



## Strategy for Improving the Welfare of ASN PPPK Ministry of Religion during Retirement

### Strategi untuk Meningkatkan Kesejahteraan ASN PPPK Kementerian Agama selama Masa Pensiun

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**Abstract**

*This article examines that welfare and placement of retired Government Employees with Work Agreements (PPPK) at the Ministry of Religion. With the enactment of Law Number 20 of 2023 which regulates the rights of ASN, including PPPK, this study aims to evaluate the welfare conditions of PPPK retirees as well as the challenges and opportunities in their placement. The research method used is a case study and documentation analysis. The results of the study indicate that although PPPK are entitled to pension insurance, there are still several obstacles in its implementation, such as lack of access to health services and training programs. The recommendations from this study are the need to increase pension benefits, provide comprehensive health insurance, and develop training programs to improve the welfare of retired PPPK.*

**Kata Kunci:**

ASN PPPK;  
Meningkatkan;  
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Agama;  
Strategi.

**Abstrak**

Artikel ini mengkaji kesejahteraan dan penempatan pensiunan Pegawai Negeri Sipil dengan Perjanjian Kerja (PPPK) di Kementerian Agama. Dengan diberlakukannya Undang-Undang Nomor 20 Tahun 2023 yang mengatur hak-hak Pegawai Negeri Sipil, termasuk PPPK, penelitian ini bertujuan untuk mengevaluasi kondisi kesejahteraan pensiunan PPPK serta tantangan dan peluang dalam penempatan mereka. Metode penelitian yang digunakan adalah studi kasus dan analisis dokumentasi. Hasil penelitian menunjukkan bahwa meskipun PPPK berhak atas asuransi pensiun, masih terdapat beberapa kendala dalam pelaksanaannya, seperti kurangnya akses terhadap layanan kesehatan dan program pelatihan. Rekomendasi dari penelitian ini adalah perlunya peningkatan manfaat pensiun, penyediaan asuransi kesehatan komprehensif, dan pengembangan program pelatihan untuk meningkatkan kesejahteraan pensiunan PPPK.

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## INTRODUCTION

The welfare and placement of Government Employees with Work Agreements (PPPK) and their retirement period are crucial issues that need serious attention, (Sholihah et al., 2023) especially within the scope of the Ministry of Religion. (Pratama et al., 2022) PPPK is an integral part of the Indonesian bureaucracy which plays an important role in implementing various public policies and services to the community. (Larasati & Sudiarti, 2022) With ongoing bureaucratic reform, ensuring welfare, appropriate placement and a guaranteed retirement period for PPPK is becoming increasingly important. (Bai et al., 2024)

PPPK welfare covers various aspects, including salaries, allowances, access to health facilities, as well as training and development programs. (Raraswati et al., 2021) Good welfare will increase employee motivation, performance and retention, thereby contributing to the effectiveness and efficiency of public services. (Nasution et al., 2022) However, many PPPK still face challenges in obtaining adequate welfare, including gaps in salaries and allowances compared to other Civil Servants (PNS). (Setiawan & Supriadi, 2024)

Appropriate placement of PPPK according to their competence and expertise is also an important factor in improving job performance and satisfaction. (Yanti et al., 2024) Inappropriate placement can reduce productivity and affect employees' mental and physical well-being. Therefore, optimizing competency-based placement is one solution that needs to be considered. (Berrien et al., 2021) Apart from that, the PPPK retirement period at the Ministry of Religion requires special attention. (Dumilah & Sunarto, 2022) The current retirement policy does not fully provide adequate protection for PPPK retirees, both in terms of finances and access to health services and training programs. Adequate social protection during retirement is essential to ensure the long-term well-being of retirees and prevent them from experiencing economic hardship and health problems. (Hehir, 2021)

Therefore, this research aims to analyze the welfare, placement and retirement conditions of PPPKs at the Ministry of Religion, identify the factors that influence them, and provide policy recommendations that can be implemented to improve the welfare and placement of PPPKs and ensure a more secure and prosperous retirement period. In this way, it is hoped that a work environment that is more conducive and supportive of achieving quality public services can be created.

## METHOD

This type of research uses qualitative and quantitative approaches to analyze the welfare, placement and retirement of Government Employees with Work Agreements (PPPK) at the Ministry of Religion. The research methodology used includes the following steps. (Tobroni, 2020)

**Primary Data:** Primary data was collected through in-depth interviews with PPPK, retired PPPK, and related officials and staff of the Ministry of Religious Affairs. These interviews aimed to obtain direct information regarding the experiences, perceptions, and challenges faced by PPPK. **Secondary Data:** Secondary data is obtained from official documents, policy reports, statistical data, academic journals, and related literature. This secondary data is used to support the analysis and provide broader context. **Interview:** Semi-structured interviews were conducted with informants selected by purposive sampling. These interviews helped to dig up in-depth and varied information regarding the welfare and placement and retirement of PPPK. (Lu et al., 2020)

**Questionnaire:** A questionnaire was distributed to a number of PPPK in the Ministry of Religious Affairs to collect quantitative data regarding their welfare, placement, and retirement. This questionnaire included both closed and open questions to obtain comprehensive data. **Observation:** Observation is conducted to understand the working context and welfare environment of PPPK. This observation helps researchers get a real picture of existing conditions and practices.

With this research methodology, it is hoped that the research can produce valid, reliable, and useful findings to improve the welfare, placement, and retirement period of PPPK at the Ministry of Religion.

## RESULTS AND DISCUSSION

The analysis of strategies for improving the welfare of ASN PPPK within the Ministry of Religious Affairs during retirement reveals several key areas for focus. Firstly, enhancing financial security through improved pension schemes and investment education is crucial. This includes exploring options for higher contribution rates, diversified investment portfolios, and financial literacy programs tailored to the unique needs of PPPK members. Secondly, providing access to comprehensive healthcare benefits post-retirement is essential. This can be achieved through partnerships with insurance providers or by expanding existing healthcare programs to cover retired PPPK members. (Putra et al., 2023)

Thirdly, promoting opportunities for continued engagement and social inclusion can significantly enhance overall well-being. This involves creating platforms for retired PPPK members to participate in community activities, volunteer work, or mentorship programs. Finally, leveraging technology to provide access to information, resources, and support services can improve the overall experience of retirement. This includes developing user-friendly online platforms and mobile applications that offer information on pension benefits, healthcare options, and community resources. The implementation of these strategies requires collaboration between the Ministry of

Religious Affairs, relevant government agencies, and stakeholders to ensure the long-term welfare of retired ASN PPPK members.

The examination of strategies aimed at enhancing the welfare of ASN PPPK within the Ministry of Religious Affairs during their retirement phase highlights several pivotal areas that demand focused attention. Firstly, the cornerstone of a secure retirement lies in robust financial planning. This necessitates the development of improved pension schemes, coupled with comprehensive investment education programs. Specifically, this involves exploring avenues for increased contribution rates, fostering diversified investment portfolios, and implementing tailored financial literacy initiatives that address the unique circumstances of PPPK members. Secondly, ensuring access to comprehensive healthcare benefits post-retirement is of paramount importance. This can be effectively achieved through strategic partnerships with established insurance providers or by expanding the scope of existing healthcare programs to encompass retired PPPK members, thereby guaranteeing their continued well-being.

### **PPPK Placement**

Thirdly, fostering opportunities for sustained engagement and social inclusion plays a crucial role in enhancing the overall quality of life during retirement. This entails creating platforms that facilitate the participation of retired PPPK members in meaningful community activities, volunteer endeavors, and mentorship programs, thereby promoting a sense of purpose and belonging. Finally, harnessing the power of technology to deliver seamless access to vital information, resources, and support services is essential for optimizing the retirement experience. This involves the development of user-friendly online platforms and mobile applications that provide comprehensive information on pension benefits, healthcare options, and community resources, empowering retired PPPK members to navigate their post-retirement lives with ease. The successful implementation of these strategies necessitates a collaborative approach involving the Ministry of Religious Affairs, relevant government agencies, and key stakeholders, working in unison to ensure the long-term welfare and prosperity of retired ASN PPPK members.

The placement of PPPK within government institutions is a critical factor influencing both organizational effectiveness and individual career development. The findings indicate that strategic placement, which aligns PPPK competencies with organizational needs, significantly enhances productivity and job satisfaction. This involves a thorough assessment of PPPK skills and experience, coupled with a clear understanding of the institution's operational requirements. Furthermore, the discussion highlights the importance of transparent and equitable placement processes to ensure fairness and maintain morale. This includes establishing clear criteria for placement, providing opportunities for PPPK input, and ensuring that placement decisions are based on merit rather than personal connections. Additionally, the analysis underscores the need for ongoing evaluation and adjustment of PPPK placements to accommodate evolving organizational needs and individual career aspirations. This requires a flexible approach that allows for reassignment or rotation of PPPK personnel based on performance,

development needs, and organizational priorities. Ultimately, effective PPPK placement is essential for maximizing the contributions of this workforce and achieving organizational goals.

### **PPPK Retirement Period**

The analysis of the PPPK retirement period reveals a complex landscape with significant implications for both individual well-being and governmental policy. The findings underscore the importance of clear and consistent policies regarding retirement age, pension benefits, and post-retirement support for PPPK employees. The discussion highlights that unlike civil servants (PNS), PPPK employees often face uncertainties regarding their long-term financial security due to variations in contractual agreements and pension provisions. This necessitates the development of standardized retirement plans that ensure equitable treatment and financial stability for all PPPK members.

Furthermore, the analysis emphasizes the need for comprehensive pre-retirement planning programs that address not only financial aspects but also psychological and social adjustments to retirement. These programs should include access to financial counseling, healthcare information, and opportunities for continued engagement in social and community activities. Additionally, the discussion points to the necessity of ongoing evaluation and adaptation of retirement policies to reflect changing demographics, economic conditions, and the evolving needs of the PPPK workforce. Ultimately, a well-defined and supportive retirement framework is essential for ensuring the dignity and well-being of PPPK employees during their post-service years.

### **PPPK Welfare Conditions**

The examination of PPPK welfare conditions reveals a multifaceted situation influenced by various factors, including contractual agreements, compensation structures, and access to benefits. The findings indicate that while PPPK employees play a vital role in government service delivery, their welfare conditions often differ significantly from those of civil servants (PNS). The discussion highlights that PPPK employees may experience disparities in areas such as job security, pension benefits, and healthcare coverage. This necessitates the development of comprehensive welfare policies that ensure equitable treatment and address the unique needs of PPPK members.

Furthermore, the analysis emphasizes the importance of transparent and consistent compensation structures that reflect the skills, experience, and performance of PPPK employees. This includes establishing clear criteria for salary determination, performance-based incentives, and opportunities for career advancement. Additionally, the discussion underscores the need for ongoing evaluation and improvement of PPPK welfare conditions to align with evolving labor standards, economic conditions, and the changing needs of the workforce. Ultimately, enhancing PPPK welfare is essential for attracting and retaining qualified professionals, fostering a motivated workforce, and ensuring the effective delivery of public services.

## **CONCLUSION**

In conclusion, the effective management of PPPK personnel, encompassing strategic placement, robust welfare provisions, and well-structured retirement plans, is crucial for optimizing their contribution to public service. Addressing the identified disparities in benefits and ensuring equitable treatment are paramount to fostering a motivated and secure PPPK workforce. By implementing comprehensive policies that prioritize financial security, healthcare access, and opportunities for continued engagement, governmental institutions can significantly enhance the overall well-being of PPPK employees, both during their service and throughout their retirement.

In summary, ensuring a dignified retirement for PPPK employees necessitates the development of clear, consistent, and equitable retirement policies. The provision of standardized pension benefits, comprehensive pre-retirement planning programs, and ongoing post-retirement support are essential for mitigating the uncertainties faced by PPPK members. By prioritizing the long-term financial security and well-being of this vital workforce, governmental institutions can demonstrate their commitment to valuing and supporting their dedicated employees throughout their entire career lifecycle.

Ultimately, the successful integration of PPPK personnel into government institutions hinges on strategic placement and robust welfare provisions. Aligning PPPK competencies with organizational needs, ensuring transparent placement processes, and implementing equitable compensation and benefit structures are critical for maximizing their contributions. By addressing the identified disparities and prioritizing the well-being of PPPK employees, governmental institutions can create a more motivated, productive, and secure workforce, ultimately leading to improved public service delivery.

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