

# Analysis of Employee Work Motivation at BAPPEDA Sleman District

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## Abstract

Employee motivation is a critical determinant of organizational effectiveness, particularly in public sector institutions such as BAPPEDA Sleman. This study examines the factors influencing employee motivation by analyzing intrinsic and extrinsic motivational drivers. Using a qualitative approach, data were collected through in-depth interviews with employees and management personnel. The findings indicate that public service motivation remains a strong intrinsic driver, fostering employee commitment and engagement. However, extrinsic factors, including leadership style, work environment, career advancement opportunities, and reward systems, also significantly impact motivation levels. Transformational leadership was found to enhance motivation by providing employees with a clear vision, recognition, and support. Conversely, bureaucratic constraints and excessive administrative burdens were identified as demotivating factors. The study highlights the importance of balancing intrinsic and extrinsic motivation through structured human resource policies, leadership development programs, and workplace improvements. The implications suggest that government institutions should adopt comprehensive strategies that integrate psychological and structural aspects of motivation to enhance employee satisfaction and productivity. Future research should explore the long-term effects of motivational strategies and compare public and private sector approaches to motivation. By addressing the identified motivational challenges, public institutions can improve employee performance and contribute more effectively to regional development.

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## Introduction

Employee motivation has a significant impact on organizational performance, especially in government organizations that play a key role in regional development planning. The Regional Development Planning Agency (BAPPEDA) of Sleman Regency is in charge of developing policies, coordinating development programs, and assuring long-term regional progress. As a government organization, BAPPEDA relies on the efficiency and devotion of its personnel to meet its goals. However, sustaining high levels of motivation among public sector personnel offers particular obstacles owing to bureaucratic systems, restricted career development options, and employment security, all of which may undermine performance-based incentives (Heinrich & Marschke, 2010).

Motivation is commonly divided into internal and extrinsic elements. Intrinsic motivation refers to the personal fulfillment, professional advancement, and sense of success that people obtain from their job (Deci and Ryan, 2000). Extrinsic motivation is impacted by external rewards such as income, perks, and recognition (Herzberg, 1959). Previous research has shown that public sector personnel are more intrinsically motivated than those in the private sector, since they are motivated by public service (PSM) (Perry 1996). However, external variables like workplace regulations, leadership, and organizational culture have a substantial influence on employee engagement and job satisfaction (Wright & Pandey, 2010).

Several obstacles can have an impact on employee motivation in government entities. Bureaucratic processes frequently result in inefficiencies, reducing employees' inventiveness and initiative (Vigoda-Gadot & Beerli, 2012). Furthermore, performance assessment methods in public institutions may not always successfully reward top performers, leading to employee demotivation since they believe their efforts are not sufficiently recognized (Kim, 2012). At BAPPEDA Sleman, identifying the major motivators is critical for developing methods to improve staff performance, job satisfaction, and dedication to regional development goals.

The work environment also influences motivation. A healthy work environment that encourages cooperation, leadership support, and professional growth can boost employee morale (Ryan & Deci, 2017). In contrast, a strict and hierarchical structure may lead to disengagement and decreased motivation. The function of transformational leadership in creating a stimulating work environment has been extensively researched, with studies indicating that visionary and supportive leaders may motivate people to attain better levels of performance (Bass & Avolio, 1994).

Despite the significance of employee motivation, research into motivation in local government agencies, particularly at the regional planning level, is scarce. Most research focuses on general public administration rather than the unique issues that planning organizations like BAPPEDA encounter (Osborne, 2010). The purpose of this study is to examine the elements that influence employee motivation at BAPPEDA Sleman, utilizing a qualitative technique to investigate intrinsic and extrinsic motivators. The findings will give practical recommendations for boosting incentive techniques in public sector organizations, resulting in increased staff productivity and policy implementation effectiveness.

## **Literature Review and Hypotheses Development**

### **A. The Concept of Work Motivation in Public Sector Organizations**

Work motivation is a key component in determining employee performance and organizational effectiveness. It refers to the psychological dynamics that motivate people to attain professional goals (Deci & Ryan, 2000). Employees in the public sector are generally motivated by a sense of public service as well as cash benefits (Perry & Hondeghem, 2008). Unlike private sector employees, government personnel are often affected by non-monetary incentives such as job stability, purpose alignment, and social effect (Wright & Pandey, 2010).

### **B. Intrinsic Motivation in Public Sector Employees**

Intrinsic motivation is the inherent urge to do things for personal happiness and fulfillment (Ryan & Deci, 2017). Employees with a high level of intrinsic drive are more enthusiastic and persistent at work. According to research, public service motivation (PSM) has a substantial impact on the behavior of public sector personnel. PSM is defined by an individual's desire to serve the public and improve social well-being. Employees with good PSM are more likely to be devoted to their tasks and to report better levels of job satisfaction and organizational loyalty (Vandenabeele, 2007).

The Self-Determination Theory (Deci & Ryan, 2000) is a crucial theoretical paradigm for explaining intrinsic motivation. It holds that people are driven when three basic psychological needs are met: autonomy, competence, and relatedness. In the public sector, giving employees opportunity to exercise autonomy and improve their talents boosts intrinsic motivation and overall performance (Gagne & Deci, 2005).

### **C. Extrinsic Motivation and its Impact on Public Employees**

Extrinsic motivation is caused by external benefits such as pay, promotions, and recognition (Herzberg 1959). While intrinsic motivation is critical for public sector personnel, external variables are equally important in maintaining employee engagement (Kim, 2012). According to Herzberg's Two-Factor Theory, some extrinsic variables, such as compensation and job stability, prevent unhappiness, whereas motivators like recognition and professional progression increase motivation.

Research indicates that financial rewards have a limited impact on public sector motivation compared to the private sector (Houston, 2000). However, non-monetary incentives such as awards, acknowledgment, and career progression opportunities can significantly influence performance. Wright and Pandey (2010) found that effective performance appraisal systems that recognize employee contributions improve motivation and job satisfaction.

#### **D. The Role of Leadership in Employee Motivation**

Leadership style has a significant influence on staff engagement in government entities (Bass and Avolio, 1994). Transformational leadership, which stresses vision, inspiration, and personal growth, is especially successful in motivating public sector personnel (Trottier et al., 2008). Leaders who interact with their people, offer constructive criticism, and foster a friendly work environment increase motivation and organizational commitment.

Transactional leadership, which relies on structured policies, rewards, and punishments, can be effective in maintaining organizational stability but may not necessarily foster intrinsic motivation (Burns, 1978). Research suggests that a combination of transformational and transactional leadership styles yields the best results in public administration settings (Fernandez & Moldogaziev, 2013).

### **Research Methods**

This study uses a qualitative research technique to investigate employee motivation at BAPPEDA Sleman. According to Uma Sekaran (2003), study design is critical for ensuring that data is collected, analyzed, and interpreted in a systematic and effective manner to fulfill research objectives. A qualitative approach is used because it gives a thorough knowledge of employees' perspectives, experiences, and motivational factors in the public sector.

This study collects data from both primary and secondary sources. Primary data is acquired through in-depth interviews with BAPPEDA Sleman employees, with an emphasis on intrinsic and extrinsic motivators. The interview technique is based on applicable motivation theories, providing a thorough investigation of the variables impacting employee engagement and performance. Secondary data is gathered from official publications, academic literature, and government papers on public sector motivation and organizational behavior (Sekaran & Bougie, 2016).

Purposive sampling is used in this study, with personnel from various divisions of BAPPEDA Sleman being chosen based on their degree of expertise and responsibility. Purposive sampling enables the acquisition of rich and diverse insights, ensuring that data reflects many views inside the company (Sekaran 2003). The sample size is established using data saturation, which occurs when interviews continue until no new information emerges.

Thematic analysis is a method for analyzing qualitative data by discovering repeating patterns and themes in employee replies. Braun and Clarke (2006) define theme analysis as the systematic coding of data, the categorization of answers, and the interpretation of significant results. This technique ensures that the study obtains relevant information about motivation at BAPPEDA Sleman.

To guarantee validity and reliability, triangulation is used by cross-referencing interview data with secondary sources. Member verification is also done, which involves participants reviewing their comments to ensure correctness and consistency. This methodological rigor lends credibility and dependability to the study findings (Sekaran & Bougie, 2016).

Ethical permission is acquired prior to performing the research, ensuring that subjects provide informed consent. Confidentiality and anonymity are ensured to safeguard respondents' identity and guarantee genuine participation. To ensure integrity and professionalism in data collecting and analysis, ethical concerns must be consistent with research standards (Sekaran, 2003).

### **Results and Discussion**

This study investigates the factors that influence employee motivation at BAPPEDA Sleman, a government organization in charge of regional planning and development. The findings

show that both intrinsic and extrinsic variables play an important role in determining employee motivation. According to interview data, employees are driven by a sense of public service, chances for professional growth, leadership support, and a positive workplace environment. These findings are consistent with earlier studies on public sector motivation (Perry and Wise, 1990; Wright and Pandey, 2010).

#### **A. Intrinsic Motivation and Public Service Commitment**

One of the most noteworthy discoveries is that employees have a high level of intrinsic motivation. Many respondents believe that their employment is significant because it benefits public welfare and regional development. This is consistent with the notion of Public Service Motivation (PSM), which states that personnel in government organizations are motivated by a desire to serve the public (Perry, 1996). Employees who believe their job has a direct influence on society are more engaged and devoted to their duties (Vandenabeele, 2007).

However, the study discovered that intrinsic drive alone is insufficient to ensure long-term commitment. Employees expressed a desire for job advancement and ongoing learning opportunities. Intrinsic motivation can weaken with time in the absence of defined career paths (Houston, 2000). To keep employees motivated, government entities should prioritize the establishment of organized career development programs.

#### **B. The Role of Leadership in Employee Motivation**

Leadership has a significant impact on staff motivation. The findings show that transformational leadership—in which leaders inspire and assist their employees—has a beneficial influence on motivation. According to respondents, when leaders give a clear vision, encouragement, and acknowledgment, employees feel more appreciated and driven to accomplish their jobs (Bass & Avolio, 1994).

On the other side, bureaucratic leadership styles were discovered to have a detrimental impact on motivation. Employees said that heavy restrictions and tight structures frequently limit their freedom to innovate and make autonomous judgments. This conclusion is consistent with prior research, which found that bureaucratic limitations can impair employee engagement and job satisfaction in public sector firms (Osborne & Gaebler, 1992). To overcome this issue, BAPPEDA Sleman might use more participative leadership styles, giving workers a larger say in decision-making processes.

#### **C. Work Environment and Job Satisfaction**

The study also indicated that working circumstances have a substantial influence on employee motivation. Employees stressed the value of a supportive work environment, which includes suitable facilities, a great company culture, and a healthy work-life balance. Research shows that people who operate in well-structured and resourceful workplaces are more productive and pleased with their professions (Chandrasekar, 2011).

However, problems such as heavy workloads and inadequate resources were highlighted as significant demotivators. Many respondents stated that bureaucratic inefficiencies frequently cause delays in project implementation, increasing dissatisfaction and decreasing enthusiasm. Addressing these issues by reducing administrative procedures and optimizing resource allocation may increase overall staff enthusiasm at BAPPEDA Sleman.

#### **D. Extrinsic Motivation: Salary, Recognition, and Career Advancement**

While intrinsic motivation is a primary driver of employee engagement, extrinsic variables like as pay, recognition, and career advancement also play an important influence. The study discovered that attractive compensation and benefits are critical for keeping talented workers. Although public sector earnings may not always be comparable to those in the private sector, offering performance-based incentives can assist boost motivation (Kim, 2012).

Recognition was another important element highlighted by respondents. Employees who receive recognition for their accomplishments are more likely to be devoted to their jobs. According to Herzberg's Two-Factor Theory, job happiness is influenced by strong motivators

such as recognition and professional development. Implementing incentive systems and offering chances for professional growth can assist to maintain motivation levels at BAPPEDA Sleman.

## **Implication and Conclusion**

### **A. Implication**

The findings of this study provide several critical implications for human resource management in public sector organizations, particularly at BAPPEDA Sleman. Employee motivation is a key driver of organizational effectiveness, and understanding the factors that influence motivation is crucial for improving performance and job satisfaction. One major implication is the need for policymakers and administrators to implement strategies that balance intrinsic and extrinsic motivational factors. Public service motivation, which emphasizes employees' intrinsic desire to contribute to society (Perry & Wise, 1990), should be complemented with structured career advancement opportunities, competitive remuneration, and a supportive work environment.

Leadership plays a pivotal role in shaping employee motivation. Transformational leadership, characterized by inspiration, vision, and support, has been found to enhance motivation and engagement (Bass & Avolio, 1994). Government agencies should invest in leadership development programs to cultivate leaders who can foster a positive and motivating work culture. Additionally, participatory leadership approaches should be encouraged to allow employees more involvement in decision-making, which has been shown to increase motivation and commitment (Wright & Pandey, 2010).

Another key implication is the importance of work environment improvements. Employees at BAPPEDA Sleman identified workplace conditions, including workload management, resource availability, and organizational culture, as crucial factors influencing their motivation. Research suggests that a well-structured and resourceful work environment leads to higher job satisfaction and productivity (Chandrasekar, 2011). To address this, government institutions should streamline bureaucratic processes, reduce excessive administrative burdens, and ensure that employees have access to adequate resources and facilities.

Recognition and reward systems also play a vital role in sustaining motivation. Herzberg's Two-Factor Theory (1959) suggests that recognition and career advancement opportunities contribute significantly to job satisfaction. Implementing performance-based incentives and acknowledgment programs can enhance employee motivation, ensuring that high-performing individuals are rewarded for their contributions. Additionally, professional development initiatives, such as training and mentorship programs, should be expanded to provide employees with continuous learning opportunities (Kim, 2012).

From a policy perspective, governments should reassess existing human resource policies to align with contemporary motivational theories and best practices. For instance, adopting flexible work arrangements and promoting a healthy work-life balance can increase employee well-being and job satisfaction. Several studies have shown that flexibility in work schedules can lead to higher employee engagement and reduced turnover in the public sector (Osborne & Gaebler, 1992; Vandenabeele, 2007). Therefore, policymakers should consider revising work policies to create a more adaptive and supportive work environment.

### **B. Conclusion**

This study highlights the complex interplay between intrinsic and extrinsic factors in influencing employee motivation at BAPPEDA Sleman. The findings reveal that while public service motivation remains a strong driver of engagement, other factors such as leadership, work environment, career growth opportunities, and recognition significantly impact overall motivation levels. Addressing these factors through strategic human resource policies and management practices can lead to improved job satisfaction, higher productivity, and enhanced organizational performance.

A key takeaway from this research is that motivation in public sector organizations should

not be viewed as a one-dimensional concept. Instead, it requires a holistic approach that integrates various motivational drivers. Transformational leadership, participatory decision-making, workplace improvements, and competitive reward systems are all essential components of a comprehensive motivation strategy. By fostering a supportive and rewarding work culture, government institutions can enhance employee commitment and effectiveness.

Future research should further explore the long-term effects of motivational strategies in public sector organizations, particularly in different governmental contexts. Comparative studies between public and private sector motivation could provide deeper insights into best practices for sustaining motivation in various organizational settings. Additionally, research on generational differences in motivation could help policymakers design targeted strategies that cater to the evolving needs of the workforce.

In conclusion, enhancing employee motivation in public sector organizations requires a multifaceted approach that considers both psychological and structural factors. By implementing the recommendations derived from this study, BAPPEDA Sleman and similar government institutions can create a more motivated, engaged, and high-performing workforce, ultimately contributing to improved public service delivery and regional development.

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