

Understanding Work Motivation among Urban Park Management Personnel: A Case Study of Sukabumi City

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Abstract

Purpose: This study examines the level and determinants of work motivation among urban park management personnel at the Sukabumi City Public Works and Public Housing Agency using Herzberg's Two-Factor Theory and explores the presence of a mid-career plateau.

Methodology: A quantitative descriptive approach was employed using a census of 49 participants. Data were collected through structured questionnaires on motivator and hygiene factors, complemented by semi-structured interviews for data triangulation. Quantitative data were analyzed descriptively, and qualitative data provided contextual interpretation.

Results: Findings show that work motivation is generally good, with hygiene factors (mean = 3.31) slightly exceeding motivator factors (mean = 3.19). Working relationships were rated the highest, whereas working conditions and salary were rated the lowest. A mid-career plateau was observed among employees with 6–10 years of service, influenced by limited welfare, constrained career opportunities and inadequate work facilities.

Conclusions: Despite overall positive motivation, structural issues related to compensation, career development, and the work environment continue to hinder sustained motivation. Addressing these challenges requires integrated interventions across short-, medium-, and long-term strategies.

Limitations: This study was limited by its cross-sectional design, single institutional context, and exclusion of broader attitudinal variables.

Contributions: This study provides empirical insights into work motivation among operational-level urban park workers and offers practical recommendations for local governments to improve public service workforce management.

Keywords: *Hygiene Factors, Motivator Factors, Public Sector, Urban Park Management, Work Motivation*

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1. Introduction

Human resources are a critical asset in determining organizational effectiveness, particularly in public sector institutions, where performance directly affects community welfare. Work motivation functions as a primary driver of employee performance, influencing commitment, productivity, and service quality (Darim, 2020). In municipal governance, the effectiveness of public service delivery is closely related to the motivation and performance of operational-level employees who implement policies. In the context of public services, green open spaces (Ruang Terbuka), particularly urban parks, play a significant role in supporting environmental sustainability, social interaction, and community well-

being in Sukabumi City. Properly planned green spaces contribute not only to urban aesthetics but also to the realization of smart and sustainable city concepts ([Caesarina & Saubari, 2019](#)). The Sukabumi City Public Works and Spatial Planning Agency (Dinas PUTR) is responsible for managing approximately 45,203.58 m² of urban park areas, supported by 54 field personnel, including Casual Daily Workers and Volunteer Workers (THL and TKS).



Figure 1. Aspiration Park, Dirty Park Conditions

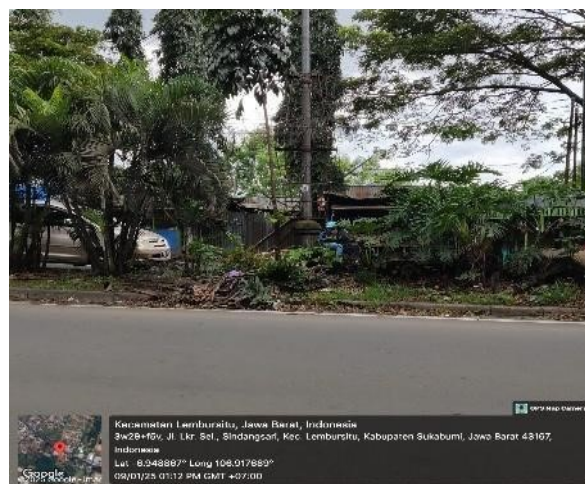


Figure 2. Median Park, Dirty Park Conditions



Figure 3. Nobar Park, Dirty Park Conditions

Despite administrative data indicating nearly 100% attendance rates among park management personnel, field conditions reveal inconsistencies between formal presence and actual performance. Visitor questionnaires revealed that 71.43% of respondents perceived park cleanliness as inadequate, while field observations confirmed deficiencies in plant arrangement, facility maintenance, and overall park aesthetics (Figures 1,2,3). Simultaneously, all park managers reported that they had performed their duties satisfactorily, suggesting a significant discrepancy between internal self-assessment and public service reality (Author's Survey Processing, 2025).

This discrepancy indicates that attendance and task completion reports do not necessarily reflect the effectiveness of the service delivery. Although park managers are physically present, urban park maintenance remains suboptimal. These findings suggest that work performance is not solely determined by physical attendance but is strongly influenced by underlying motivational factors, including commitment, initiative, and a sense of responsibility. Employees engaged in environmental and public space management often rely on intrinsic motivation derived from their contribution to environmental stewardship and public value ([Kaya & Atsan, 2025](#)). However, research also indicates that inadequate working conditions and limited organizational resources can increase job strain and weaken employee motivation, particularly in physically demanding occupations ([Bakker & Demerouti, 2017](#)).

Furthermore, employee performance reflects not only effort, but also organizational support systems, leadership, and motivational reinforcement ([Pahira & Rinaldy, 2023](#)). Preliminary findings suggest that several structural conditions may contribute to weakened motivation among park management personnel. These include compensation significantly below the regional minimum wage, insecure honorary employment status without clear career progression, limited and damaged work equipment due to budget constraints, and unequal access to skills training opportunities. Such conditions potentially reduce employees' sense of security, fairness, and professional growth, which are essential elements of sustained motivation at work.

Although numerous studies have examined work motivation in public organizations, most have focused on civil servants or formally appointed government employees. Limited attention has been paid to operational-level municipal workers working under non-permanent employment arrangements. Previous research has primarily emphasized leadership style, organizational climate, and general working conditions ([Caesarina and Saubari \(2019\)](#); [Bakker and Demerouti \(2017\)](#)), without specifically addressing the contextual challenges faced by urban park managers, including sub-minimum wages, job insecurity, limited facilities, and restricted career mobility.

In addition, the empirical integration of Herzberg's Two-Factor Theory within the context of green space management and the identification of mid-career plateau phenomena among non-ASN field personnel remain underexplored in Indonesian public sector research. Therefore, this study aims to analyze the factors influencing the work motivation of park managers at the Sukabumi City Public Works and Spatial Planning Agency. By examining both motivator and hygiene factors and integrating quantitative and qualitative findings, this study seeks to provide context-specific insights that can support evidence-based policy formulation to improve the effectiveness and sustainability of urban green space management.

2. Literature Review

2.1 Motivation

Motivation refers to the internal energy that drives individuals to perform tasks enthusiastically, committedly, and persistently to achieve organizational goals ([DeHaan et al., 2024](#)). In the organizational behavior literature, motivation reflects the intensity, direction, and persistence of effort toward goal attainment. It functions as a dynamic psychological force that guides behavior and determines performance outcomes ([Tarmizi & Panambajan, 2022](#)). The quality of motivational drive influences achievement levels, as stronger internal motivation tends to produce higher performance outcomes ([Nabihah, Majid, & Bait, 2025](#)).

In public sector contexts, value-driven motivation plays a central role in sustaining employee engagement, especially when financial incentives and career mobility are limited ([Kuril, Gupta, Kakkar, & Gupta, 2025](#)). Public employees are often motivated by their contributions to societal well-being rather than by purely material rewards. Recent research indicates that public service motivation remains a strong predictor of employee engagement and performance in public organizations, particularly when organizational support mechanisms are present ([Perry & Vandenabeele, 2015](#)).

Recent empirical studies have further demonstrated that organizational characteristics significantly shape the motivational orientations of municipal employees. [Klatt and Fairholm \(2023\)](#) found that human resource practices and institutional culture influence Public Service Motivation (PSM). Similarly, [Gross, Thaler, and Winter \(2019\)](#) integrated Public Service Motivation into the Job Demands Resources (JD-R) framework and showed that intrinsic motivation interacts with organizational resources to influence performance and well-being outcomes. The Job Demands Resources model suggests that job resources, such as supervision and interpersonal support, can buffer the negative effects of demanding work conditions ([Bakker & Demerouti, 2017](#)).

Beyond Herzberg's theory, contemporary motivational research also draws on Self-Determination Theory (SDT), which distinguishes between intrinsic and extrinsic motivation and emphasizes the importance of autonomy, competence, and relatedness in sustaining long-term engagement ([Ryan & Deci, 2020](#)). SDT provides a broader psychological foundation for understanding why employees remain committed, even in structurally constrained environments. Furthermore, the Job Demands–Resources (JD-R) Model suggests that adequate organizational resources, such as supervisory support, training opportunities, and fair compensation, buffer job demands and enhance motivation ([Bakker & Demerouti, 2017](#)). This framework is particularly relevant for physically demanding public service roles, including urban-park management.

2.1.1 Motivation Theory

Herzberg's Two-Factor Theory (Motivator–Hygiene Theory) remains one of the most influential frameworks for explaining employee satisfaction and dissatisfaction. The theory distinguishes between motivator factors (intrinsic elements related to job content) and hygiene factors (extrinsic elements related to the work environment) ([Herzberg, Mausner, & Snyderman, 2011](#)). Motivation theories, including Herzberg's model, are widely applied in public organizations where financial rewards may be limited ([Alshmemri, Shahwan-Akl, & Maude, 2017](#); [Hur, 2018](#)).

Motivating factors include achievement, recognition, responsibility, career advancement, and personal growth. Organizational climate and leadership practices influence the sustainability of intrinsic motivation over time ([Van der Voet & Steijn, 2021](#)). These factors enhance job satisfaction and encourage employees to realize their full potential. Hygiene factors such as organizational policies, supervision, job security, working conditions, and salary primarily serve to prevent dissatisfaction rather than directly increase motivation ([Sesotya Wedadjadi & Helmi, 2022](#)). The integration of Herzberg's theory with contemporary models such as JD-R and SDT strengthens the analytical framework by connecting structural workplace conditions to psychological motivational mechanisms.

2.1.2 Motivation in Performance Improvement

Motivation functions as a strategic mechanism that links organizational support to individual performance outcomes ([Ryan & Deci, 2020](#)). Empirical evidence consistently shows that intrinsic motivation has a strong and positive relationship with performance quality, particularly in roles requiring persistence and personal responsibility ([Morgeson, Mitchell, & Liu, 2015](#)). In public organizations, motivation influences not only productivity but also service quality and citizen satisfaction. Human resource performance is dynamic and requires continuous motivational reinforcement to sustain morale, reduce turnover rates, and strengthen organizational commitment.

From a hierarchical needs perspective, individuals progressively pursue higher-level needs once basic physiological and security needs are fulfilled ([Mustofa, 2022](#)). This theoretical foundation reinforces the importance of both intrinsic and extrinsic motivational drivers in maintaining sustainable employee

performance in the hospitality industry. Motivator factors are directly related to job content and play an important role in enhancing employee satisfaction. These factors include:

1. Achievement refers to work that provides a sense of accomplishment, enabling employees to perceive their outcomes as meaningful.
2. Recognition relates to the need to be valued and acknowledged, as articulated by Maslow (1943) in his theory of belongingness and esteem needs.
3. The work itself emphasizes that tasks should be interesting, varied, and sufficiently challenging to prevent boredom and sustain employee engagement.
4. Responsibility is defined as an individual's obligation to carry out assigned tasks optimally in accordance with given directions (Flippo, 2006).
5. Career development is reflected in the availability of promotion opportunities or clear career pathways for employees.
6. Growth refers to opportunities for personal advancement and self-development through the enhancement of individual potential in performing work tasks (Saydam, 2006).

Hygiene factors include:

1. Public Works and Spatial Planning Agency policies should be formulated fairly, consistently, and easily understood by all employees.
2. Job security refers to a sense of assurance regarding employment continuity so that employees do not feel threatened by the possibility of job termination.
3. Supervision, whereby employees receive adequate guidance while being granted reasonable autonomy in performing their work.
4. Work relationships encompass harmonious and respectful interactions among colleagues, supervisors, and subordinates.
5. Working conditions, including the availability of adequate equipment and a safe, proper, and supportive work environment.
6. Salary, defined as a compensation system designed in a fair and rational manner, commensurate with job responsibilities and workload.

2.2 Previous Research and Hypothesis Development

Several previous studies consistently support a positive and significant relationship between work motivation and employee performance.

Table 1. Previous research and hypothesis development previous research

Researcher	Variables
Kariyamin, Hamzah, and Lantara (2020)	Motivation, Competence, Work Environment
Farhah, Ahiri, and Ilham (2020)	Work Motivation, Work Discipline
Adha, Qomariah, and Hafidzi (2019)	Work Motivation, Work Environment, Work Culture
Mulyana, Utama, Widodo, and Cecep (2022)	Leadership Style, Work Motivation
Josiah (2021)	Competence, Motivation, Work Environment

Table 1 shows several previous studies have consistently highlighted a positive and meaningful relationship between work motivation and employee performance, as shown in Table 1. These studies demonstrate that motivated employees tend to show stronger commitment, higher efficiency, and improved work outcomes ([Adha et al., 2019](#); [Farhah et al., 2020](#); [Josiah, 2021](#); [Kariyamin et al., 2020](#); [Mulyana et al., 2022](#)). Theoretically, motivation serves as an internal driving force that directs employees' behavior, enhances skill development, and supports the formation of a productive workplace culture. Given that the present study adopts a descriptive design, the hypothesis is presented not as an empirically tested causal model but rather as a theoretical expectation grounded in the prior literature. Therefore, this study proposes the following theoretical proposition (theoretical): Higher levels of work motivation are expected to be associated with better employee performance, as supported by previous empirical findings. This proposition serves as the conceptual basis for interpreting the descriptive results, rather than as a hypothesis subjected to causal statistical testing.

3. Methodology

This study employed a quantitative descriptive research design to examine the work motivation of urban park management personnel in Sukabumi. A quantitative approach was selected to generate measurable and objective data regarding motivational levels, while the descriptive design aimed to systematically portray existing conditions without testing causal relationships. Descriptive quantitative research is particularly appropriate when the objective is to provide an accurate profile of a specific population based on numerical indicators ([Creswell & Creswell, 2017](#)). This research was conducted within the Urban Parks Division of the Sukabumi City Public Works and Spatial Planning Agency (Dinas Pekerjaan Umum dan Tata Ruang). The study population comprised 54 urban park management personnel. Given the relatively small population size, a census (total sampling) technique was applied, whereby all members of the population were included as the respondents. Of the 54 distributed questionnaires, 49 valid responses were returned and analyzed, resulting in a response rate of 90.74%, which is considered acceptable for organizational survey research ([Hair, Black, Babin, & Anderson, 2019](#)).

The primary variable examined in this study was work motivation, which was conceptualized as a combination of internal and external factors influencing employees' work behavior. The measurement was based on Herzberg's Two-Factor Theory, which distinguishes between motivator and hygiene factors ([Herzberg et al., 2011](#)). Motivator factors included achievement, recognition, the work itself, responsibility, career development, and personal growth (18 items). Hygiene factors included organizational policies, job security, supervision, work relationships, working conditions, and salary (22 items), resulting in a total of 40 questionnaire items. All items were measured using a four-point Likert scale ranging from 1 (strongly disagree) to 4 (strongly agree). The absence of a neutral midpoint was intended to reduce the central tendency bias and encourage respondents to provide more definitive answers ([Hair et al., 2019](#)). Quantitative data were collected using a structured questionnaire administered directly to respondents over two days in November 2025. As noted by [Romdona, Junista, and Gunawan \(2025\)](#), questionnaires allow efficient large-scale data collection, although they may limit the depth of contextual understanding. Prior to data collection, formal coordination with institutional leaders was conducted to ensure that procedural approval was obtained. Respondents were informed of the research objectives and guaranteed confidentiality to uphold ethical research standards.

To complement the quantitative findings, semi-structured interviews were conducted using purposive sampling methods. The informants were selected based on their role, experience, and involvement in park operations to ensure the inclusion of information-rich cases. The participants included senior officials responsible for policy oversight, field coordinators supervising daily activities, park visitors experiencing service outcomes, and nearby community members. This multi-stakeholder selection enhanced data triangulation and contextual depth ([Creswell & Creswell, 2017](#)). Instrument validity was tested using the Pearson product-moment correlation method, with all questionnaire items exceeding the critical correlation value, indicating acceptable construct validity. Reliability testing employed Cronbach's alpha, producing excellent internal consistency for motivator factors ($\alpha = 0.943$) and hygiene factors ($\alpha = 0.953$), both exceeding the recommended threshold of 0.70.

Quantitative data were analyzed using descriptive statistical techniques, including mean, standard deviation, minimum and maximum values, and range, to determine the overall motivational levels and dominant dimensions. Qualitative data were analyzed using the interactive model of data reduction, data display, and conclusion drawing ([Miles, Huberman, & Saldana, 2014](#)). Triangulation between the survey and interview findings was applied to enhance the credibility and robustness of the research conclusions. As emphasized by Patton, qualitative inquiry gains depth through information-rich cases that provide detailed contextual understanding of a phenomenon ([Assyakurrohim, Ikhrum, Sirodj, & Afgani, 2022](#)).

4. Results and Discussions

The Public Works and Spatial Planning Agency (Dinas Pekerjaan Umum dan Tata Ruang/PUTR) of Sukabumi City is a strategic regional government institution responsible for urban infrastructure and

spatial management. According to Sukabumi Mayor Regulation Number 144 of 2022, the agency oversees the planning, implementation, and maintenance of urban infrastructure, including Green Open Spaces (Ruang Terbuka) and public parks. This institutional mandate places park management personnel at the forefront of environmental service delivery, directly influencing public perceptions of urban governance performance. Urban parks serve multidimensional roles that extend beyond aesthetics. They contribute to ecological balance, urban climate regulation, public health, and community social interaction ([Wiwoho, Lubis, Hendrowati, Astuti, & Rahma, 2026](#)). Consequently, the effectiveness of park maintenance depends not only on administrative planning but also on the operational performance and motivation of the field personnel responsible for daily implementation.

In this study, work motivation was assessed using Herzberg's Two-Factor Theory, which distinguishes between motivator and hygiene factors. Motivation encompasses both intrinsic drives and external conditions that influence employees initiation, direction, and sustenance of work behavior. The measurement employed a four-point Likert scale with interpretation categories. The descriptive analysis indicates that overall work motivation among urban park management personnel falls within the "good to very good" category. This suggests that employees generally perceive their work environment and job role positively. However, categorization alone does not fully capture the motivational dynamics. A closer examination of dimension-level scores reveals variations between intrinsic and extrinsic components, indicating that overall motivation is shaped by differentiated experiences across indicators. High motivation levels suggest a degree of alignment between individual expectations and the organizational conditions. In public service contexts, such alignment is essential for maintaining consistent service quality, particularly in operational roles that involve physically demanding tasks and direct interactions with public spaces. Nevertheless, high mean scores should not be interpreted as the absence of structural challenges.

For example, while intrinsic aspects of work may foster commitment, compensation-related factors may influence long-term stability and satisfaction. Research indicates that inadequate compensation does not necessarily increase motivation when improved, but it can reduce commitment and organizational attachment when perceived as insufficient ([Amanda & Muafi, 2023](#)). Therefore, interpreting motivational levels requires consideration of both positive evaluations and the underlying structural constraints identified in subsequent analyses. Taken together, these findings demonstrate that motivation among park management personnel is not merely an individual psychological state but a reflection of the institutional context, organizational support, and socioeconomic conditions. This integrated perspective is crucial for understanding the sustainability of environmental service performance in municipal governance systems.

4.1 Motivator Factors

Table 2. Dimensions and indicators of motivator factors

Dimensions	Mean	Category
Achievement	3,11	Good
Recognition	3,16	Good
The Work Itself	3,28	Very Good
Responsibility	3,24	Good
Career Development	3,15	Good
Growth	3,06	Good
Average Motivating Factors	3,17	Good

Table 2 shows motivator factors are directly related to job content and function as primary drivers of intrinsic motivation and job satisfaction. Empirical research has confirmed that intrinsic motivational elements significantly influence employee performance, particularly in operational and labor-intensive occupations ([Paais & Pattiruhu, 2020](#)). According to Herzberg, motivator factors include achievement, recognition, the work itself, responsibility, career advancement, and personal growth. The descriptive results presented in Table 2 indicate that the "work itself" dimension recorded the highest mean score

(3.28), followed by responsibility (3.24), and recognition (3.16). This pattern suggests that urban park management personnel derive substantial intrinsic value from their work. The relatively high score for the “work itself” dimension reflects employees’ perception that maintaining urban parks is meaningful and socially relevant. Given that park maintenance contributes directly to environmental sustainability and public well-being, employees may experience a sense of purpose and social contribution while performing their duties.

The strong rating of responsibility further indicates that employees perceive a degree of autonomy and accountability when carrying out daily tasks. Autonomy is widely recognized as a key component of intrinsic motivation, particularly in roles that require self-direction and initiative ([Ryan & Deci, 2020](#)). This suggests that park managers do not merely execute routine tasks but also perceive themselves as active contributors to urban environmental management. However, the growth dimension, which recorded the lowest mean score (3.06), revealed a comparatively weaker perception of career development opportunities. Although still categorized as “good,” this lower score indicates limited access to structured training, professional development, and clear promotion pathways. [Lisnawati and Alhidayatullah \(2023\)](#) emphasized that training programs and structured motivational support are essential for improving field employees’ competencies and sustaining performance effectiveness. The moderate variation between the highest and lowest motivator dimensions (0.22 points) suggests that while intrinsic motivation is generally strong, long-term sustainability may depend on enhanced developmental opportunities.

These findings also align with the Public Service Motivation (PSM) literature, which argues that employees in public roles often derive satisfaction from contributing to societal well-being rather than from material incentives alone ([Kim, 2023](#)). In this context, park managers may be intrinsically motivated by their contributions to environmental stewardship and public comfort. However, intrinsic motivation alone may not be sufficient to sustain long-term engagement if opportunities for professional growth remain limited. These results support Herzberg’s Two-Factor Theory, which posits that motivator factors serve as the primary drivers of job satisfaction and performance ([Herzberg et al., 2011](#)). They are also consistent with the argument that limited development opportunities may constrain long-term motivation, even when employees perceive their work as meaningful. Therefore, strengthening structured career pathways, competency certification programs, and continuous training initiatives may enhance intrinsic motivation and prevent potential stagnation, particularly among mid-career employees.

4.2 Hygiene Factors

Hygiene factors represent the contextual elements of the work environment that function primarily to prevent dissatisfaction rather than to generate intrinsic motivation. According to Herzberg, these factors include organizational policies, job security, supervision, interpersonal relationships, working conditions, and salaries.

Table 3. Dimensions and indicators of hygiene factors

Dimensions	Mean	Category
Dinas PUTR Policy	3,29	Very Good
Security	3,35	Very Good
Supervision	3,33	Very Good
Employment Relations	3,42	Very Good
Working Conditions	3,31	Very Good
Salary	3,16	Good
Average Hygiene Factors	3,31	Very Good

The descriptive results presented in Table 3 indicate that working relationships recorded the highest mean score (3.42), followed by job security (3.35), supervision (3.33), and organizational policies (3.29). These findings suggest that the social and relational aspects of the work environment are perceived positively by park management personnel. A supportive interpersonal climate and clear

supervisory guidance appear to provide psychological stability in daily operation. In physically demanding public service roles, such relational support often functions as an important buffer against work-related stress and dissatisfaction.

In contrast, working conditions (3.31), and particularly salary (3.16), received the lowest scores among hygiene dimensions. Although still categorized as “good,” these lower means indicate relative vulnerability in the material and economic aspects of employment in the sector. The gap between relational factors and economic conditions reveals an imbalance between psychosocial support and structural welfare provision. A deeper analysis of the salary dimension highlights the internal variation among the indicators. While the statement “salary commensurate with workload” received a relatively high score (3.39), suggesting perceived fairness in workload–compensation alignment, the indicator “on-time salary payments” recorded the lowest score (3.02). Furthermore, 20.4% of respondents expressed dissatisfaction with additional employment rights (3.08), including leave entitlements and insurance benefits. These findings indicate that although employees may perceive workload fairness, concerns regarding payment reliability and broader welfare guarantees persist.

The structural context further exacerbates this issue. Park managers’ monthly salary (IDR 1,480,000) is substantially below the 2025 regional minimum wage (IDR 3,018,634.94). From a regulatory perspective, Law Number 13 of 2003 and Government Regulation Number 36 of 2021 define minimum wage as a social protection mechanism that ensures decent living standards. The persistent gap between actual earnings and statutory standards suggests that dissatisfaction risks are rooted not only in perception but also in institutional constraints. From a theoretical standpoint, equity theory posits that employees evaluate fairness by comparing their contributions to the rewards they receive. When discrepancies are perceived, feelings of inequity may emerge, potentially reducing morale and long-term commitment to the organization. In public sector contexts, employees may partially compensate for financial shortcomings through intrinsic motivation and a sense of social contribution ([Ritz, Brewer, & Neumann, 2016](#)). However, research indicates that sustained disparities in compensation and working conditions can gradually erode engagement, even when intrinsic motivation is initially strong. Perceived alignment between personal values and organizational conditions significantly influences performance outcomes, especially in public service settings ([Tang, An, Zhang, Xiao, & Li, 2024](#)).

Despite these structural limitations, high scores in working relationships and supervision suggest that social capital within the organization functions as a stabilizing factor. Supportive interpersonal dynamics and predictable management practices may mitigate the dissatisfaction associated with compensation limitations. This pattern reflects Herzberg’s proposition that hygiene factors operate as foundational conditions: when sufficiently managed, they prevent dissatisfaction, but when inadequate, they can undermine overall motivation ([Herzberg et al., 2011](#)). Overall, the findings indicate that hygiene factors among park management personnel are moderately stable but structurally fragile in terms of economic dimensions. Therefore, improvements in compensation systems, equipment provision, and welfare guarantees are essential to prevent long-term demotivation and ensure sustainable public service performance ([Noe, Hollenbeck, Gerhart, & Wright, 2016](#)).

4.3 Integration of Quantitative and Qualitative Findings

Table 4. Descriptive statistics of respondents' overall motivation

Statistics	Hygiene Factors	Motivating Factors
Mean	3,25	3,17
Median	3,27	3,17
Mode	3,36	3,22
Standard Deviation	0,40	0,47
Minimum	2,56	2,13
Maximum	4,00	4,00
Range	1,44	1,87
Category	Good	Good

Table 4 presents the overall motivational profile of respondents, indicating that both hygiene factors (mean = 3.25) and motivator factors (mean = 3.17) fall within the “good” category. The close alignment between the mean and median values suggests that the data distribution is relatively symmetrical and not heavily skewed. This indicates that the respondents’ perceptions were generally consistent at the aggregate level. However, a deeper statistical examination revealed important nuances. The standard deviation of motivator factors (0.47) exceeded that of hygiene factors (0.40), suggesting greater variability in intrinsic motivational experiences. Similarly, the wider score range for motivator factors (1.87) compared to hygiene factors (1.44) indicates that employees differ more substantially in how they experience the intrinsic aspects of their work than in how they perceive the contextual conditions.

This statistical pattern implies that while extrinsic workplace conditions are perceived relatively uniformly across respondents, intrinsic motivational experiences are more varied. In practical terms, some employees report very high levels of intrinsic satisfaction, whereas others experience comparatively lower engagement. Descriptive statistics should not be interpreted solely through central tendency measures; variability indicators, such as standard deviation and range, are essential for identifying uneven motivational dynamics within organizations. The qualitative findings provide further clarification. Interviews revealed that many respondents expressed pride in contributing to environmental management and public service, reinforcing their intrinsic motivation through a sense of social contribution. This finding aligns with public service motivation theory, which emphasizes the role of prosocial values in sustaining employee engagement ([Witesman, Walters, & Christensen, 2024](#)). However, respondents simultaneously reported challenges related to limited facilities, heavy physical workloads and insufficient incentives. These extrinsic constraints help explain why intrinsic motivation varies among individuals.

The integration of quantitative dispersion patterns and qualitative narratives suggests that intrinsic motivation among park managers is present but is unevenly distributed. Employees with stronger internalized public service values appear more resilient to structural limitations, whereas those with weaker intrinsic reinforcement may be more vulnerable to feelings of dissatisfaction. Recent public management research indicates that intrinsic motivation can buffer against adverse work conditions, but only to a certain threshold; persistent structural inequities may eventually erode employee engagement ([Tu, Hsieh, Chen, & Wen, 2024](#)). Triangulation of survey statistics and interview data enhanced the credibility of these findings ([Miles et al., 2014](#)). Rather than treating intrinsic and extrinsic factors as isolated variables, the integrated results demonstrate an interactional dynamic: motivator factors sustain the internal drive, while hygiene factors determine the stability of that drive over time. This interpretation is consistent with Herzberg’s Two-Factor Theory ([Herzberg et al. \(2011\)](#)), which conceptualizes hygiene factors as foundational safeguards against dissatisfaction rather than as drivers of high performance.

In the specific context of urban park management, where work is physically demanding and service-oriented, high intrinsic motivation is particularly valuable. However, the observed variability in motivator scores indicates that intrinsic drive alone may not guarantee long-term sustainability. Without structural improvements in compensation, facilities, and welfare guarantees, the motivational system is at risk of becoming fragile. Therefore, strengthening hygiene factors is not merely an administrative adjustment but a strategic necessity for preserving and stabilizing intrinsic motivation over time.

5. Conclusions

5.1 Conclusion

This study concludes that the overall work motivation of park managers at the Sukabumi City Public Works and Spatial Planning Agency is generally good, with hygiene factors perceived slightly more positively than motivator factors. While strong social relationships, supportive supervision, and adequate occupational safety practices contribute to maintaining motivation, several structural constraints, including low compensation, limited work facilities, insecure employment status, and minimal participation in decision-making, continue to hinder optimal performance. The presence of a mid-career plateau among workers with longer tenures further indicates the need for sustained motivation and career development support.

To address these challenges, a multistage improvement strategy is recommended. Short-term efforts should focus on strengthening recognition systems, communication mechanisms, and preventive equipment maintenance. Medium-term initiatives should focus on capacity development through technical training, competency certification and prioritized equipment procurement. Long-term strategies include advocating for improved compensation, establishing alternative career pathways for non-permanent staff, and expanding digitalization in park management. These interventions are essential for enhancing work motivation and ensuring more effective and sustainable management of urban green spaces.

5.2 Research Limitation

This study had several limitations. First, the use of a predominantly quantitative approach limits the deeper exploration of complex motivational phenomena, such as the mid-career plateau, which may be better understood through qualitative methods. Second, focusing on a single local government context restricts the generalizability of the findings to other regions with different institutional characteristics. Career plateau conditions may weaken long-term motivation and engagement when employees perceive limited advancement opportunities to advance their careers. Third, the cross-sectional design does not allow for the examination of changes in motivation over time or the long-term effects of the intervention programs. Finally, this study examined work motivation as the main variable, without incorporating related constructs such as job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB), which may provide a more comprehensive understanding of employee attitudes and behavior.

5.3 Suggestions and Directions for Future Research

Several strategic initiatives are recommended for the Sukabumi City Public Works and Public Housing Agency to enhance employee performance and operational efficiency. These include implementing a monthly award system for the best officers with clear and transparent criteria, conducting comprehensive equipment inventories coupled with the development of preventive maintenance schedules, and holding regular staff aspiration forums to foster greater engagement. Additionally, it is suggested to allocate a budget for ongoing technical skills training and develop a priority equipment procurement plan, particularly for essential tools such as lawn mowers and blowers, within the Budget and Work Plan (RKA).

At the broader level of the Sukabumi City Government, it is advised to conduct a workload review to serve as a basis for gradual adjustments in employee compensation and to facilitate the appointment of honorary employees to PPPK status in accordance with Government Regulation Number 49 of 2018. Furthermore, the government should allocate funds for the procurement and maintenance of work equipment and develop a competency-based alternative career system specifically aimed at non-ASN employees to ensure equitable professional development opportunities and operational support across the workforce.

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Author Contributions

MS contributed to the conceptualization of the study, research design, and supervision of the research. ES contributed to the development of the research framework, methodological design, and critical revisions of the manuscript. MNA was responsible for data collection, analysis, and interpretation of the research findings. TL contributed to the drafting, editing, and preparation of the final version of the manuscript. All the authors have reviewed, approved, and agreed to the final version of the manuscript.

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