



Submitted: 22-May-2026, Revised: 27-7-2026, Accepted: 26-August-2026

Strategy For Implementing Rewards And Punishments To Improve The Performance Of Civil Servants At The Deputy Office For Human Resources And Institutional Affairs Of The Ministry Of Tourism

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Abstract

The government is currently striving to shed the long-standing stigma associated with Civil Servants (ASN) by boosting employee performance and prioritizing clearly measurable results. This study aims to analyze the implementation strategy of rewards and punishments in improving ASN performance at the Deputy for Human Resources and Institutional Affairs of the Ministry of Tourism. The research addresses three main questions: (1) How are rewards implemented? (2) How are punishments implemented? and (3) How does the implementation of rewards and punishments affect performance improvement? This research employs a qualitative descriptive approach with purposive sampling involving three key informants representing different position levels: a Junior Expert Human Resources Analyst, a Human Resources Administrator, and a Senior Legal Analyst. Data collection techniques included in-depth interviews, observation, and documentation. Data analysis used the Miles and Huberman model through data reduction, data presentation, and conclusion drawing, with source and method triangulation for data validation. The findings reveal that reward implementation based on Government Regulation No. 11 of 2017 encompasses honorary awards, special promotions, competency development priorities, and opportunities to attend state events. Punishment implementation refers to Government Regulation No. 94 of 2021, consisting of mild, moderate, and severe disciplinary sanctions. Integrated reward and punishment implementation has proven to improve ASN performance across four dimensions: quantity, quality, time, and cost. However, both systems still encounter obstacles in unstandardized procedural systems and inconsistent application due to subjectivity factors. This finding implies the formation of a fair work culture where every employee contribution is valued and every violation is accounted for. The practical contribution provides recommendations for improving structured reward and punishment procedural systems. The theoretical contribution enriches public sector human resource management studies by integrating motivation theory (Herzberg) and reinforcement

theory (Skinner) within the Indonesian bureaucratic context. The research concludes that implementing rewards and punishments enables ASN performance to be organized and mapped in a structured and equitable manner, thereby boosting overall performance.

Keywords: Rewards, Punishments, Civil Servant Performance, Implementation Strategy, Work Motivation.

I. INTRODUCTION

The Ministry of Tourism of the Republic of Indonesia is a government agency responsible for managing government affairs in the tourism sector to assist the President in governing the country. The Deputy for Human Resources and Institutional Affairs (D1) is one of the technical implementation units of the Ministry of Tourism. In carrying out its duties and functions, D1 assigns administrative support for all organizational units to the Secretariat of the Deputy for Human Resources and Institutional Affairs. In accordance with Regulation of the Minister of Tourism of the Republic of Indonesia No. 1 of 2025 (Peraturan, 2025) concerning the Organization and Work Procedures of the Ministry of Tourism, the Secretary of the Deputy for Human Resources and Institutional Affairs has the authority to act as the personnel supervisor for civil servants within the Deputy for Human Resources and Institutional Affairs unit.

The government is currently striving to shed the long-standing stigma associated with Civil Servants (ASN) by boosting employee performance and prioritizing clearly measurable results. This effort must be undertaken seriously because improving employee performance is a goal that every Ministry and agency in Indonesia is expected to achieve. As part of the government, the Ministry of Tourism is also working to improve ASN performance by implementing a system of rewards and punishments—a crucial factor in motivating its workforce.

The implementation of performance-based merit systems aims to restructure personnel management to achieve objectives in accordance with the mandate of Law No. 5 of 2014 (Indonesia, 2014) regarding Civil Servants. Employee performance is the qualitative and quantitative results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Sukri et al., 2024). Therefore, in line with the achievements produced by civil servants, this will also provide a positive evaluation and image for the agency.

The term "reward" in English refers to recognition, a gift, a prize, or compensation given in the form of material or non-material benefits. Rewards given appropriately can increase motivation, a sense of appreciation, and employee commitment to achieving targets more effectively (Simamora et al., 2026). Meanwhile, punishment implemented effectively can curb unproductive work attitudes, increase compliance with regulations, and encourage employees to work more disciplinedly (Maulana & Aisa, 2026).

Previous research reveals inconsistencies that constitute a research gap. Reward has a positive and significant effect on ASN performance at the Directorate General of Land Transportation of the Ministry of Transportation, but punishment was not found

to have a significant effect on employee performance(Putri Sarirati, 2026). This finding differs who concluded that punishment plays a strategic role in maintaining operational stability and ensuring work attitudes align with established standards(Maulana & Aisa, 2026). This inconsistency indicates that organizational context and work culture influence the effectiveness of reward and punishment implementation.

Furthermore, most research on rewards and punishments in the public sector remains focused on quantitative aspects and has not extensively explored implementation strategies in depth within the Indonesian bureaucratic context. This research offers novelty by holistically analyzing the implementation strategy of rewards and punishments in the Ministry of Tourism environment, which has not been extensively studied before.

According to(Maulana & Aisa, 2026), it is concluded that a punishment system implemented effectively can curb unproductive work attitudes, increase compliance with regulations, and encourage employees to work more disciplined. This indicates that punishment plays a strategic role in maintaining operational stability as well as ensuring that work attitudes align with established standards. Punishment, when used properly and appropriately, can control behavior within an organization. In other words, punishment can be imposed after careful and objective consideration of all relevant aspects of the existing circumstances. Punishment is an unpleasant or undesirable consequence imposed by an authorized person for specific behavior.

The granting of rewards and punishments has requirements that must be met by each civil servant individually, this will encourage civil servants to maintain and improve performance, including individual, group, and institutional performance. According to(Putri Sarirati, 2026) Reward (X1) has a positive and significant effect on the performance of Civil Servants at the Directorate General of Land Transportation within the Ministry of Transportation of the Republic of Indonesia. Conversely, the Punishment variable (X2) was not found to have a significant effect on employee performance. This is what prompted the author to study the implementation of rewards and punishments in improving the performance of Civil Servants (ASN) at the Deputy for Human Resources and Development at the Ministry of Tourism.

This research is grounded in several human resource management theories. Herzberg's Motivation Theory (Two-Factor Theory) divides factors affecting work motivation into two categories: hygiene factors (company policies, supervision, interpersonal relationships) and motivator factors (recognition, responsibility, achievement) (Herzberg, 1966(Herzberg's, 2025)). Rewards and punishments can be understood through this theory, where rewards function as motivator factors that increase job satisfaction, while inappropriate punishment can become a hygiene factor causing dissatisfaction.

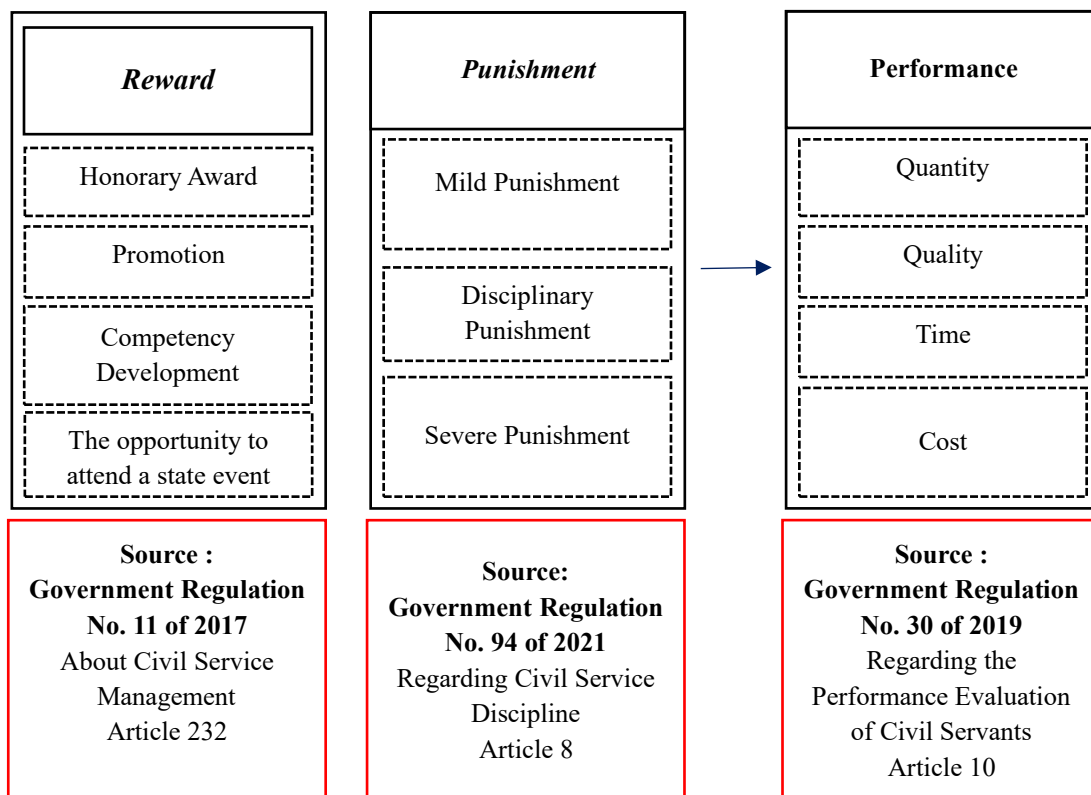
Skinner's Reinforcement Theory (1953(Skinner, 2025)) explains that behavior can be shaped through positive reinforcement and negative reinforcement. In this context, reward constitutes positive reinforcement that encourages the repetition of good behavior, while punishment constitutes a consequence that suppresses undesirable behavior.

Additionally, based of Hasibuan : work discipline theory states that compliance with organizational rules and norms is a prerequisite for achieving optimal performance(Pratama et al., 2024). Consistent implementation of rewards and punishments will shape a disciplinary culture that ultimately improves organizational performance.

The research questions are: How is the implementation strategy of rewards for civil servants at the Deputy for Human Resources and Institutional Affairs of the Ministry of Tourism?, How is the implementation strategy of punishments for civil servants at the Deputy for Human Resources and Institutional Affairs of the Ministry of Tourism?, How is the implementation strategy of rewards and punishments in improving civil servant performance at the Deputy for Human Resources and Institutional Affairs of the Ministry of Tourism?.

Further, in this research paper, the scope of the study concerns the implementation of rewards and punishments in improving the performance of civil servants at D1 of the Ministry of Tourism. The subjects of this study are civil servants holding the positions of Junior Expert Human Resources Analyst at the Secretariat of D1, Ministry of Tourism, Human Resources Administrator at the Secretariat of D1 Ministry of Tourism, and Senior Legal Analyst at the Secretariat of D1 Ministry of Tourism.

Framework Strategy For Implementing Rewards and Punishment to Improve the Performance of Civil Servants at the Deputy Office Human Resources and Institutional Affairs of The Ministry of Tourism.



II. RESEARCH METHODOLOGY

This study uses a qualitative approach, with theory serving as an analytical framework to explore and understand the subject of study; The data obtained consists of results from interviews, field notes, official documents, and other personal documents. This paper is a descriptive study. According to (Sugiyono, 2017), “Descriptive writing is writing conducted with the aim of determining the weight of one or more independent variables, whether one or more, without making comparisons or correlations between one variable and another.” Qualitative writing is a text whose validity can be accounted for and is trustworthy, so that it is expected that through qualitative methods, the author is able to present actual evidence regarding what is happening in the field or in the environment being studied.

Based on the background above, this study focuses on the implementation of rewards and punishments in improving the performance of civil servants. This study aims to identify the factors that can influence ASN performance through the rewards and punishments provided to ASN. To obtain more accurate data, for this qualitative research method, the author relies on several prepared questions, which will subsequently evolve as data collection is carried out.

2.1. Research Location and Time

The research was conducted at the Deputy for Human Resources and Institutional Affairs (D1) of the Ministry of Tourism, located on the 11th floor of the Sapta Pesona Building, Jalan Medan Merdeka Barat No. 17, Central Jakarta. The research period for data collection was approximately 2 weeks, from 8 to 22 May 2026.

2.2. Research Informants

Informant selection used purposive sampling technique with the following criteria: (1) Civil servants who have authority in human resource management, (2) Civil servants directly involved in the reward and punishment provision process, and (3) Civil servants with a minimum of 5 years of work experience to ensure in-depth understanding of the applicable system. The research informants consisted of:

1. Informant I: Junior Expert Human Resources Analyst (serving as personnel technical staff)
2. Informant II: Human Resources Administrator (serving as personnel administration implementer)
3. Informant III: Senior Legal Analyst (serving as examiner of personnel legal aspects)

The three informants represent different position levels, providing comprehensive perspectives on reward and punishment implementation.

2.3. Data Collection Techniques

Data collection was conducted through three techniques:

1. In-depth Interviews: Using semi-structured interview guidelines that allow for question development during the interview process. Interviews were conducted face-to-face with a duration of 45-60 minutes per informant.
2. Observation: Direct observation of activities and interactions in the D1 Ministry of Tourism work environment.
3. Documentation: Collection of official documents such as regulations, performance reports, and personnel data.

2.4.Data Analysis Technique

Data analysis used the Miles and Huberman (1994)(University, 2026) model consisting of three stages:

1. Data Reduction: Selecting, focusing, simplifying, and abstracting data from interview transcripts and documentation.
2. Data Presentation: Organizing data in narrative form, matrices, and charts for easier understanding.
3. Conclusion Drawing/Verification: Interpreting data and drawing conclusions supported by valid evidence.

2.5.Data Validity

To ensure data validity, this research used source and method triangulation:

1. Source Triangulation: Comparing information from the three informants to identify consistency and differences in perspectives.
2. Method Triangulation: Comparing interview data with observation and documentation data.
3. Member Checking: Confirming interview results back to informants to ensure accuracy of researcher interpretation.

Data trustworthiness criteria were also maintained through credibility, transferability, dependability, and confirmability (Strauss & Corbin, 1994). Data saturation was achieved when no new information emerged from the third informant interview.

III. RESULTS AND DISCUSSION

3.1 Strategy for Implementing Rewards at the Deputy for Human Resources and Institutional Affairs, Ministry of Tourism



Interview with Mr. I Ketut Wira Santanu (Informant I)

Source: Author's documentation

Based on interview results with Informant I (Junior Expert Human Resources Analyst), reward implementation in the D1 Ministry of Tourism environment is conducted every fiscal year. Reward provision is based on Government Regulation No. 11 of 2017, Article 232, concerning Civil Servant Management (Indonesia, 2017). The forms of rewards provided include:

Table 1. Forms of Rewards and Their Criteria

No	Form of Reward	Criteria	Legal Basis
1	Honorary Award (Satya Lencana)	10, 20, 30 years of service	PP No. 11/2017 Article 232
2	Special Promotion	Outstanding performance and exceptional expertise	PP No. 11/2017 Article 232
3	Priority Competency Development for	Excellent performance rating	PP No. 11/2017 Article 232
4	Opportunity for State Events	High dedication and loyalty	Presidential Regulation



Interview with Mrs. Asty Mailani Putri (Informant II)

Source: Author's documentation

In addition to these formal rewards, Informant II (Human Resources Administrator) revealed that leaders also provide non-formal rewards in the form of direct praise during weekly evaluation forums and through the D1 WhatsApp group. This aligns with the findings of Ramdhani(Pemerintah et al., 2021) that appropriate rewards ensure every employee has the opportunity to receive recognition based on their work contributions.

Researcher observation showed that formal reward provision is conducted during monthly roll calls or Ministry of Tourism anniversary celebrations. Non-formal rewards in the form of praise tend to be given spontaneously when employees complete tasks with satisfactory results.

Implication of Findings: Reward provision, both formal and non-formal, has proven to increase employee morale because they feel valued. This supports Herzberg's motivation theory that recognition constitutes a motivator factor that drives job satisfaction. However, standardization of non-formal reward criteria is still needed to avoid perceptions of unfairness among employees.

3.2 Strategy for Implementing Punishments at the Deputy for Human Resources and Institutional Affairs, Ministry of Tourism

Based on interview results with Informant III (Senior Legal Analyst), punishment implementation in the D1 Ministry of Tourism environment refers to Government Regulation No. 94 of 2021(Pemerintah et al., 2021) concerning Civil Servant Discipline. The punishment levels consist of:

Table 2. Punishment Levels and Their Criteria

No	Level	Sanction Form	Violation Criteria
1	Mild	Verbal reprimand, written reprimand, statement of dissatisfaction	Failure to comply with working hours, negligence in BMN maintenance
2	Moderate	Performance allowance reduction of 25% for 6-12 months	Failure to implement policies, failure to maintain position confidentiality
3	Severe	Demotion, honorable dismissal	Violation of Pancasila, Constitution, dishonesty

Informant I added that punishment provision involves a process involving the performance assessment team and direct supervisors. The concerned employee is given the opportunity to defend themselves before sanctions are imposed. This process aligns with the principle of procedural justice which forms the basis for effective punishment implementation.

Observation results indicate that socialization regarding disciplinary sanctions is conducted through coordination meetings and information dissemination through internal media. However, Informant II revealed that there are still obstacles in consistent punishment application due to personal closeness with superiors.

Implication of Findings: Structured punishment implementation according to regulations provides legal certainty for employees. However, consistency of application remains a challenge. This finding supports Skinner's reinforcement theory that consistent punishment will suppress undesirable behavior. On the other hand, inconsistent punishment can create perceptions of unfairness that negatively impact work motivation.

3.3 .Strategy for Implementing Rewards and Punishments in Improving ASN Performance



Interview with Mr. Ricardo Sinaga (Informant III)

Source: Author's documentation

Based on interviews with all three informants, integrated reward and punishment implementation has proven to improve ASN performance through four performance dimensions (PP No. 30 of 2019):

Table 3. Impact of Rewards and Punishments on Performance Dimensions

Performance Dimension	Reward Impact	Punishment Impact	Empirical Evidence
Quantity	Increases target achievement	Prevents performance decline	Measurable SKP targets
Quality	Encourages accountability	Reduces work errors	Employee information system
Time	Work time efficiency	Work hour discipline	Digital attendance
Cost	Effective budget utilization	Prevents budget deviation	Internal supervision

Informant I explained that setting performance targets in the SKP is an obligation for every civil servant, which then becomes the basis for evaluating both reward and punishment provision. Informant III added that performance below 50% of the target will be subject to sanctions according to the level of violation.

Observation results show that D1 Ministry of Tourism has implemented a personnel information system that enables real-time monitoring of employee performance. This system records attendance, compliance evaluation, and monitoring of tasks assigned by supervisors.

Cause-and-Effect Relationship: Reward and punishment implementation creates an effective feedback mechanism. Employees with good performance receive rewards, motivating them to maintain or improve their performance. Conversely, employees with poor performance receive punishment, encouraging behavioral improvement. This cycle aligns with Skinner's reinforcement theory about behavior formation through consequences.

This research finding supports the results of Arifin (Arifin et al., 2024) that the right combination of rewards and punishments creates an effective balance in disciplinary management. However, this finding differs from Putri Sarirati (Putri Sarirati, 2026), who found that punishment does not significantly affect performance. This difference can be explained by the different organizational context, where D1 Ministry of Tourism has a more integrated supervision mechanism.

Practical Implication: This finding implies the need to design clear procedural systems for reward and punishment provision based on criteria in accordance with applicable laws and regulations. A transparent and standardized system will reduce subjectivity and increase organizational justice.

Theoretical Implication: This research enriches public sector HR management studies by showing that reward and punishment effectiveness depends not only on their form but also on procedural systems and implementation consistency. The integration of Herzberg's motivation theory and Skinner's reinforcement theory within the Indonesian bureaucratic context contributes to theory development in this field.

IV. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

Based on the research results and discussion, the following conclusions can be drawn:

1. **Reward Implementation Strategy:** Reward provision at D1 Ministry of Tourism is conducted through two patterns: formal rewards (Satya Lencana, promotion, competency development, opportunity for state events) and non-formal rewards (praise in forums and WhatsApp groups). Rewards have proven to increase employee morale because they create a sense of appreciation and motivate performance improvement.
2. **Punishment Implementation Strategy:** Punishment implementation refers to PP No. 94 of 2021 with three levels (mild, moderate, severe) according to violation type. Punishment serves as a self-control guideline for employees and a warning of violation consequences. However, application consistency remains a challenge due to subjectivity factors.
3. **Impact on Performance:** Integrated reward and punishment implementation has proven to improve ASN performance across four dimensions (quantity, quality,

time, and cost). The feedback mechanism created encourages employees to maintain good performance and improve poor performance. Clarity of reward and punishment provision procedures in accordance with regulations is key to effective implementation.

4.2 Recommendations

Based on the conclusions above, the researcher recommends:

1. Procedural System Improvement: The Deputy for Human Resources and Institutional Affairs needs to redesign clear and standardized procedural systems for both reward and punishment provision, including objective criteria and transparent assessment mechanisms.
2. Consistency Enhancement: Leaders need to ensure consistent punishment application without discrimination to avoid perceptions of unfairness that can decrease work motivation.
3. Socialization Strengthening: Socialization regarding reward and punishment criteria needs to be enhanced so that all employees understand the consequences of their performance and are motivated to achieve set targets.
4. Information System Development: Strengthening the personnel information system needs to be conducted to facilitate performance monitoring and data-based evaluation.
5. Further Research: Further research with quantitative methods is needed to statistically measure the effect of rewards and punishments on ASN performance at the Ministry of Tourism, as well as comparative research across government institutions.

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