

The Influence of Employees' Motivation Management on Teamwork: Taking Starbucks as an Example

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Abstract—This paper discusses the motivation and teamwork of Starbucks which is one of the best know and fastest growing companies in the world. The development of Starbucks is well-known, so the organization management in this company must have some strong advantages. The analysis includes two parts: firstly, explain the relevant motivation theories applied in Starbucks; secondly, describe the teamwork in Starbucks, the factors that lead to the effectiveness of the teamwork and the challenges encountered. The research finds that the way the company practice the motivation theory and the leadership style and the teamwork spirit has no problem. However, if the company want to have a more perfect development, motivation can be applied in reinforcement, management by objectives (MOB), empowerment and work sharing.

Keywords—*Motivation; Management practice; Teamwork; Leadership style*

I. INTRODUCTION

Starbucks is one of the best known and fastest growing companies in the word. Set up in 1971, in Seattle, the company grew slowly initially, but expanded rapidly in the late 1980s and the 1990s. By the early 2000s, there were nearly 9,000 Starbucks outlets across the world and the company's eventual retail target was to open 30,000 outlets. Starbucks realized early on that motivated and committed human resources were the key to the success of a retail business. Therefore the company took great care in selecting the right kind of people and made an effort to retain them. Consequently, the company's human resources policies reflected its commitment to its employee. However, although the Starbucks is one of the best know and fastest growing companies in the world, three possible problems had to be considered—would the company be able to support its staff with the same level of benefits in the future, given the large increase in the number of employees; would the company be able to retain employee if it made and move to lower its human resource costs by cutting down on benefits; and would Starbucks be able to maintain its small company culture, an important element in its past growth. This case study indicates the motivation and teamwork of Starbucks as a business strategy and some further proposals would be offered in the recommendation in the final of the study.

II. MOTIVATION STRATEGIES APPLIED IN STARBUCKS

Employee behavior is the pattern of actions by the members of an organization that directly or indirectly influences the organization's effectiveness. Some employee behaviors, called performance behaviors, directly contribute to productivity and performance. Motivation is the process by which the behavior of an individual is influenced by others, through their power to offer or withhold satisfaction of the individual's needs and goals. As can be seen, the development of the Starbucks is grate, but the company also has some possible problems and challenges. Hence, we ought to discuss, analyze and find out the advantages of the management in Starbucks and problems of in its development so that we can improve the management level and learn something from the Starbucks.

A. Needs hierarchy in Starbucks

Motivation is one part of the managerial function of directing. Broadly defined, motivation is the set of forces that cause people to behave in certain ways. One worker may be motivated to work hard to produce as much as possible, whereas another may be motivated to do just enough to survive. Managers must understand these differences in behavior and the reasons for them.

Psychologist Abraham Maslow's hierarchy of human needs model proposed that people have several different needs that they attempt to satisfy in their work [1]. Once a set of needs has been satisfied, it ceases to motivate behavior. This is the sense in which the hierarchical nature of lower and higher level needs affects employee motivation and satisfaction. For example, the Starbucks provides a good salary and make a comfortable working environment to the workers with trust and insurance, therefore, the workers in the Starbucks feel secure in their job and then a new pension plane will probably be less important to the staff than the chance to make new friends and join an informal network among your coworkers.

Maslow's theory recognizes that because different people have different needs, they are motivated by different things. The manager of Starbucks focus on what are the workers needs and sets up varies policies to meet workers' varies needs. The Starbucks treats their employees as friends and tries hers best

to manage them with the general needs. It seems that the Starbucks helps her friends to work more effectively. From my own understanding, this could be one of the reasons for the Starbucks' success.

In addition, people in today's world are different from the past. They have variety needs and wants in their daily life, especially the requirements for emotional and satisfaction. Managers should understand the different needs of different employees in the company first, then the motivations can be worked effectively and efficiently. Companies help people satisfy their needs at work by providing a level of pay that enables a person to buy food and clothing and have adequate housing; by providing job security, adequate medical benefits and safe working conditions; by promoting good interpersonal relations and organizing social functions such as company picnics and holiday parties; by granting promotions and recognizing accomplishments and by giving people the opportunity to use their skills and abilities to the fullest extent possible.

B. Hygiene factors and motivation factors in Starbucks

Although the manager of the Starbucks knows most of the workers' needs, there is still a question to us: whether these workers satisfy their job. Here, the psychologist Frederick Herzberg concluded that job satisfaction and dissatisfaction depend on two factors: hygiene factor, such as working condition, and motivation factor, such as recognition for a job well done [2].

According to Herzberg's two-factor theory, hygiene factors affect motivation and satisfaction only if they are absent or fail to meet expectations. For example, workers will be dissatisfied if they believe they have poor working conditions. If working conditions are improved, however, they will not necessarily become satisfied and they will simply not be dissatisfied. If workers receive no recognition for successful work, they may be neither dissatisfied nor satisfied. If recognition is provided, they will likely become more satisfied. For instance, the workers of the Starbucks are satisfied, because they have a good working condition, if working conditions are declined, however, they will necessarily become dissatisfied and they will not be satisfied. The Starbucks puts the employees in a high level in her heart. Recognition is provided in the Starbucks and workers receive recognition for success work, so they will become more satisfied.

This theory suggests that managers should follow a two-step approach to enhancing motivation. First, they must ensure that hygiene factors, working conditions for example, or clearly stated policies, are acceptable. This practice will result in an absence of dissatisfaction. Then they must offer motivation factors, recognition or added responsibility, as a way to improve satisfaction and motivation.

C. Expectancy theory in Starbucks

In addition, people are motivated to work towards that they want and they believe they have a reasonable chance or expectancy of obtaining. A reward that seems out of reach is likely to be undesirable even if it is intrinsically positive.

Expectancy theory in terms of issue that likely to be considered by an individual employee [3].

In the Starbucks, the employees were called the partners of the company and the company issuing a kind of stock which was called "The coffee beans stock". This stock is only provided to the employees in the company. In that way, all of the employees have the stock and to be a partner with the Starbucks, as a result, the performance of the company is closely to all the employees. Finally, the workers have the expectancy to work hard to earn much more money, in this instance, they raises the rewards to personal goals issue. In this case, their consideration of all the issues has led to expectancy that they can reach a given goal. Therefore, according to the expectancy equation, we know: $F=V \cdot E=1$.

Expectancy theory suggests that people are motivated to work toward rewards that they want and that they believe they have a reasonable chance, or expectancy, of obtaining. A reward that seems out of reach is likely to be undesirable even if it is intrinsically positive.

III. MOTIVATION THEORY AND THE PRACTICE OF MANAGEMENT

Not all the incentives that an organization can offer its employees are directly related to monetary rewards. The satisfaction of any of the employees' wants or needs may be seen as a reward for past or incentive for future performance [4]. Hence, motivation is important in the practice of management, personally, because it can:

- Motivate the employees pay attention to job
- Increase the productivity
- Help for the job classification
- Achieve the organization goals

We have discussed the motivation theory in the Starbucks, but whether it had a good practice in the management or not. Here we would discuss the advantages and disadvantages. Starbucks stood out for its employee-friendly policies and supportive work culture. The company has its benefits program to part-time workers something that not many other companies offered. As a result, Starbucks workers were among the most productive in the industry and the company had a relatively low employee turnover. However, a Starbucks face a challenge in the early 2000s was whether it would be able to continue to attract and retain the right kind of employees in the right numbers. Form then on, having selected the right kind of people, Starbucks invested in training them in the skills they would require performing their jobs efficiently.

The need hierarchy varies wildly, not only for the different people, but also across different culture. This reflects in the Starbucks, the principle of the Starbucks to select the employees, they use the part-time workers and then train them to know the working skills. Even though it seems the company had a relatively low employee turnover, I think this would increase the turnover and becomes a waste of money, because the part-time workers cannot work for the company for a long time. When they leave the company, the manager have to

employ some green hands to take place them and also have to train these workers again. Maybe use the part-time workers can make the company more creative, but I think in order to reduce the cost of the turnover, the company can also try to use these workers who have the working experience and keep them in the company for a long time working. Finally, we can see that the need of the workers is not totally the need of the company, so it would cause the problem.

From the two-factor theory, I suggest that the managers of the Starbucks should follow a two-step approach to enhancing motivation. First, they must ensure that hygiene factors, the working condition and the stated policies are acceptable. This practice will result in an absence of dissatisfaction. Then they must offer motivation factors: recognition or added responsibility as a way to improve satisfaction and motivation. In addition, one person's hygiene factor may be another person's motivation factor. For example, if money represents nothing more than pay for time worked, it may be a hygiene factor for one person. For another person, however, money may be a motivation factor, because it represents recognition and achievement.

IV. LEADERSHIP AND TEAM WORK IN STARBUCKS

A. *The leadership of Starbucks*

The leadership style in of Starbucks is Affiliative, which simply means people come first. Generally, in this style, the leader is interested in creating harmony and building emotional bonds with employee. This style works best when motivating employees, building team harmony, improving communication, increasing morale or repairing broken trust and has a positive impact on the overall organizational culture. Because this style has virtually no downside, it is often described as the best overall approach.

The leadership style of the Starbucks is not just Affiliative; the company also practices the style Democratic, which simply means what do you think [5]. This style builds trust, respect and commitment and this style has a positive impact on the overall organization culture. The Starbucks practice the leadership like this, so it can develop the employee loyalty to the company and increase the working enthusiasm.

From my own view, if you were the employee, everybody wants a leader who treats his staff first and have patient to tell me how to do the work. If the workers have some problem in working or themselves, the leader can tell me and encourage me to do the work better. That is the leader needed to do, if the leader's believe go against the employee, nothing good will bring to your company because without workers, the company can do nothing. The Starbucks deal well with the relationship with the employees, the motivation theory applied in the Starbucks is closely to the leadership style of the Starbucks. And the trust and respect in the Starbucks is another strong power to his competitors.

B. *The teamwork in the Starbucks*

The teamwork in the Starbucks is simply to achieve particular objectives. It shares a common sense of identity and belongings.

- A sense of identity. All the workers and manager in the Starbucks are treating themselves as a member in this family, so they have the common sense to work on the same point to earn more for them.
- Loyalty to the company. The company provides good working condition for the workers and meets the employees' need and wants by giving them motivation to work hard, so the staffs are loyal to the Starbucks.
- Purpose and leadership. A humanized leadership is implemented in the Starbucks, so the staffs' attitude to work is more active. So the Starbucks can go towards the fulfillment of its goals.

In addition, the other aspect of the effective work in the Starbucks is the skill training. Firstly, I talked about the four stages in the group (team here) development.

- Forming: team members are polite to each other but little is achieve
- Storming: members start to argue
- Norming: members accept each others differences
- Performing: members trust each other

When the Starbucks provides the skill training to the new employees, the employees may have passed the first stage and the second stage. After the training, the employees come to work; they may have known each other and step into the third stage. And the third and the fourth stage are the most appropriate time for the workers working effectively. However, skill training is also a challenge for the Starbucks because of the high turnover. This problem result in the selecting employee policy for the Starbucks chooses the part-time workers. Because the part-time workers can not work for the company for a long time, usually, they work for a short time. Then the manager should hire other part-time workers and train them. Time after time, this would be a big turnover for the company. So I think the Starbucks can hire the workers who can work in the company for a long time, then the training can be an intangible assets of the company.

V. SUGGESTIONS

According to the motivation applied in the Starbucks, here, I give some suggestions for enhancing job satisfaction and morale. I hold the view of that the company has implemented a range of programs designed to make jobs more interesting and rewarding and to make the work environment more pleasant.

A. *Reinforcement*

The manager should try to shape employee's behavior by linking reinforcement with desired behaviors and punishment with undesired behaviors. Here, extensive rewards work best when people are learning new behaviors, new skills or new jobs [6]. As workers become more adept, rewards can be used less frequently. Because such actions contribute to positive employer-employee relationships, it is generally preferred giving rewards and placing positive value on performance. Conversely, it is disliking doing out punishment, partly because

workers may respond with anger, resentment, hostility or even retaliation.

B. Management By Objectives (MBO)

The MBO can be served as a program for improving satisfaction and motivation. And motivation is the biggest advantage of MBO. When employee sit down with managers to set upcoming goals, they learn more about company wide objectives, come to feel that they are an important part of a team, and see how they can improve company wide performance by reaching their own goals.

C. Participative management and empowerment

Employee are given a voice in how they do their jobs and in how the company is managed. They become empowered to take greater responsibility for their own performance. Not surprisingly, participation and empowerment make the employee feel more committed to organizational goals they have help to shape.

D. Work sharing

Job sharing usually benefits both employees and employers. Employees, for instance, tend to appreciate the organization's attention to their personal needs. At the same time, the company can reduce turnover and save on the cost of benefits.

VI. CONCLUSION

When all the factors are examined, we may safely come to the conclusion that the one reason for the success of the Starbucks is that the Starbucks practice good motivation management and an effective teamwork in his performance to the world-wide customers. Although the company faced a human resource challenge, the way the company practice the motivation theory and the leadership style and the teamwork spirit has no problem. Personally, the challenge now the Starbucks encountered is just a policy mistake on hiring the employees. If the Starbucks wants to reduce his turnover on employees and keep the good human resources in their company, the company can stop use the part-time workers and try to seek the stationary workers and then train them to work in the company.

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