

**PENGARUH RESILIENSI KERJA DAN MOTIVASI KERJA
TERHADAP KINERJA KARYAWAN OPERASIONAL BUDIMAN
SWALAYAN SAWAHAN DI KOTA PADANG**

SKRIPSI



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PENGARUH RESILIENSI KERJA DAN MOTIVASI KERJA TERHADAP KINERJA KARYAWAN OPERASIONAL BUDIMAN SWALAYAN SAWAHAN DI KOTA PADANG

ABSTRAK

Tingkat *turnover* karyawan operasional Budiman Swalayan Sawahan berfluktuasi pada angka 26,7% (2022), 43,3% (2023), dan 30,0% (2024), jauh melampaui standar industri sebesar 10–15% per tahun. Kondisi ini diduga berkaitan dengan rendahnya resiliensi kerja dan motivasi kerja karyawan. Penelitian ini bertujuan untuk mendeskripsikan kinerja karyawan operasional di Budiman Swalayan Sawahan serta menganalisis pengaruh resiliensi kerja dan motivasi kerja secara parsial dan simultan terhadap kinerja karyawan operasional. Penelitian menggunakan metode kuantitatif dengan pendekatan survei terhadap 32 karyawan operasional melalui metode sensus. Data dianalisis menggunakan regresi linear berganda dengan SPSS versi 25, dilengkapi uji asumsi klasik serta uji hipotesis yaitu Uji T dan Uji F. Hasil penelitian menunjukkan bahwa kinerja karyawan operasional tergolong tinggi dengan rata-rata sebesar 4,75, didukung oleh tingginya resiliensi kerja rata-rata 3,93 seiring dengan kemampuan karyawan beradaptasi dan bertahan menghadapi tekanan kerja, serta motivasi kerja yang juga tinggi yaitu rata-rata 4,11 seiring dengan adanya dorongan pencapaian dan pengembangan karier yang terstruktur. Secara parsial, resiliensi kerja berpengaruh positif dan signifikan dipengaruhi oleh kemampuan pemulihan diri karyawan yang mendorong peningkatan produktivitas, begitu pula motivasi kerja dengan pengaruh yang lebih dominan seiring dengan kuatnya dorongan internal karyawan dalam menggerakkan pencapaian kinerja yang optimal. Secara simultan, keduanya berpengaruh positif dan signifikan terhadap kinerja karyawan. Berdasarkan hasil penelitian, Budiman Swalayan Sawahan perlu memperkuat sistem insentif finansial, meningkatkan *employee engagement*, serta membangun program penguatan resiliensi kerja secara berkelanjutan.

Kata Kunci: Kinerja Karyawan, Motivasi Kerja, Resiliensi Kerja, Ritel Agribisnis

THE EFFECT OF WORK RESILIENCE AND WORK MOTIVATION ON THE PERFORMANCE OF OPERATIONAL EMPLOYEES AT BUDIMAN SWALAYAN SAWAHAN IN PADANG CITY

ABSTRACT

The turnover rate of operational employees at Budiman Swalayan Sawahan fluctuated at 26.7% (2022), 43.3% (2023), and 30.0% (2024), far exceeding the industry standard of 10–15% per year. This condition is presumed to be associated with low work resilience and work motivation among employees. This study aims to describe the performance of operational employees at Budiman Swalayan Sawahan and to analyze the effect of work resilience and work motivation both partially and simultaneously on operational employee performance. This study employed a quantitative method with a survey approach involving 32 operational employees selected through a census method. Data were analyzed using multiple linear regression with SPSS version 25, supported by classical assumption tests and hypothesis testing, namely the T-test and F-test. The results indicate that operational employee performance is categorized as high with a mean score of 4.75, supported by high work resilience with a mean of 3.93 in line with employees' ability to adapt and persist under work pressure, as well as high work motivation with a mean of 4.11 in line with the presence of achievement-driven motivation and structured career development. Partially, work resilience has a positive and significant effect influenced by employees' self-recovery ability that drives productivity improvement, as does work motivation with a more dominant effect in line with the strong internal drive of employees in achieving optimal performance. Simultaneously, both variables have a positive and significant effect on employee performance. Based on the findings, Budiman Swalayan Sawahan needs to strengthen its financial incentive system, enhance employee engagement, and develop a sustainable work resilience strengthening program.

Keywords: *Agribusiness Retail, Employee Performance, Work Motivation, Work Resilience.*