



# IDENTIFIKASI SDM

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## Productivity

**Productivity** Productivity is the sales generated per employee calculated as follows:

$$\text{Employee productivity} = \frac{\text{Net sales}}{\text{Number of full-time equivalent employees (FTEs)}}$$

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# Turnover

**Turnover** Another HRM performance measure is turnover. Employee **turnover** is calculated as follows:

$$\text{Employee turnover} = \frac{\text{Number of employees voluntarily leaving their job during the year}}{\text{Number of positions}}$$

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# Engagement

**Engagement** is an emotional commitment by an employee to the organization and its goals. It goes beyond employee happiness and satisfaction

## **Expense Control**

Retailers must control their expenses if they are to be profitable. Thus, they are cautious about paying high wages to hourly employees who perform low-skill jobs. To control costs, retailers often hire people with little or no experience to work as sales associates, bank tellers, and waiters. High turnover, absenteeism, and poor performance often result from this use of inexperienced, low-wage employees

# **Part-Time Employees**

One method of controlling expenses is the use of part-time employees. Retailers' needs for store employees vary depending on the time of day, day of week, time of year, and promotion schedule

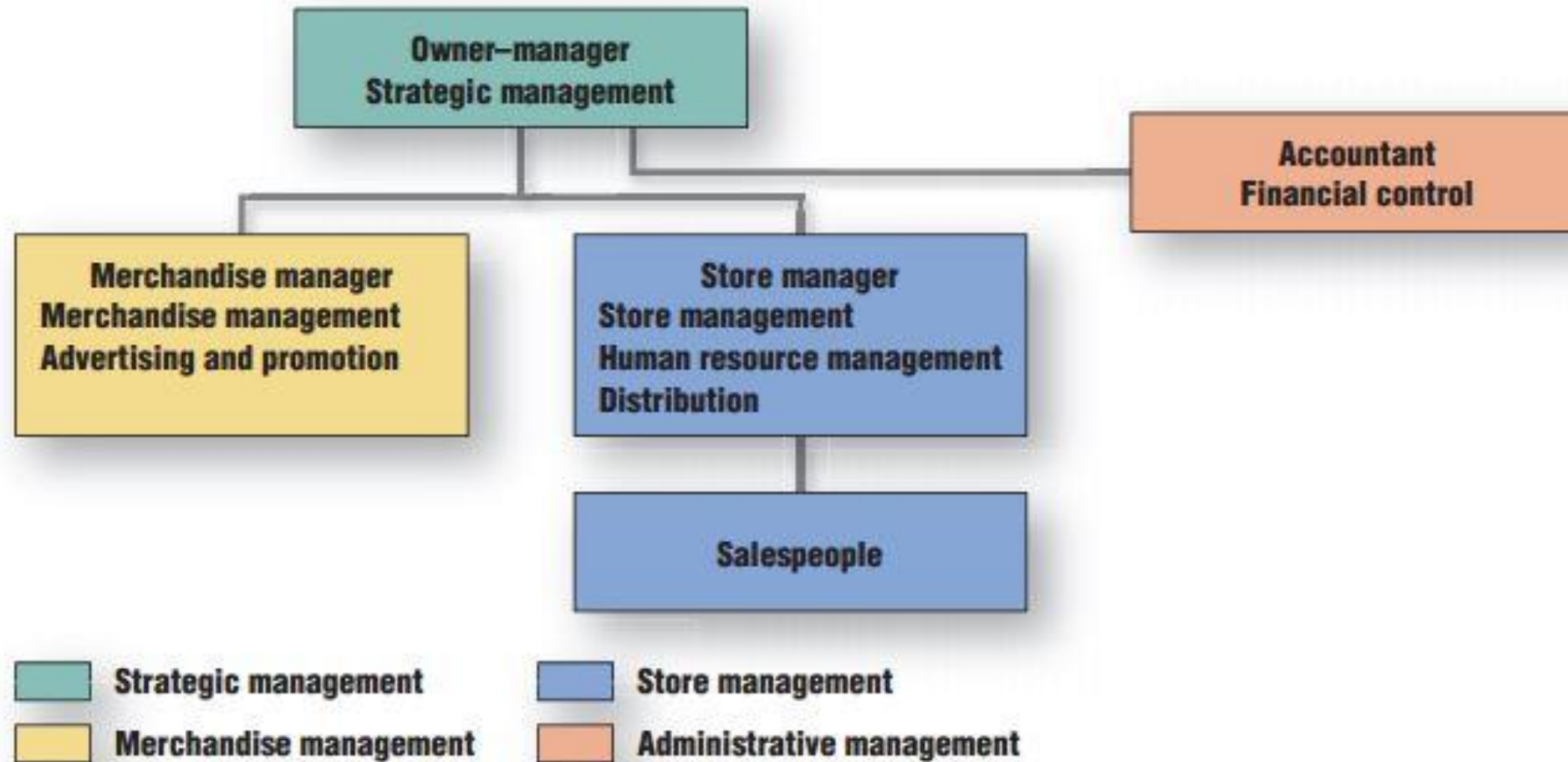
## Utilizing Diverse Employee Groups

The changing demographic pattern in the United States will result in a chronic shortage of qualified sales associates.

So, besides utilizing less expensive part-time labor, retailers are increasing their efforts to recruit, train, manage, and retain mature, minority, and handicapped workers.

# Organization Structure for a Small Retailer

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## RETAILING VIEW Employment Branding at Starbucks



To develop its employment branding program, Starbucks undertook research to better understand the best prospective and existing employees. The research revealed that the top performers are engaged. They like their jobs and are emotionally committed to Starbucks. The rewards they receive or will receive from working at Starbucks go beyond pay and promotion opportunities. So Starbucks developed an employment marketing program based on the theme "Love What You Do and Share It with Others." The employment branding program is designed to create the following associations that current and potential employees have with the Starbucks brand: that Starbucks provides an opportunity for employees to express themselves at work, embrace human connection, provide great customer service, develop their own careers, and work for a growing, global company.

Starbucks uses the "Love What You Do and Share it With Others" theme on its Internet site, in its printed material available to prospective employees in stores, and in videos designed to describe the Starbucks employee experience. In this collateral material, real employees describe why they love what they do. Starbucks encourages all of its partners (employees) to get involved in recruiting potential employees. Employees in its stores are trained to respond to customer inquiries about job opportunities and questions about working in the stores.

Starbucks uses social media to build its employment brand to recruit employees and increase the engagement of current employees. Its job app shows open positions by location, videos about what it's like to work at Starbucks, and links to information about benefits, all within Starbucks' Facebook page.

Employees can share information about open positions with their Facebook friends and reach out to the 32 million people who already "Like" the Starbucks page on Facebook. Starbucks isn't just using Facebook. Starbucks

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Starbucks builds its employment branding program around the theme "Love What You Do and Share It With Others."

posts jobs on Twitter and LinkedIn, and even has an Instagram page where it posts photos of employees that showcase what it's like to be a partner at Starbucks.

Sources: Emily Parkhurst, "Starbucks Turns to Social Media to Attract Job Candidates," *Puget Sound Business Journal*, November 12, 2012; Sarah Kessler, "Inside Starbucks's \$35 Million Mission to Make Brand Evangelists of Its Front-Line Workers," *Fast Company*, October 22, 2012; Louisa Peacock, "Inside HR: Interview with Sandra Porter, HR director at Starbucks," *The Telegraph*, January 31, 2011; Bobbie Gossage, "Howard Schultz, on How to Lead a Turnaround," *Inc.*, April 2011; and Howard Schultz, *Onward: How Starbucks Fought for Its Life Without Losing Its Soul* (New York: Rodale, 2011).

### DISCUSSION QUESTION

If you were considering a job at Starbucks, would its social media campaign influence your decision?

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### DISCUSSION QUESTION







1. Informasi penting hari ini
2. Manfaat penting dari informasi penting hari ini
3. Tindak lanjut yang dapat saudara lakukan

# Thank You!

Any Questions?