

Coffee Shack_2583102

by Shivaradha Nagendra Kumar KORIPALLY

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Executive Summary

The report takes into account the case of Coffee Shack and the key HR challenges faced by the company over the years. It partakes a case study approach to highlight the most important HR priorities that require prompt attention, such as employee satisfaction and engagement, untrained managerial staff, and understaffing. Next, it discusses how the HR strategy should be linked with the business strategy to overcome low employee satisfaction, motivation and morale at the organisation. The report also proposes utilising the principles of transformational leadership to achieve four main organisational targets.



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TASK 1. HR Priorities

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Based on the findings of the case study, the most significant HR priorities for Coffee Shack are discussed below:

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1. Employee Satisfaction and Engagement

Employee satisfaction takes into account a variety of factors of the work experience including the company culture, compensation and monetary rewards, work-life balance, and career advancement opportunities (Hudson & Shen, 2015). One of the key concerns for Coffee Shack's HR is improving employee satisfaction and engagement. Based on the reviews, there are little to no opportunities for advancement for employees. Another employee reported that the experience of working at Coffee Shack was 'soul-destroying' due to the ill-treatment by managerial staff in front of customers and insufficient pay-rates. O'Connor et al. (2011) report that employees with high job satisfaction are intrinsically motivated to excel in their roles and responsibilities. They feel supported and valued by their manager which leads to higher innovation and productivity. The HR manager should thus consider factors that improve employee satisfaction and well-being so that they are better equipped to tackle workplace challenges, feel less stressed and more motivated about working at Coffee Shack (Holbeche, 2022).

2. Understaffing

The issue of understaffing is at a rise in Coffee Shack, as employees complain about 'never having enough staff on a shift'. On average, an employee is asked to work for 8 – 9 hours, without having any breaks or knowing when the shift will end. Coffee Shack is struggling with a regularly overworked workforce, which is likely to have a negative impact on employees' productivity and well-being (Mudor, 2011). Understaffing can lead to cyclical problems and employee burnout (Hudson & Shen, 2015).

It is crucial for the HR department to conduct a rigorous assessment of each department's staffing requirements (Cherniack, 2015). Some of the alternatives that can be considered include outsourcing, cross-train staff members, introduce upskilling and reskilling ventures, and foster a collaborative culture of teamwork (O'Connor et al., 2017). It is also significant to ensure that

employees can manage a work-life balance by recognising their contributions and communicating with them positively and optimistically.

3. Undertrained Managerial Staff

The employee reviews report that managerial staff at Coffee Shack is underqualified, untrained, and incompetent. Not only do these problems pose a threat to operational efficiency, but also jeopardises quality of service and workplace safety for employees (Gary, 2011). Inadequate practices such as bullying by managers, micromanaging employees, setting unrealistic milestones leads to higher employee dissatisfaction and turnover. (Dessler, 2020)

It is significant for the HR manager to introduce comprehensive training programs for managers, set out clear guidelines for performance evaluations that prioritise employee wellbeing and operational goals, and introduce strategies for rewarding long-serving staff to promote a culture of retention and appreciation (Mudor, 2011). Additionally, HR should facilitate open communication channels for employees to voice their concerns and grievances, ensuring that issues are promptly addressed and resolved to cultivate a supportive and inclusive work environment (Dessler, 2020).

TASK 2. The Difference between Business Strategy and HR Strategy

Holbeche (2022) explains a business strategy as all the actions and decisions made to fulfil the all-encompassing vision of the company. Gaining a deep understanding of the business strategy and how to execute it adequately allows businesses to acquire greater market shares and become market leaders. The strategy serves as the business' backbone, implying that failure to comply with it could let the business deviate from its mission and goals (Minbaeva, 2021). The business strategy takes into account a variety of external and internal factors and aids strategic decision-making. The external factors comprise the variables which can affect politics, economy, society, culture, technology, and environment business activities (Wall, 2021). On the other hand, internal factors include the business' vision, mission, and the organisational structure.



The business strategy entails a human dimension, which links to human resource management, fostering employee relations and exploiting their potential to fulfil the strategic goals (Bilan et al., 2020). The HR strategy comprises a well-defined statement of the business goals and objectives, and how the human resource will be utilised in accomplishing them (Holbeche, 2022). Strategic HRM plays a crucial role in recognising and evaluating the internal and external threats for the business, as well as opportunities for advancement. It provides a significant influence on recruiting



and selecting the right talent with suitable skill-sets to capitalise their potential within the organisation (Bilan et al., 2020).

One of the main components of linking Coffee Shack's business strategy with human resource management is to foster a culture of clear communication and trust with its employees. The employees have repeatedly complained for having little to no advancement opportunities (Sparrow & Cooper, 2012). The pay-rate policies should be adjusted in a way that hard working employees are rewarded slightly higher than the ones with lesser roles and responsibilities (Agostini & Filippini, 2019). A fair and equitable system of rewarding employees should be set because one employee complained of 'unfair practices'. Coffee Shack managers are criticised for having perks and benefits if the employee is on friendly terms with them. Otherwise, most employees are subject to humiliation and offensive comments.



TASK 3. Implementing Transformational Leadership

Pooja can be advised to implement the principles of transformational leadership and tackle the challenges of managing her team leaders: John, Salim, and Maya. Ghasabeh et al. (2015) explain transformational leadership as a strategy that inspires, promotes and motivates team-members to continually innovate and adopt change in achieving future success for the business. A transformational leader excels at motivating and enthusing his team without micromanaging their activities. The process entails trusted trained employees to make choices and undergo decision-making within their job capacity (Ghafoor et al., 2011). Not only this, transformational leadership can allow Pooja to inspire her team towards thinking strategically and creatively to come up with solutions to deep-rooted problems in the workplace (Abolnasser et al., 2023).



a) Establishing Measurable Levels of Staff Engagement



To improve employee engagement, it is significant to recognise and address the expectations of employees which can be found through Glassdoor's reviews. The strategic leadership should conduct a comprehensive survey to assess the current levels of staff engagement, identifying key areas for improvement (Stein et al., 2021). Analysing employee feedback, turnover rates, and performance metrics is crucial to understand the underlying factors contributing to low engagement.



McManus & Mosca (2015) explain that paying attention to the individual and team-based needs fosters the creation of a supportive and favourable working environment. It is also recommended to provide a variety of leadership opportunities to employees, such as rotating the team leaders regularly, to empower them further. Pooja and her team leaders should establish key performance indicators (KPIs) to measure staff engagement, such as employee satisfaction surveys, retention rates, and participation levels in company initiatives (Stein et al., 2023). Once the employee engagement initiatives are set, the team should continuously evaluate the effectiveness of transformational leadership and adjust strategies as needed to drive sustained improvements in staff engagement (Osborne & Hammoud, 2017). Feedback should be solicited from employees, and should be incorporated into the future planning and decision-making processes for Coffee Shack.



b) Reducing Employee Turnover



Multiple studies report the effectiveness of transformational leadership in mitigating high employee turnover rates (da Silva & Shinyashiki, 2014). Pooja should work towards addressing the primary causes of employee turnover since 2019, including the lack of job satisfaction in employees, feeling demotivated or undervalued, and inadequate leadership strategies. It is important to create a supportive and optimistic work environment for improving job satisfaction and employee engagement (Kim et al., 2018). Pooja should encourage her team leaders to empower employees by allowing them autonomy and decision-making authority in their respective roles. This promotes a sense of responsibility and ownership, which improves job satisfaction and reduces turnover. It is also important to acknowledge and celebrate the individual and team achievements of her employees and team leaders (McManus & Mosca, 2015). A culture of appreciation could be backed with extrinsic rewards for them, thereby reducing turnover by the preferred target and uplifting their morale.



c) Getting Positive Reviews from Employees and Former Employees

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According to Mujkić et al. (2014), transformational leadership focuses on closer connection and interaction between the team-leaders and team-members. Such practices bring a favourable impact



on the employees' perception of the working environment, the relations climate in the workplace, and overall job satisfaction (Metwally et al., 2014). Pooja and her team leaders should exhibit qualities of transformational leadership by understanding the needs and grievances of their employees, so they feel valued and heard. As a result, employees can be inspired to make significant contributions in the company's growth, and fulfil the outcomes expected of them (Spranger, 2018). Employees can also enjoy a sense of self-confidence over their unique job roles, and enjoy a decision-making autonomy after training and development programs.

To obtain positive reviews on platforms such as Glassdoor, Pooja should establish communication channels within the organisation and allow employees to comfortably share their ideas, concerns and feedback about working at Coffee Shack. She should provide opportunities for growth, learning, and skill development through training programs, mentorship, and career advancement opportunities (Kim et al., 2018; Spranger, 2018). Actively listening to employee feedback or complaints about workplace safety or health concerns is also imperative in developing a positive perception about their job experience (Muharam, 2023). The leader should exhibit empathy and understanding towards employees when resolving conflicts to imply that their well-being and satisfaction are top priorities for the company. Finally, Pooja should regularly monitor online review platforms like Glassdoor to track employee feedback and sentiments about the company (Spranger, 2018).



Implementation Plan with Costing and Responsibilities



A budget of \$350,000 is available to Coffee Shack for implementing the above-mentioned strategies.

Training and Development Programs:

- Allocate funds for leadership training programs focused on transformational leadership principles for managers and supervisors.

Employee Recognition and Rewards:

- Set aside a portion of the budget for employee recognition programs, including monetary rewards, gift cards, and company-sponsored outings to celebrate achievements.



Communication and Engagement Tools:

- Invest in communication and engagement tools, such as employee feedback platforms, internal communication software, and collaboration platforms.
- Implement pulse survey tools to gather real-time feedback from employees and track engagement metrics.

Employee Events and Team Building Activities:

- Set aside funds for organising employee events, team-building activities, and company-sponsored outings to foster team cohesion and morale.

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FINAL GRADE

40 / 100

GENERAL COMMENTS

This is a weak report. It is clear that you did not attend the last seminar classes where the required approach and breakdown of this report was discussed thoroughly. You need to be more serious in your study by attending your classes. You also need to read the questions thoroughly. Pooja's case is a special case, but all the other problems do not have any relationship with Pooja.

(1) The Executive Summary is inaccurate. Remember that it has been clearly stated in the Assessment Brief, that the format of this assessment is a business report from **you as the newly appointed HR Director** to the CEO and management, so this is NOT a case study essay of Coffee Shack. Just go straight to the point summarising what current problems are faced by Coffee Shack and what are the objectives of your report.

(2) The structure in the Table of Contents is not as per requirement. It has been covered several times in class that you have to structure this work as a business report, which means that in the table of contents, there should be Executive Summary at the top, then Table of Contents, then Introduction, then the analysis of all six tasks, then the implementation plan, then Conclusion and Recommendation. Why did you put the staff engagement, staff turnover and Glassdoor review problem under Transformational Leadership? Where is the Conclusion and Recommendation?

(3) Where is the Introduction part? Please follow the structure stated in the Assignment Brief. In the Introduction, you have to go straight to the point summarising the range of HR problems facing Coffee Shack that you had observed when you took over the HR Director position at Coffee Shack.

(4) Re: 3 primary HRM issues identification, Remember we discussed in class that you have to

separate the root causes of problems, not the consequences of the problems. These are indeed the issues facing Coffee Shack, but the root causes of these problems need to be identified. Employee satisfaction and understaffing are the consequences/effects, but not the source of the problem itself. So ideally you need to identify the root cause(s) of the problems facing Coffee Shack and then propose solutions to mitigate them (which is expected to then mitigate the consequences/effects). Moreover, employee engagement and job satisfaction, though related, are two different issues.

(5) In business strategy vs HR strategy part, you are required to provide a critical analysis as to whether the problem with Coffee Shack is with the business strategy or HR strategy. However, this is missing in your report.

(6) Re: Pooja case, you should have used Situational Theory. This had been covered in Week 3 seminar if you had attended it.

(7) Re: employee/staff engagement, you are not providing your answer as required. It has been discussed in the class that you have to present academic definition of staff engagement, the perspective you used to look at this, factors causing poor engagement, factors leading to good engagement, analysis of factors causing poor engagement in CS, how to measure engagement, and ways to improve engagement for CS. All these should be backed by references, evidences from other companies and theories. Instead, you jumped straight into proposal for improvement yet not supported by evidences from other companies.

(8) Staff engagement, staff turnover and Glassdoor review are different than Pooja's case! You should be able to understand this from the assignment question. These are company-wide problem, not on Pooja's team.

(9) Re: Staff Turnover problem, again you are not providing answer as required. It has been covered in class that you have to present definition of staff turnover, the perspective used in your analysis, examples of causes of turnovers, examples of how other companies addresses staff turnover, examples of reasons for staff turnover in CS (evidences) and how to address this problems in CS. All these have to be supported by references and theories. What you did is again jump straight into proposal of improvement, yet most are generic as you are not explaining them thoroughly.

(10) Re: Glassdoor reviews, again you are not presenting answers as required. It has been thoroughly covered in class that you are required to present definition of employer branding, the HR responsibility in this case, what generic action that HR needs to do, explain what Glassdoor is, and laid out strategies WITH EVIDENCES that CS can apply to improve this.

(11) Implementation plan costing nis not as expected. Where is the breakdown costing of £350,000?

We had discussed the ideal implementation plan table in class. You need to propose the objective, specific action (for example, how to improve job satisfaction) with timeline and person in charge.

PAGE 1

PAGE 2



Comment 1

The Executive Summary is inaccurate. Remember that it has been clearly stated in the Assessment Brief, that the format of this assessment is a business report from **you as the newly appointed HR Director** to the CEO and management, so this is NOT a case study essay of Coffee Shack. Just go straight to the point summarising what current problems are faced by Coffee Shack and what are the objectives of your report.



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PAGE 3



Comment 3

Where is the Introduction part? Please follow the structure stated in the Assignment Brief. In the Introduction, you have to go straight to the point summarising the range of HR problems facing Coffee Shack that you had observed when you took over the HR Director position at Coffee Shack.



Comment 4

Re: 3 primary HRM issues identification, Remember we discussed in class that you have to separate the root causes of problems, not the consequences of the problems. These are indeed the issues facing Coffee Shack, but the root causes of these problems need to be identified. Employee satisfaction and understaffing are the consequences/effects, but not the source of the problem itself. So ideally you need to identify the root cause(s) of the problems facing Coffee Shack and then propose solutions to mitigate them (which is expected to then mitigate the consequences/effects). Moreover, employee engagement and job satisfaction, though related, are two different issues.

PAGE 4



Comment 5

Why this part has different line spacing than the rest?



Comment 6

In business strategy vs HR strategy part, you are required to provide a critical analysis as to whether the problem with Coffee Shack is with the business strategy or HR strategy. However, this is missing in your report.

PAGE 5



Comment 7

So, is the problem with Coffee Shack, a problem in business strategy or HR strategy? In business strategy vs HR strategy part, you are required to provide a critical analysis as to whether the problem with Coffee Shack is with the business strategy or HR strategy. However, this is missing in your report.



Comment 8

Re: Pooja case, you should have used Situational Theory. This had been covered in Week 3 seminar if you had attended it.



Comment 9

How come this is the part of Transformational Leadership? It is a whole different issue!

PAGE 6



Comment 10

Re: employee/staff engagement, you are not providing your answer as required. It has been discussed in the class that you have to present academic definition of staff engagement, the perspective you used to look at this, factors causing poor engagement, factors leading to good engagement, analysis of factors causing poor engagement in CS, how to measure engagement, and ways to improve engagement for CS. All these should be backed by references, evidences from other companies and theories. Instead, you jumped straight into proposal for improvement yet not supported by evidences from other companies.



Comment 11

This is NOT a case of Pooja! Pooja's case is the previous problem.



Comment 12

This is NOT problem of Pooja's team, not company-wide!



Comment 13

Re: Staff Turnover problem, again you are not providing answer as required. It has been covered in class that you have to present definition of staff turnover, the perspective used in your analysis, examples of causes of turnovers, examples of how other companies addresses staff turnover, examples of reasons for staff turnover in CS (evidences) and how to address this problems in CS. All these have to be supported by references and theories. What you did is again jump straight into proposal of improvement, yet most are generic as you are not explaining them thoroughly.

PAGE 7



Comment 14

Again, this is problem on Coffee Shack as a company, not Pooja!



Comment 15

Re: Glassdoor reviews, again you are not presenting answers as required. It has been thoroughly covered in class that you are required to present definition of employer branding, the HR responsibility in this case, what generic action that HR needs to do, explain what Glassdoor is, and laid out strategies WITH EVIDENCES that CS can apply to improve this.



Comment 16

The budget for implementation plan is £350,000! Not \$350,000!



Comment 17

This is not the expected Implementation plan costing. Where is the breakdown costing of £350,000?