ABSTRACK

Civil Servants (ASN) play a strategic role in ensuring effective governance and optimal public service delivery. To maintain optimal performance and good work behavior, a well-implemented human resource management system is required. One crucial aspect that organizations must consider is the implementation of a reward and punishment model. This model aims to enhance work motivation and ensure compliance with established regulations and standards. The Semarang National Agency of Drug and Food Control (BBPOM in Semarang), as a government institution, faces challenges in applying a reward and punishment system across different generations of civil servants. An appropriately implemented model is expected to meet the needs of employees across generations. However, challenges persist, including perceived unfairness, a lack of transparency in evaluation mechanisms, and insufficient innovation in reward forms that accommodate intergenerational employee characteristics.

This study aims to examine the effectiveness of the reward and punishment system for Civil Servants (ASN) at the Semarang National Agency of Drug and Food Control using B.F. Skinner's Operant Conditioning theory. The primary focus is to explore the existing reward and punishment model, the factors influencing its effectiveness, and the ideal model for an organization with a multigenerational workforce (Generations X, Y, and Z). This study employs a qualitative research method with a phenomenological approach, involving observations, document analysis, and in-depth interviews with ten civil servants, including stakeholders, policymakers, and employees, ensuring generational representation.

The findings indicate that the current reward and punishment model remains conventional and adheres to standard regulatory frameworks, with limited innovation and adaptation to generational differences. Fairness and transparency in policy implementation are key factors affecting the model's effectiveness. Additionally, ineffective communication hinders employees' understanding of the reward and punishment mechanisms, leading to perceptions of unfairness. The proposed ideal model includes greater employee involvement in policy formulation, strong leadership, career development-based rewards, and a more effective and inclusive communication strategy.

The study's implications highlight the need for a more innovative, flexible, and adaptive reward and punishment model that accommodates intergenerational workforce characteristics.

Keywords: rewards, punishment, operant conditioning, civil servants, Generation XYZ