of corporate assistance (Wang & Xu, 2019). Employees will feel obligated to endorse corporate objectives if they feel a sense of organizational support, according to social exchange theory. As a result, strong perceived corporate support will reduce the likelihood of turnover. This argument, that perceived organizational support has a substantial negative effect on turnover intention, has been supported by numerous empirical studies.

Employees' work commitment is positively influenced by perceived organizational assistance. On a psychological basis, job participation corresponds to a general belief condition in which people associate with their own jobs. It was discovered that a strong positive association between perceived organizational support and job commitment, implying that a high level of perceived organizational support would greatly improve workers' sense of identification with their jobs (Gigliotti, Vardaman, Marshall & Gonzalez, 2019).

Employees' work performance is influenced by their perception of organizational assistance (Wang & Xu, 2019). Employees' perceived organizational support has a strong positive association with their work performance and job quality (as measured by external customers), implying that the greater their perceived organizational support, the greater their job performance and job quality. Employees who receive high levels of workplace assistance have a more optimistic outlook toward their bosses, and their own work performance increases dramatically.

Employees' organisational citizenship activity (OCB) is positively influenced by perceived organizational encouragement, while their disruptive behaviour is negatively influenced by it (Nugroho, El Widdah, Hakim, Nashirudin, Nurlaeli, Hadi & Fahlevi¹³, 2020). Specific actions that workers willingly exhibit, are not expressly or explicitly identified by the institutional pay scheme, and may increase overall organizational

performance are referred to as organizational citizenship activity (OCB). Employees' corporate citizenship actions, such as assisting the organization in avoiding threats, making helpful feedback, and effectively supporting coworkers, is shown to be influenced by perceived organizational support. At the same time, organizational support also has a significant negative impact on the negative work behavior such as slack off, absence, etc., that is, the higher the organizational support, the less the negative work behavior.

Essentially, there are several ways for enhancing perceived organization support in order to retain the employees. First, demonstrate the organization's commitment to supporting its employees. In the design and implementation of various HRM measures, organizations should actively display their positive evaluation of employees' contributions and their active concern for employees' welfare. Employee recognition is reflected in measures such as incentives and promotions, which can greatly improve workers' feelings of corporate support. Furthermore, it should be noted that the organization should not only do something for the employees, but also make the employees understand the meaning behind these behaviors, i.e., make the employees believe that the motivation for these behaviours is due to the organization's spontaneous attention and care for the employees, rather than external pressures (Ren & Jackson, 2020).

Second, take constructive steps to help. Esteem and health assistance, as well as instrumental support, are among these initiatives. It is found that the active supportive measures adopted by the organization have the greatest impact on employees' perceived organizational support: compared with the non-active supportive measures, employees' perceived organizational support is 6 times higher under the active supportive measures (Ren & Jackson, 2020). Of necessity, the company should also consider the pertinence of the support measures, that is, taking tailored measures based on the individual needs of particular employees; only in this manner will the support measures have the greatest impact.

Third, actively express senior leadership support. Top executives are sometimes seen as the embodiment of the business. As a result, successfully communicating senior

leadership resources would have a direct positive impact on workers' perceptions of organisational support. Furthermore, senior leaders must demonstrate constructive assessments of ordinary workers through their organisational activities, and they must often demonstrate their commitment to employees' efforts and concern for their interests by public behaviour and other means (Ren & Jackson, 2020).

Build a trusting and supportive relationship between staff and their immediate superiors. The direct supervisor is often viewed as the organization's representative, and the employee will consider the direct supervisor's care as a symbol and manifestation of organizational help. As a result, the employee-direct boss relationship is one of the most important aspects in determining organizational support, and it has a profound effect on the employee's job attitude and behaviour (Kim, Su & Wright, 2018). It is impossible for workers to have a favourable view of organizational support initiatives until there is a minimum of confidence and support between them. As a result, through open and truthful contact and active displays of caring and affirmation for subordinates, the direct boss should create a relationship of shared confidence and support with employees.

Fifth, place a premium on procedural justice in the workplace. Structural procedural justice and social procedural justice are two types of procedural justice. The former applies to the consistency of rules, legislation, and procedures that concern workers, and is mostly expressed and shaped by organisational practises such as pay increases and promotions. The latter refers to the process and procedure for allocating resources among employees being equal. Procedural justice, especially social procedural justice, has a greater effect on employees' feelings of organisational support than other facets of justice, according to research (Kim, Su & Wright, 2018).

Sixth, create a supportive organizational climate. The general awareness of participants of different objective aspects of the organisation is referred to as organisational environment. Individuals can affect and mould their attitudes and actions by understanding the organisational environment, which creates a basis for them to interpret their organisational existence. In a supportive organisational environment, employee interests are respected and valued, and workers are encouraged to voice their own views and recommendations on the company's policy and activities. The organisation takes realistic action to address appropriate employee needs and provide

opportunities for the implementation of new ideas. (Kim, Su & Wright, 2018). Many of these factors contribute to workers' perceptions of themselves as valuable members of the company. The study also found that a positive workplace environment improves workers' perceptions of organisational support.

Finally, allow employees to have more chances of manage tasks (van der Kolk, van Veen-Dirks & Bogt, 2019). Employees who believe they have independent power of their jobs, including making decisions on job processes, practises, hours and locations, and how much time they put in, are said to have work autonomy (Antoni, Baeten, Perkins, Shaw & Vartiainen, 2017). If workers will make their own decisions on how to do their jobs, this represents the organization's faith and affirmation of the employees to a large degree. According to the findings of the empirical report, there is a strong positive association between work autonomy and workers' perceptions of organizational help.

4.3 Chapter Summary

There are two types of data set analyzed in the current study. The quantitative data set has proved the effect of employee career development on employee retention rate; while the qualitative set has proposed two themes which are employee career development helps Starbucks to lead in the Coffee Retailer field, and employee career development helps in raising productivity and retaining employees.

CHAPTER 5

CONCLUSION

The current chapter discusses the results that have been analyzed and formed in Chapter 4 for better understanding.

5.1 Summary

The results of the current study point that there is an effect of employee career development on employee retention rate; employee career development helps Starbucks to lead in the Coffee Retailer field; and employee career development helps in raising productivity and retaining employees. The findings of the current study have been consistent with the past studies which mentioned that there is an effect of employee career development on employee retention rate. For instance, the study of Tajuddin, Ambad and Hasan (2021) has proved that there is an effect of employee career development on employee retention rate.

5.2 Recommendations

The current thesis focuses on employee's job growth and retention. The findings may aid the company in recognizing the relationship between the variables and for a better planning of an employee career development training. Future experiments should have a greater sample size such that the findings can be generalized and more accurate results can be obtained. In the future, a rest period for participants may be planned to prevent participants' fatigue during the interview session and filling up of questionnaire. Obtaining participants from the Starbucks Corporation would be a valuable addition.

As previously said, the latest study paper can be extended to organizational Human Resources. The new research aids them in analyzing their companies' assets and developing a long-term business strategy. Companies can create a set of training methods that are tailored to their employees' needs. The findings of this research can be used to create a method for assisting workers in developing their skills. The device can act as a

professional growth coach for workers and monitor their success. Organizations must recognize the value of employee professional advancement and allocate money to developing such a Human Resource structure.

5.3 Conclusion

The current study is designed to research employees' career development and employee retention rate, and the Starbucks Corporation as a case reference. The research questions are formed as: 'What is the employee's career development of Starbucks Corporation?', 'What are the outcomes of the employee's career development of Starbucks Corporation?', 'What is the importance of the employee's career development from the perspective of the employee?', 'What are the benefits of employees career development of both organizations and employees?' have been answered as appeared in the results. The results show that there is an effect of employee career development on employee retention rate; employee career development helps Starbucks to lead in the Coffee Retailer field; and employee career development helps in raising productivity and retaining employees.



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APPENDICES

Appendix 1: Questionnaire

Perceived Organization Support Part

1. My organization strongly considers my goals and values.
2. My organization really cares about my well-being.
3. My organization disregards my best interests when it makes decisions that affect me.
4. My organization takes pride in my accomplishments at work.
5. Even if I did the best job possible, my organization would fail to notice.
6. If given the opportunity, my organization would take unfair advantage of me.
7. My organization is willing to help me if I need a special favor.
8. My organization would ignore any complaint from me.
9. My organization values my contributions to its well-being.
10. If my organization could hire someone to replace me at a lower salary it would do so.
11. My organization would grant a reasonable request for a change in my working conditions.
12. My organization shows little concern for me.

Employee Retention Rate

Affective Organizational Commitment

1. I do not feel like part of a family at my workplace.
2. I feel emotionally attached to my workplace.
3. Working at my workplace has a great deal of personal meaning for me.
4. I feel a strong sense of belonging to my organization.
5. My workplace does not deserve my loyalty.
6. I am proud to tell others that I work at my workplace.

7. I would be happy to work at my workplace until I retire.
8. I really feel that any problems faced by my workplace is real so my problems.
9. I enjoy discussing my workplace with people outside of it.

Continuance Organizational Commitment

1. I am not concerned about what might happen if I left my workplace without having another position lined up.
2. It would be very hard for me to leave my workplace right now, even if I wanted to.
3. Too much in my life would be disrupted if I decided I wanted to leave my workplace now.
4. It wouldn't be too costly for me to leave my workplace now.
5. Right now, staying with my workplace is a matter of necessity as much as desire.
6. One of the few, serious consequences of leaving my workplace would be the scarcity of available alternatives.
7. One of the reasons I continue to work for my workplace is that leaving would require considerable sacrifice—another organization may not match the overall benefits I have here.

Normative Organizational Commitment

1. I do not feel any obligation to remain with my workplace.
2. Even if it were to my advantage, I do not feel it would be right to leave my workplace now.
3. I would feel guilty if I left my workplace now.
4. My workplace deserves my loyalty.
5. It would be wrong to leave my workplace right now because of my obligation to the people in it.
6. I owe a great deal to my workplace.

APPENDICES

Appendix 2: Quantitative Data Set

Descriptive Statistics

	Mean	Std. Deviation	N
JobSupport	74.2000	2.60503	30
RetentionRate	136.1333	5.03596	30

Correlations

		JobSupport	RetentionRate
JobSupport	Pearson Correlation	1	.936**
	Sig. (2-tailed)		.000
	N	30	30
Retention Rate	Pearson Correlation	.936**	1
	Sig. (2-tailed)	.000	
	N	30	30

** Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	Mean	Std. Deviation	N
RetentionRate	136.1333	5.03596	30
JobSupport	74.2000	2.60503	30

Correlations

		RetentionRate	JobSupport
Pearson Correlation	RetentionRate	1.000	.936
	JobSupport	.936	1.000
Sig. (1-tailed)	RetentionRate	.	.000
	JobSupport	.000	.
N	RetentionRate	30	30
	JobSupport	30	30

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JobSupport ^b	.	Enter

a. Dependent Variable: RetentionRate

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.936 ^a	.877	.872	1.80039	.877	198.898	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	28	.000	1.426

a. Predictors: (Constant), JobSupport

b. Dependent Variable: RetentionRate

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	644.708	1	644.708	198.898	.000 ^b
	Residual	90.759	28	3.241		
	Total	735.467	29			

a. Dependent Variable: RetentionRate

b. Predictors: (Constant), JobSupport

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.834	9.528		.193	.849
	JobSupport	1.810	.128	.936	14.103	.000

Coefficients^a

Model		95.0% Confidence Interval for B	
		Lower Bound	Upper Bound
1	(Constant)	-17.684	21.352
	JobSupport	1.547	2.073

a. Dependent Variable: RetentionRate

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	132.1514	143.0112	136.1333	4.71501	30
Residual	-3.01118	4.79878	.00000	1.76907	30
Std. Predicted Value	-.845	1.459	.000	1.000	30
Std. Residual	-1.673	2.665	.000	.983	30

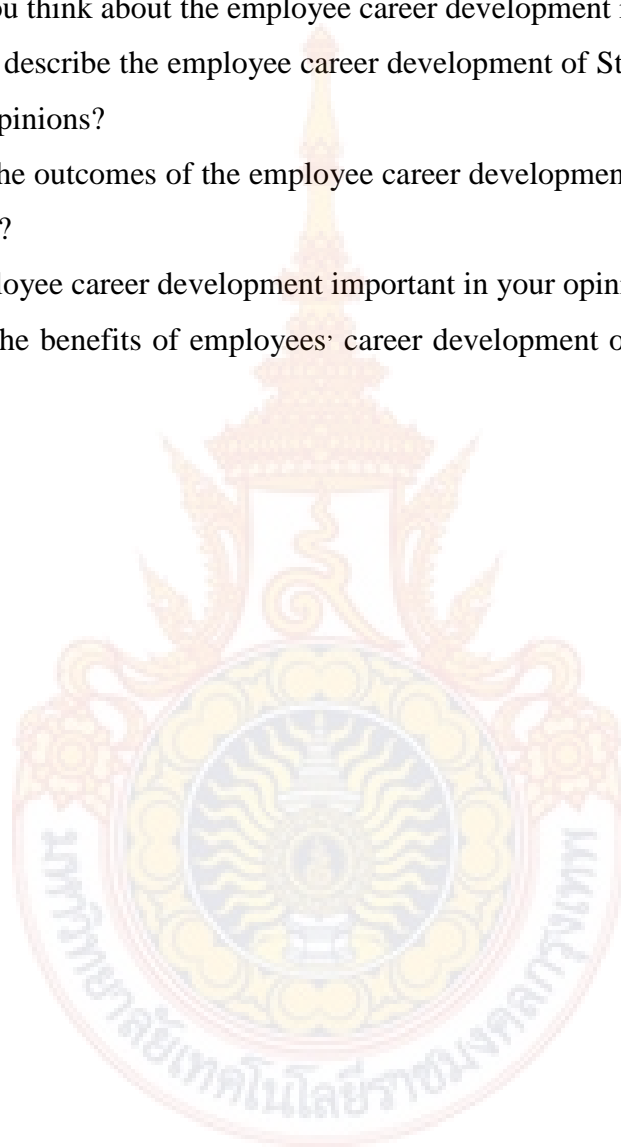
a. Dependent Variable: RetentionRate

APPENDICES

Appendix 3 : Qualitative Interview Questions

What is the employees career development of Starbucks Corporation?

1. How do you think about the employee career development in an organization?
2. Could you describe the employee career development of Starbucks Corporation based on your opinions?
3. What are the outcomes of the employee career development of Starbucks based on your opinion?
4. Is the employee career development important in your opinion? Why?
5. What are the benefits of employees' career development of both organizations and employees?



BIOGRAPHY

NAME	Chen Xiangnan
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