

BAB 7
Manajemen Sumber Daya
Manusia Di Bisnis Ritel

Pentingnya Sumber daya Manusia Di Ritel

- ▣ Pengecer mencapai tujuan keuangan mereka dengan efektif mengelola lima aset kritis mereka:
 1. lokasi,
 2. persediaan barang dagangan,
 3. toko,
 4. karyawan, dan
 5. pelanggan.
- ▣ Manajemen sumber daya manusia sangat penting dalam Bisnis ritel karena karyawan memainkan peran utama dalam menjalankan fungsi bisnis kritis: *Melakukan kegiatan Pembelian, menampilkan barang dagangan, dan memberikan pelayanan kepada pelanggan.*
- ▣ Bisnis ritel selalu bersifat **padat karya**

Tujuan dari Manajemen Sumber Daya Manusia

- ▣ Tujuan utama dari sumber daya manusia (SDM) manajemen adalah untuk membangun dasar untuk keunggulan kompetitif yang berkelanjutan.
 1. Manajemen Sumber daya Manusia yang efektif dapat menghasilkan **keuntungan biaya** (sebagian besar pengeluaran ritel berasal dari SDM)
 2. Karyawan dapat menjadi **sumber diferensiasi** dengan ritel lainnya dengan **menyediakan kualitas layanan yang prima**
 3. Meningkatkan **Produktivitas Karyawan** = $\frac{\text{Penjualan atau keuntungan ritel}}{\text{Jumlah Karyawan}}$
 4. Menurunkan Turnover Karyawan = $\frac{\text{Jumlah Karyawan yang Keluar Selama Setahun}}{\text{Jumlah Posisi Pekerjaan Yang tersedia}}$

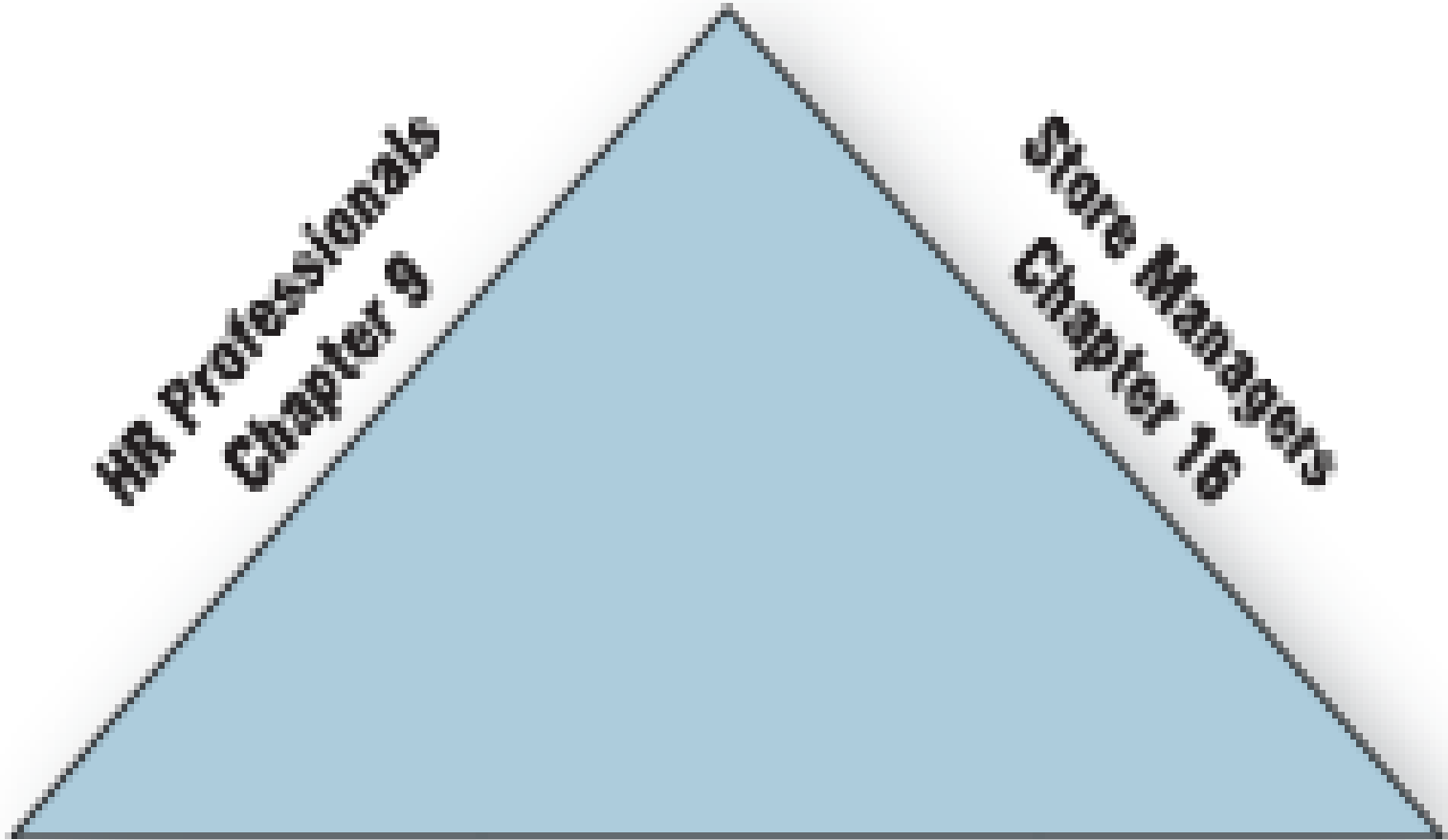
Menyeimbangkan Segitiga SDM

- ▣ Para Ahli Manajemen Ritel berpendapat, terlalu berisiko menyerahkan pengelolaan SDM hanya kepada Bagian SDM saja.
- ▣ Banyak Bisnis Ritel Saat ini membuat **sistem segitiga SDM**
- ▣ **Isu2 Dalam MSDM Ritel:**
 1. Kontrol Biaya Karyawan
 2. Penggunaan Karyawan Part Time
 3. Mengelola Karyawan yang Berasal dari Latar belakang berbeda2
 4. Masalah Sumber Daya Manusia Internasional

**HR Professionals
Chapter 9**

**Store Managers
Chapter 16**

Store Employees



Tugas/Pekerjaan yang Biasa Dilakukan Di Bisnis Ritel

STRATEGIC MANAGEMENT

- Develop overall retail strategy
- Identify the target market
- Determine the retail format
- Design organizational structure
- Develop private-label merchandise
- Develop internet/catalog strategy
- Develop global strategy

MERCHANDISE MANAGEMENT

- Buy merchandise
 - Select, negotiate with, and evaluate vendors
 - Select merchandise
 - Place orders
- Control merchandise inventory
 - Develop merchandise budget plans
 - Allocate merchandise to stores
 - Review open-to-buy and stock positions
- Price merchandise
 - Set initial prices
 - Adjust prices

STORE MANAGEMENT

- Recruit, hire, and train store personnel
- Plan labor schedules
- Evaluate store and personnel performance
- Maintain store facilities
- Locate and display merchandise
- Sell merchandise to customers
- Repair and alter merchandise
- Provide services such as gift wrapping and delivery
- Handle customer complaints
- Take physical inventory
- Prevent inventory shrinkage

ADMINISTRATIVE MANAGEMENT

- Marketing
 - Promote the firm, its merchandise, and its services
 - Plan communication programs including advertising
 - Plan special promotions and events
 - Manage public relations
- Manage human resources
 - Develop policies for managing store personnel
 - Recruit, hire, and train managers
 - Keep employee records
- Manage supply chain
 - Receive merchandise
 - Store merchandise
 - Ship merchandise to stores
 - Return merchandise to vendors
- Manage financial performance
 - Provide timely information on financial performance
 - Forecast sales, cash flow, and profits
 - Raise capital from investors
 - Select and manage locations (real estate)
- Visual Merchandising
 - Develop and coordinate displays in stores and windows
- Management Information Systems
 - Work with all functional areas to develop and operate information systems for merchandising, marketing, accounting, finance, etc.
- General counsel (legal)
 - Work with all functional areas to be in compliance with laws and regulations

 Strategic management

 Store management

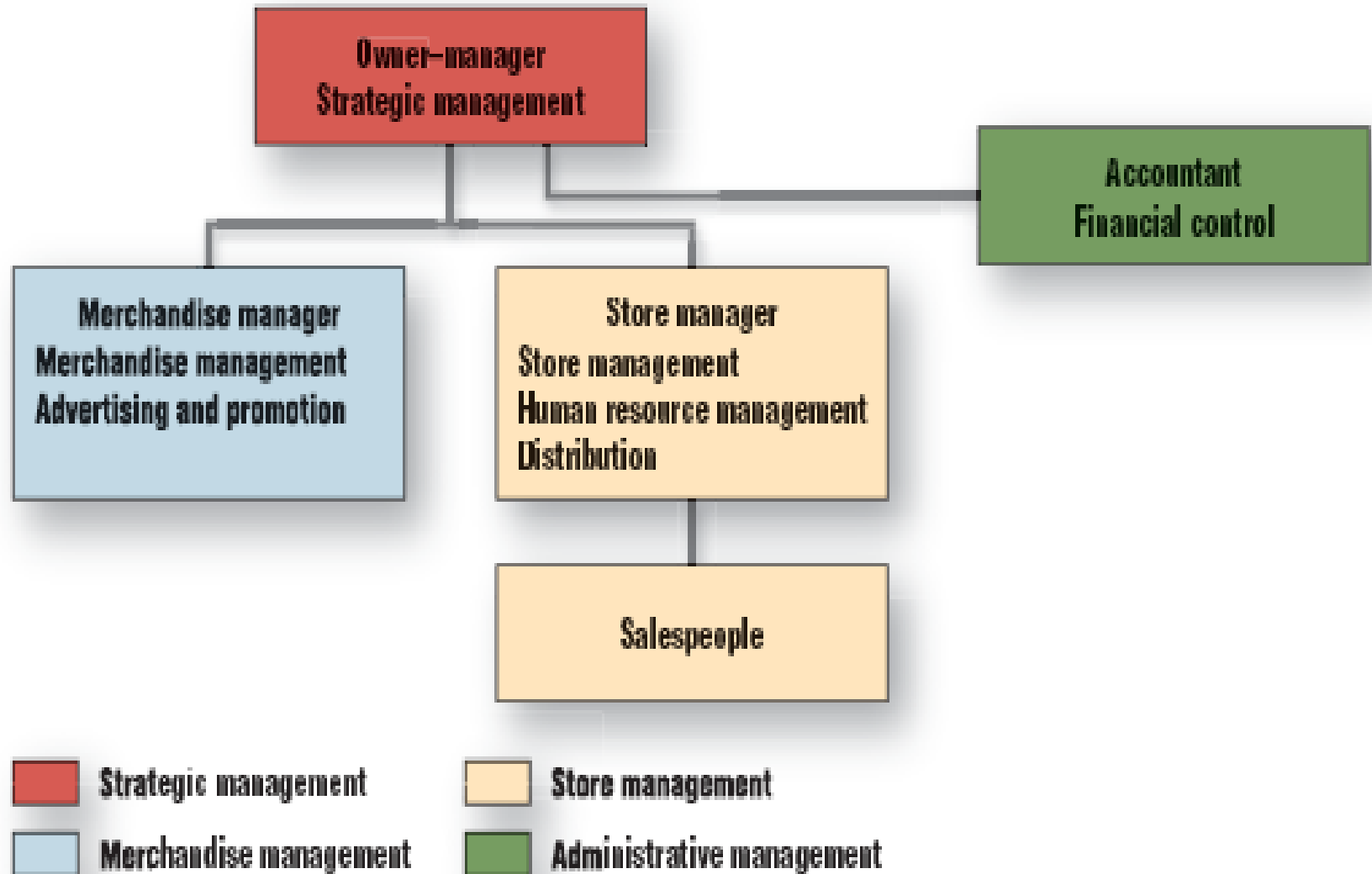
 Merchandise management

 Administrative management

Struktur Organisasi Untuk Bisnis Ritel Kecil

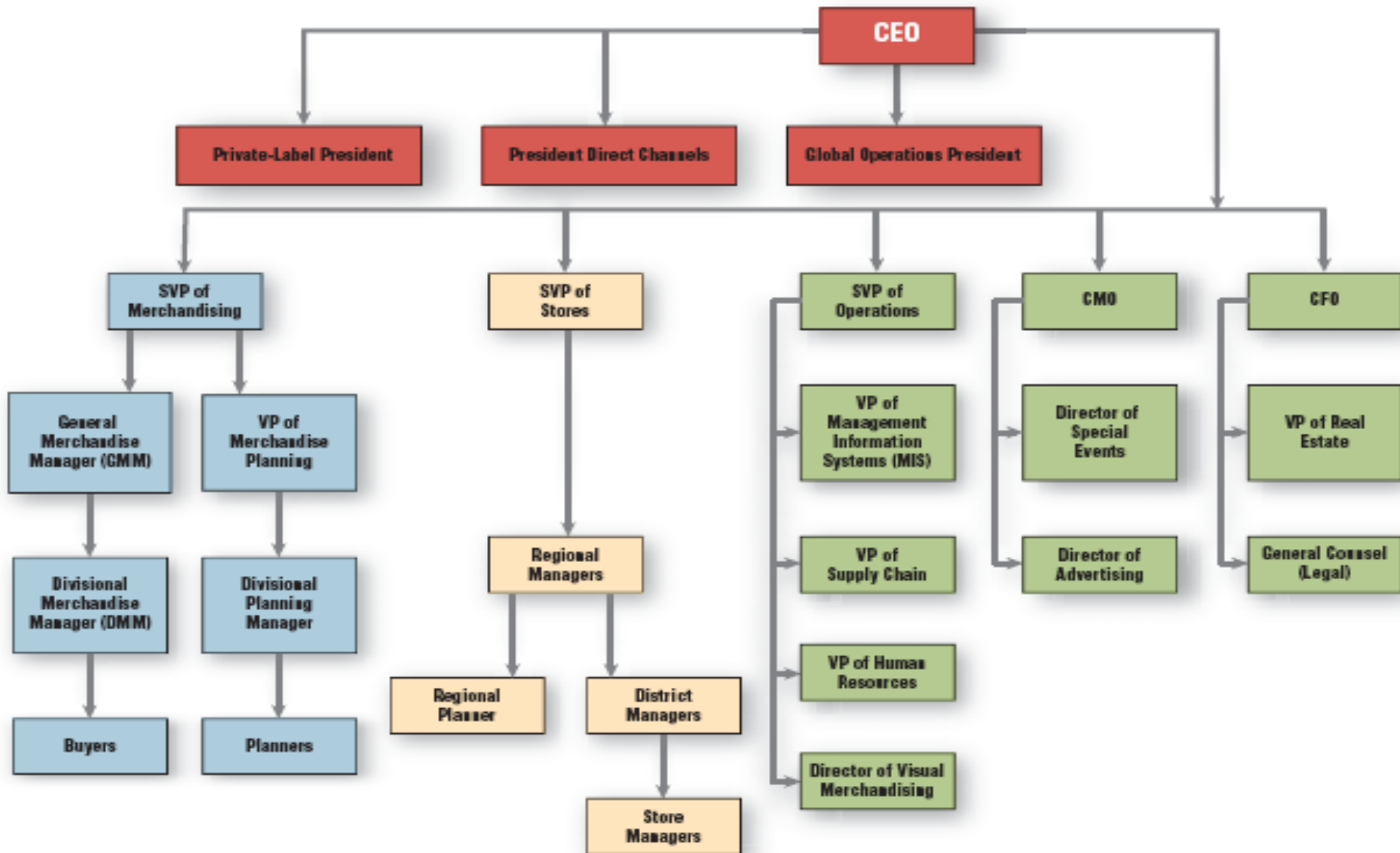
EXHIBIT 9-4

Organization Structure for a Small Retailer



Struktur Organisasi Utk Departmen Store

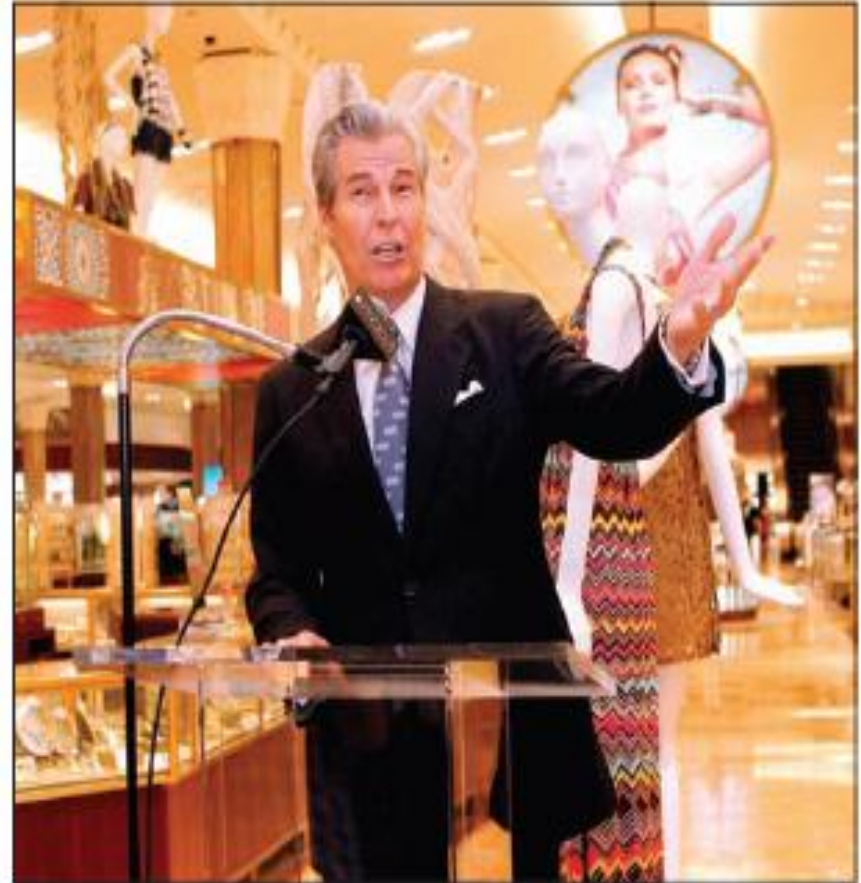
Organization of a Typical Department Store **EXHIBIT 9-5**



- Strategic management
- Store management
- Merchandise management
- Administrative management

Isu dalam Organisasi Ritel

- ▣ Sentralisasi Vs Desentralisasi
- ▣ Mengkoordinasi Manajemen Toko dan Merchandise
 1. Meningkatkan apresiasi *buyers* terhadap lingkungan toko,
 2. Melakukan kunjungan toko
 3. Menugaskan karyawan untuk peran koordinasi.



Macy's CEO, Terry Lundgren, gets to know his customers and employees by visiting stores.

Mendapatkan Karyawan Yang berbakat & Loyal

1. **Menarik Kandidat Karyawan: Pemasaran Pekerjaan**
2. **Mengembangkan Bakat: Seleksi dan Pelatihan**
 - Mempekerjakan Karyawan dengan Selektif
 - Training
3. **Memotivasi Karyawan: Menyelaraskan Tujuan**
 - Kebijakan dan Pengawasan
 - Kompensasi: Bonus, Insentif
 - Budaya Perusahaan
4. **Menjaga Karyawan: Membangun Komitmen Karyawan**
 - Empowerment (Pemberdayaan)
 - Mengurangi Perbedaan Status
 - Promosi dari dalam
 - Flextime: waktu utk karir & keluarga seimbang



Pret A Manger believes it can teach people to make sandwiches, but not to be happy. So, they hire happy people.

Special Offers

Travel Deals & Packages

Air

Car

Hotel

Vacations

Travel Guide

Perkins & Christopher Group

WHY FLY SOUTHWEST

Apply Southwest

Careers

Get Postings

Our Culture

Our Benefits

Our People

Southwest Airlines Careers



Not Just A Career, A Cause.

At Southwest Airlines you have the freedom to be creative, dress casually, and have fun on the job. Employees also enjoy free travel privileges, and great benefits like ProfitSharing, matching 401(k), medical, and dental.

We're hiring



Application Fees? No Way!
Southwest Airlines never charges for applying with us.

[View all job postings](#)

In the News

SOUTHWEST Star of the Month

Lisa Tiller

Change and Learning Leader
Dallas, Texas

As the Change and Learning Leader, Lisa Tiller leads the team responsible for facilitating change and providing classroom training for employees in our six Customer Support and Services Centers.

[Read more about Lisa](#)



Southwest Airlines attracts talent with employment marketing programs.