

Government Employees with Work Agreements (PPPK) As One of The Government's Alternatives in The Organization of Non-Civil Servants in The Faculty of Economics and Social Sciences

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ABSTRACT

This study analyzes the implementation of Government Employees with Work Agreements (PPPK) as a strategic alternative in organizing non-civil servant employees at the Faculty of Economics and Social Sciences, UIN Suska Riau. This study uses a descriptive qualitative approach with a case study method conducted on October 15, 2025. Data were collected through in-depth interviews with structural officials, PPPK employees, and officials involved in the recruitment process, as well as relevant policy documentation. Data analysis used the Dessler Interactive Model with stages of data conditioning, data presentation, and conclusion drawing. The results show that workforce planning and the PPPK recruitment process have been carried out well, transparently, and based on competence in accordance with the principles of good governance. The implementation of PPPK has had a positive impact on improving service quality, clarifying employment status, and budget management efficiency. However, challenges remain regarding the incompatibility of functional positions and career paths, where

lecturers with Senior Lecturer positions were demoted to Assistant Experts after being appointed as PPPK. This study concludes that the PPPK policy needs improvement, especially in terms of competency recognition, career paths, and pension rights to create career certainty and enhance the professionalism of ASN.

INTRODUCTION

The dynamics of human resource management in state universities are increasingly complex, demanding high effectiveness, efficiency, and professionalism. The Faculty of Economics and Social Sciences (FEIS) at UIN Suska Riau faces structural challenges because it has a large number of non-civil servants (lecturers and educational staff), who are vital in supporting academic and administrative activities. However, the contract status of these non-civil servant employees raises issues such as career uncertainty, limited welfare guarantees, and the potential for low work motivation. These conditions have the potential to hinder improvements in the quality of educational services and institutional governance.

The introduction of the Government Employee with Work Agreement (PPPK) policy, regulated in Law Number 5 of 2014 concerning ASN and PP Number 49 of 2018, has opened up new opportunities in the structuring of non-civil servant employees. The PPPK scheme is seen as a strategic alternative because it allows for the recruitment of competency-based professionals with a clearer legal status than regular contracts. Empirically, the implementation of PPPK is believed to improve the accountability, efficiency, and professionalism of employees (Hidayat & Susanto, 2022; Pratama & Suryono, 2022).

Below is a table of non-civil servant lecturers who have been appointed as PPPK lecturers at the Faculty of Economics and Social Sciences.

Table 1. Distribution of PPPK Lecturers at the Faculty of Economics and Social Sciences

Program Name	Number of PPPK Lecturers (non-ASN)
Bachelor of Public Administration	10
Bachelor of Management	9
Bachelor's Degree in Accounting	4
D3 Tax Administration	1

Source: Faculty of Economics and Social Sciences

Based on the table above, the Faculty of Economics and Social Sciences at UIN Suska Riau has 4 (four) study programs that have PPPK lecturers. The Bachelor of Public Administration study program has 10 lecturers, which is the most among the other 3 (three) study programs. Therefore, this study aims to analyze in depth the mechanism of PPPK implementation in the academic environment of FEIS UIN Suska Riau. This approach is based on two main theories: Competency and Performance-Based Human Resource Management (HRM) Based on Competency and Performance

(Dessler), which emphasizes that PPPK must ensure individuals have competencies in line with job analysis and that the reward system encourages accountability, and the Institutional Perspective (North), which is used to analyze the impact of these institutional changes in creating a more responsive and efficient bureaucracy. By analyzing the implementation process, the impact of the policy on non-civil servant HR management, and its effectiveness in improving professionalism and performance, this FEIS case study is expected to provide empirical evidence regarding the role of PPPK as a strategic alternative in realizing better and more competitive higher education governance.

LITERATURE REVIEW

Human Resources

According to Hamali (2016:2), human resources are one of the resources found in an organization, including all people who carry out activities. The resources found in an organization can be grouped into two types, namely human resources and non-human resources. The non-human resource group includes capital, machinery, technology, materials, and others.

Human Resource Management (HRM) in state universities is now very important and requires a high level of effectiveness, efficiency, and professionalism. At the Faculty of Economics and Social Sciences (FEIS) UIN Suska Riau, there are structural challenges arising from the large number of non-civil servant employees (lecturers and educational staff) who are essential to academic and administrative activities. However, the contractual status of non-civil servant employees often leads to problems such as career uncertainty, lack of welfare guarantees, and low work motivation, all of which can hinder progress in the quality of education and institutional management.

Human Resource Indicators

According to Winedar et al. (2019), the indicators of human resource quality are as follows:

1. Possessing skills relevant to the field of work,
2. Possessing adequate knowledge,
3. Possessing a high level of tolerance,
4. Possessing a high level of enthusiasm, and
5. Possess an honest attitude.

Competency and Performance-Based Human Resource Management (Dessler): This theory emphasizes the importance of HR systems, including PPPK, to ensure that individuals have the appropriate skills for their job analysis, as well as a payroll system that encourages accountability.

Institutional Perspective (North): This perspective is used to assess the impact of institutional changes such as PPPK policies, in an effort to create a more responsive and efficient bureaucracy.

Government Employees with Work Agreements (PPPK)

Policies regarding Government Employees with Work Agreements (PPPK) are regulated in Law Number 5 of 2014 concerning ASN and Government Regulation Number 49 of 2018. The PPPK scheme serves as a strategic alternative in the regulation of non-ASN employees, which allows for the recruitment of professionals based on competence with a clearer legal status than regular contracts.

From an empirical perspective, the implementation of PPPK is believed to improve the accountability, efficiency, and professionalism of employees. The PPPK recruitment mechanism has been established, covering the process from formation planning to the determination of NIPPPK and employment contracts, and is considered effective because it provides legal clarity, rights and obligations, and ensures the application of merit principles in ASN management.

METHODOLOGY

This study uses a descriptive qualitative approach with a case study method to explore in depth the implementation of the Government Employee with Work Agreement (PPPK) policy at the Faculty of Economics and Social Sciences, UIN Suska Riau. This approach was chosen to comprehensively and deeply explore the

phenomenon of PPPK implementation at the Faculty of Economics and Social Sciences. This approach was chosen because it is able to provide a comprehensive understanding of social phenomena and public policies that are currently taking place in higher education.

The research subject selection technique used purposive sampling, with the following criteria: structural officials at the Faculty of Economics and Social Sciences, PPPK employees working in the unit, and officials directly involved in the PPPK recruitment and placement process.

Data collection was carried out through several methods: in-depth interviews, conducted in a semi-structured manner, using prepared interview guidelines, covering aspects of PPPK policy, implementation, and impact; documentation, reviewing official documents related to PPPK and examining regulations, decrees, and other supporting documents.

Data analysis used an interactive model to measure performance according to Dessler (2018:163), with the following stages: data condensation, data presentation, conclusion drawing, and verification. Source and method triangulation was used to ensure data validity by comparing information from various sources and data collection methods.

RESULTS AND DISCUSSION

Workforce Planning and PPPK Employee Placement

At the Faculty of Economics and Social Sciences (FEIS), workforce planning is carried out well and in accordance with organizational needs. This process pays close attention to the educational background, professionalism, and expertise of employees, resulting in more appropriate workforce placement. Well-managed workforce data also helps the faculty in assessing performance and planning future human resource needs, making budget management more efficient and transparent.

The composition of non-civil servant employees through the Government Employee with Work Agreement (PPPK) scheme at FEIS UIN Suska Riau is in accordance with the organization's plan. Each PPPK employee is placed according to their expertise and education, ensuring that each employee has a clear position and defined duties.

Challenges in Implementing PPPK Policy Nationally Although implementation at FEIS is going well, the policy of appointing PPPK at the national level still faces several obstacles. Regulations stipulate that each institution must prepare a Civil Servant Requirement Plan (RKASN) for a five-year period, updated annually, which refers to Job Analysis (Anjab), Workload Analysis (ABK), and job mapping. However, in reality, many institutions, especially in the regions, have not fully implemented this provision, and PPPK recruitment often still depends on the number of honorary staff, rather than the actual needs of the organization.

PPPK Recruitment and Selection Process

The process for recruiting and selecting PPPK at FEIS is conducted in a clear, open, and competency-focused manner. The selection stages consist of:

- Formulation of the formation.
- Announcement of vacancies.
- Online registration.
- Administrative selection.
- Competency selection.
- Announcement of selection results.
- Determination of NIPPPPK and employment contract.

This process is considered effective because it provides legal certainty, clarifies rights and obligations, and upholds the principle of merit in the management of civil servants. Thus, it can produce a workforce that meets the needs of the faculty, while improving the efficiency and quality of services.

Problems and Shortcomings of PPPK Policies Related to Career and Welfare. Although the implementation of PPPK has had a positive effect, there are major challenges related to career advancement and recognition of experience. Some of the shortcomings in the Government Regulation on PPPK are:

- a. The absence of a clear functional and career ladder system for PPPK employees.
- b. The absence of pension and long-term welfare guarantees, such as those received by civil servants.
- c. Lack of recognition of educational background, length of service, and previous academic positions.

One common example is a lecturer with the position of Senior Lecturer who, after becoming a PPPK, is reassigned as an Assistant Expert. This shows that the PPPK system does not fully recognize the competence and experience of employees. Improvements to the PPPK policy are needed to establish a sustainable career path and provide equivalent social security or pension benefits.

Salary and Allowances

The salary system is differentiated based on employment status:

- a. ASN and PPPK: In accordance with the ASN Law, calculated according to rank.
- b. Non-ASN (Contract): Based on the Regional Minimum Wage (UMR) standard.

CONCLUSION

Based on the findings of the study on the implementation of PPPK as an option for managing Non-ASN employees at the Faculty of Economics and Social Sciences, UIN Suska Riau, it can be concluded that workforce planning and the management of Non-ASN employees through the PPPK scheme have been carried out effectively and in accordance with organizational requirements. The placement of workers was carried out by considering educational background, professionalism, and competence through a fair selection process, so that each employee was placed in the right position and there were no unproductive workers. The PPPK recruitment and selection process was carried out transparently, openly, and focused on competence.

The application of a merit system in recruitment has made the selection mechanism more objective and efficient, as well as in line with the principles of good governance in human resource management in higher education. This has had a positive impact in the form of improved service quality, clarity of employee status, legal certainty, clarity of rights and obligations, and efficient budget management because workforce data has been fully recorded. Although the implementation of PPPK has shown encouraging results, there are still important obstacles that must be resolved. On a broader scale, many institutions have not optimized the preparation of the Civil Servant Requirements Plan (RKASN).

Job Analysis (Anjab), and Workload Analysis (ABK), so that PPPK appointments are still often based on the number of existing honorary staff, rather than the actual needs of the organization. There is a serious problem related to the mismatch between functional positions and career paths, where lecturers who previously held the position of Senior Lecturer were demoted to Assistant Experts after being appointed as PPPK, which shows a lack of balanced appreciation for their academic qualifications and work experience.

This study recommends that the Central Government revise Government Regulations on PPPK policies to provide better career certainty, recognition of competence and experience, and welfare guarantees through a more solid ranking and pension system. For higher education institutions, it is necessary to prepare RKASN, Job Analysis, and Workload Analysis in an optimal and sustainable manner so that the appointment of PPPK is truly based on the real needs of the organization. The Faculty of Economics and Social Sciences at UIN Suska Riau needs to continue to evaluate the performance of PPPK regularly and advocate to relevant parties regarding the functional position issues faced by PPPK lecturers. Future researchers are advised to conduct a more in-depth study on the long-term impact of PPPK implementation on organizational performance and employee welfare.

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