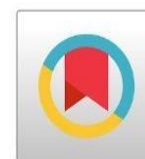


**Analysis of the Impact of Termination of Professional Facilitators’
 Employment Rights on Village Empowerment Programs
 Analisis Dampak Pemutusan Penghentian Hak Ketenagakerjaan
 Fasilitator Professional terhadap Program Pemberdayaan Desa**



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ARTICLE INFORMATION	
<p>Keywords <i>Socio-Political Impact; Program Sustainability; Termination of Employment Rights; Village Empowerment; Professional Assistants.</i></p>	<p>ABSTRACT This study aims to analyze the impact of unilateral termination of TPP employment rights on the sustainability of village empowerment programs and to emphasize the academic contribution in filling the gap in findings in this field. The research method used is descriptive with a qualitative approach that uses primary data through news that has been reduced to relevant news and secondary data based on journal articles, official reports, and websites. Data analysis uses the Miles and Huberman model based on three stages: (1) reduction (2) verification (3) data presentation and conclusions. The novelty of these findings is that they fill a gap in the literature, which has discussed PHK in a multidisciplinary manner but has not yet researched the aspect of village empowerment. Thus, it can be used as input for policy makers and can make a practical contribution to understanding the implementation of PHK TPP. The results of the study show that PHK TPP has a direct impact on the instability of program implementation, which causes social tension, political pressure, weak work motivation, and significantly hinders the effectiveness of village assistance at the village level, including village fund management. It can be concluded that although these findings contribute to the discussion of the impact of TPP layoffs on village empowerment programs, there are several limitations. This analysis still relies on secondary data, so it does not fully describe the empirical conditions of the stakeholders. Therefore, further research is recommended to use a mixed methods approach and involve the collection of primary data, such as interviews, surveys, and so on, to strengthen the validity of the findings and the relevance of the policy.</p>
<p>Kata Kunci Dampak Sosial-Politik; Keberlanjutan Program; Pemutusan Hak Kerja; Pemberdayaan Desa; Tenaga Pendamping Profesional;</p>	<p>ABSTRAK Penelitian ini bertujuan menganalisis dampak pemutusan hak kerja sepihak TPP terhadap keberlanjutan program pemberdayaan desa serta menegaskan kontribusi akademis dalam mengisi kekosongan temuan pada bidang ini. Metode penelitian yang digunakan yaitu deskriptif dengan pendekatan kualitatif yang menggunakan data primer melalui berita yang direduksi menjadi berita relevan dan data sekunder berdasarkan artikel jurnal, laporan resmi dan situs web. Analisis data menggunakan model Miles dan Huberman berdasarkan tiga tahapan: (1) reduksi (2) verifikasi (3) penyajian data serta kesimpulan. Kebaharuan (Novelty) temuan ini untuk mengisi kekosongan literatur yang banyak membahas PHK dalam multidisipliner melainkan aspek pemberdayaan desa belum diteliti. Dengan demikian guna sebagai masukan bagi pembuat kebijakan dan dapat memberikan kontribusi praktis dalam memahami implementasi PHK TPP. Hasil penelitian menunjukkan bahwa PHK TPP berdampak langsung bagi ketidakstabilan pelaksanaan program yang menimbulkan ketegangan sosial, tekanan politik, lemahnya motivasi kerja dan secara signifikan menghambat efektifitas</p>

	<p>pendampingan desa di tingkat desa termasuk pengelolaan dana desa. Dapat disimpulkan temuan ini meskipun memberikan kontribusi terhadap pembahasan dampak PHK TPP terhadap program pemberdayaan desa, terdapat beberapa keterbatasan. Analisis penelitian ini masih bertumpu pada data sekunder, sehingga belum seutuhnya menggambarkan kondisi secara empiris para pemangku kepentingan. Maka dari itu, penelitian selanjutnya disarankan menggunakan pendekatan <i>mixed methods</i> serta melibatkan pengumpulan data primer, seperti wawancara, survei dan sebagainya unutup meperkuat validitas temuan dan relevansi kebijakan.</p>
<p>Article History Send 9th November 2025 Review 20th December2025 Accepted 27th December2025</p>	<p>Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

The village empowerment program is considered a top priority by the government in developing villages to reduce the rural-urban development gap. Villages play a strategic role in creating community welfare through cultural, economic, and social independence. The Indonesian government has long recognized that effective development begins in villages, as this is where the root causes of poverty, inequality, and lack of community resources are most prominent. To optimize development at the village level, the government involves Professional Facilitators (TPP) as a community-based development strategy. At the same time, the Village Community Development and Empowerment Program (P3MD) has played a significant role in increasing rural community economic programs by prioritizing the use of village funds in development projects (Orbawati et al., 2024; Sari & Maifizar, 2023).

The numbers of Professional Facilitators (TPP) have fluctuated over the past three years, as recorded by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes PDTT). In 2022, there were 38,233 active TPP distributed throughout Indonesia, decreasing to 36,115 in 2023, and dropping further to approximately 34,800 people in early 2024 (Kemendes PDTT, 2024). This decline in personnel numbers coincided with significant changes in the TPP's key performance indicators (KPI). Prior to the mass layoffs in early 2025, the national average TPP performance reached 87.4%, with the main indicators covering the effectiveness of village fund reporting, community capacity building, and active participation of assisted villages. However, after the wave of layoffs, the effectiveness of assistance declined to around 71.2%, accompanied by an increase in individual workloads and a decrease in the frequency of community empowerment activities (Alim, 2025; Katadata.co.id, 2025; Nurdin & Sari, 2023). This situation indicates that workforce rationalization has direct implications on the achievement of Village development indicators, mainly the sustainability of the P3MD program, the effectiveness of cross-level coordination, and the socioeconomic stability of village communities.

As part of its implementation, this program requires intensive assistance from Professional Facilitators (TPP) as one of the keys to the positive outcomes of the village empowerment program. TPP serves as an intermediary between the community and program organizers under the umbrella of the Ministry of Development of Disadvantaged Regions, which was established based on the Village Law and acts as a facilitator for training sessions, consultant, provider of technical assistance, and builder of trust and maintainer of ties within the village community (Hasibuan, 2022; Lestary & Hadi, 2021). As mandated by Law Number 6 of 2014 and Ministry of Villages Regulation Number 3 of 2015. This implies that

the duties of village facilitators are carried out starting from the regency level down to the city level. Furthermore, it demonstrates the coordination among village facilitators to ensure that their programs meet the aims and objectives of the government (Hasibuan, 2022). TPP and P3MD complement each other as social drivers in achieving self-reliance.

Despite these ongoing actions, unilateral termination of employment (PHK) policies have emerged, causing significant impacts on village empowerment programs (Jamal et al., 2023; Permatasari et al., 2021; Rammohan & Tohari, 2023; Wahyuningrat et al., 2024). Termination of employment is a complex issue influenced by legal and socioeconomic factors. International legal standards, particularly ILO Convention No. 158, aim to protect workers from unfair dismissal, emphasizing the need for a balance between the rights of employers and employees. However, the effectiveness of labor standards varies from country to country, resulting in global disparities in the protection of workers' rights (Забезпечення et al., 2024). This is reflected in the unilateral termination of employment rights of village facilitators (TPP) in Indonesian villages. Workers were forced to terminate their employment due to village budget cuts and indications of double jobs, but instead the workers advanced in the legislative process, without a clear change mechanism. (Kompas.com, 2025). The unilateral termination of 1,040 TPP in early 2025 has resulted in a number of villages suffering from program failures, lack of participation, and more (Danang, 2025). This program requires intensive assistance from TPP as one of the success indicators for the implementation of village empowerment programs (Ramesh, 2024; Shiferaw & Wedi, 2025; Sihombing et al., 2024; T. Zhang et al., 2024). Hence, research to examine the impact of unilateral termination of TPP employment rights on village empowerment programs is essential amid Indonesia's vision to create global villages.

In the past three years, lay-off is considered as a major cause of the rise in global psychosocial and economic inequality, specifically in affecting the success of long-term village development programs. Studies on the impact of lay-off over the past three years have largely focused on three aspects. First, the impact of lay-off on socioeconomic conditions and mental health (Dalia Ghassan Omar Al-Hourani Advisor, 2025; Douglas & Al-Ali, 2025; Escudero-Castillo et al., 2021; Mustafin et al., 2023; Nikolova et al., 2021; Paynter et al., 2025; Perri et al., 2024; Yamaguchi et al., 2025). Second, the impact of lay-off on organizational performance and stability (Baù et al., 2024; Chhinzer, 2024; Cornea et al., 2023; Lefebvre, 2024; Subramaniam et al., 2024; J. Zhang et al., 2025). And the third, the impact of lay-off on technology (Belloc et al., 2023; Martins-Neto et al., 2024; Razak et al., 2025).

This study focuses on the phenomenon of unilateral termination of employment contracts (PHK) by Professional Assistants (TPP), a group playing a pivotal role in rural training programs. This issue has deep roots in the field of public sector human resource management (HRM). Public sector HRM is characterized by job security, adherence to statutory procedural obligations, and prioritization of public interest. However, during the 1980s, this model was influenced by the New Public Management (NPM) framework proposed by Christopher Hood (1991). To analyze the current issue, this study also draws upon the Public Service Motivation Theory proposed by James L. Perry and Lois R. Weiss (1990). This study employs New Public Management as its policy foundation and the Public Service Motivation Theory as its core behavioral framework to jointly examine the causes and societal impacts of unilateral dismissals on organizations.

Beyond these theories, the human resource management structure in the public service sector must also be analyzed through the lenses of Performance-Based Human Resource Management (PBHRM) and Equity Theory. PBHRM emphasizes performance management centered on quantifiable metrics such as competency, outcomes, and workplace behavior (M. Armstrong, 2009). Its core elements include: (1) performance appraisal, (2) compensation systems, (3) career development, and (4) job security. Within the TPP framework, these four dimensions form the benchmark for assessing the objectivity of unilateral dismissal procedures and conversely measure the extent to which they violate merit principles. Conversely, Adam's (1963) Equity Theory centers on individuals' perceptions of workplace fairness. When employees perceive their contributions and sacrifices as inadequately rewarded, dissatisfaction arises, leading to diminished work motivation and reduced organizational loyalty (Colquitt et al., 2015).

Considering the data from the past three years, it is obvious that layoffs have become a strategic issue that impacts the stability of program implementation and worker motivation, regardless of the multidisciplinary research on layoffs conducted in various sectors. Eprianti et al. (2024) argued that layoffs cause economic failure in rural areas that depend on the government. However, to date, no specific research has been conducted on layoffs in village empowerment, particularly on how unilateral termination of employment rights for TPP affects the sustainability of village empowerment programs. This sector has a crucial role in implementing inclusive development policies. Thus, this paper links layoffs with community empowerment. The emphasis on fairness during layoffs aims to prevent organizational performance disruption and mitigate negative outcomes (Andi Wardana et al., 2023; Maria et al., 2020). Accordingly, this article seeks to fill the gap in previous studies

by analyzing and elucidating the effect of unilateral termination on TPP in the sustainability of village empowerment programs, which this research aims to address.

Furthermore, this case has unique characteristics by involving 1,040 TPP who were unilaterally terminated in early 2025 without a clear legal basis when they were nominated as legislative candidates. Instead, the role of TPP is very important in assisting, planning, implementing, and monitoring programs, especially in strengthening the capacity of developing village communities. The decision to unilaterally terminate employment without any performance evaluation demonstrates weak governance in the protection of employment in the village development sector, which has been the foundation for the success of the village fund program. This phenomenon deserves critical examination—as it shows the imbalance between the value of sustainable empowerment and temporary institutional practices—which undermine public trust in the development bureaucracy. Moreover, it inhibits the effectiveness and continuity of the program, which reduces the active participation of the village community that has been facilitated by the TPP. For this reason, this study addresses two main questions: (1) What are the factors behind the layoffs of village facilitators? (2) What is the impact on the sustainability of empowerment programs at the village level? The plenary paper is also based on the assumption that this practice not only weakens labor protections, but also has the potential to destroy community-based sustainable development.

The purpose of this study is to examine the factors causing unilateral termination of employment contracts for TPP and to investigate the impact of unilateral termination on TPP in the sustainability of village empowerment programs. The findings of this study provide benefits in two main aspects. First, theoretically, to expand the literature on public policy and development administration from the perspective of state administrative law on the socio-political aspects of public sector employment policy. Second, practically, the results of this study provide a reference for policymakers in the Ministry of Villages and Regional Governments in designing more transparent, long-term policy evaluations, and creating job protection mechanisms.

This discovery is remarkable for the fact that it identifies the issue of TPP layoffs not only as an administrative matter, but also as a collapse of public policy sustainability at the village level. It is expected to contribute to the development of participatory public policy theory in village social aspects. In addition, it can also present constructive recommendations for the government in developing fair and sustainable labor protection policies to enhance Indonesia's vision of self-sufficient villages.

Previous findings by (Cornea et al., 2023; Douglas & Al-Ali, 2025) indicate that layoffs significantly impact not only village assistants but also various aspects including social, institutional, and economic dimensions. This affects work motivation and organizational performance. Against this backdrop, prior research provides concrete evidence on the effects of layoffs and their implementation on social and institutional performance (Baù et al., 2024) emphasize that mass layoffs may reduce organizational loyalty, while Mustafi et al. (2023) contend that layoffs affect workers' mental health and stability.

Furthermore, (Permatasari et al., 2021; Rammohan & Tohari, 2023) explain that the successful implementation of village funds largely depends on the level of assistance and resources. (Jamal et al., 2023) also highlight the complex role of village assistants in maintaining the stability of village-level empowerment programs. Consequently, (Razak et al., 2025) contend that job insecurity, particularly within the public sector, may diminish employee work motivation and institutional loyalty.

From these findings, it can be inferred that dismissals impact not only the individuals involved but also the sustainability of village empowerment projects and the quality of social relationships within the workplace. However, existing research addressing unilateral dismissals of TPPs within the context of rural community empowerment program sustainability remains scarce. This study fills this literature gap, providing concrete evidence for developing employment policies that balance fairness with rural community empowerment considerations.

Method

This research was undertaken amid widespread unilateral termination of employment of Professional Facilitators (TPP) by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes PDTT). The appeal of this phenomenon for study lies in the fact that it reflects the complex dynamics of public policy and human resource management (HRM) in the public sector. Three major considerations underlie this study. First, the topic of unilateral termination of employment of TPP is still rarely discussed scientifically, even though it has broad implications for the effectiveness of village development policies. Second, studies on termination of employment within the Ministry of Villages are still lacking in comprehensiveness, particularly those using a public HRM theoretical approach. Lastly, this research is expected to make a concrete contribution, both academically through the strengthening of public sector HRM theory and practically in

understanding the impact of layoff policies on the sustainability of village empowerment programs. Referring to these three considerations, this research focuses on answering how the factors causing unilateral layoffs of TPP occur and how they impact work motivation, institutional performance, and the sustainability of village empowerment programs in Indonesia.

This study applied descriptive research with a qualitative approach. Qualitative approach was selected based on its suitability for gaining an in-depth understanding of contextual social phenomena that cannot be explained solely by numbers. Using secondary data was obtained by searching 744 national online news articles using the keyword “PHK Kementerian Desa” on Google. The titles and content of the articles were then skimmed to select relevant ones, resulting in 11 headlines that became the main source of analysis. The data was collected between April and July 2025. Other secondary data, sources include Scopus and DOAJ indexed scientific articles, official reports from the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, as well as credible online sources such as Katadata, Kompas, and Jurnas.com. All of this data was combined to generate a valid, contextual, and comprehensive picture of the phenomenon of unilateral termination of TPP and its impact on village empowerment programs.

Data analysis was performed utilizing the (Miles B Matthew, Huberman Michael, 1994) which consists of three main stages: data reduction, data presentation, and conclusion drawing and verification. Data was reduced to select only information related to the factors causing and the impact of layoffs on TPP. Subsequently, the data was presented in the form of thematic narratives and tables showing the relationship between policies, HRM aspects, and social impacts, to be systematically analyzed. The analysis was carried out inductively by tracing the main themes, such as bureaucratic efficiency policies, changes in TPP motivation and performance, and the social implications for the sustainability of village programs. The results of the analysis were later verified using four public HRM theories, i.e., New Public Management (C C Hood, 1991), Public Service Motivation (Perry et al., 2022), Performance-Based Human Resource Management (S. Armstrong, 2020) and Equity Theory (Adams, 1963). To maintain data validity, source and theory triangulation was implemented by comparing various empirical data and linking them to relevant public sector HRM theories, thereby ensuring that the interpretation of the research results is scientifically accountable (Jamal et al., 2023).

Results and Discussion

Factors Affecting the Layoff of Village Facilitators

The layoff of village TPP is driven by a variety of interrelated factors. Each factor has its own characteristics and implications for the continuity of village facilitation. Table 1 presents the classification of these factors, as follows:

Table 1. Factors affecting TPP layoffs

Factor	Statement	Source of News
Legislative candidates	Many village facilitators run for legislative candidates	https://www.pendamping-desa.com/2025/02/pendamping-desa-yang-maju-jadi-caleg.html
Double job indication	Yandri explained that many village facilitators have been holding double jobs and receiving salaries from other parties that are not evaluated. He believes this needs to be looked into as it could potentially lead to conflicts of interest and disrupt the performance of village facilitators.	https://www.kompas.tv/nasional/579925/mendes-yandri-susanto-jelaskan-alasan-pemecatan-tenaga-pendamping-desa
Failure to submit a work contract extension request (SPO)	A number of village facilitators failed to submit extension request (SPO) as an obligatory requirement to continue their contract with the Ministry of Villages.	https://www.ayobandung.com/umum/7914746421/2000-pendamping-desa-resmi-dipecat-sepihak-oleh-kemendes-pdt-ternyata-ini-alasannya?page=1
Budget cuts	Musfi suspected that the termination was due to budget issues and that the suspension of TPP during the Ramadan month was suspicious in order to avoid paying holiday allowances (THR).	https://tirto.id/menyoal-pemecatan-sepihak-pendamping-desa-oleh-kemendes-pdt-g88H
Allegations of maladministration	The termination is considered beyond the authority of the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, which questioned their candidacy, and the Ministry is considered to be non-transparent regarding the criteria for termination of employment.	https://desamerdeka.id/ombudsman-ri-phk-pendamping-desa-maladministrasi/
Contradiction with active work contracts	The plaintiffs have passed the evaluation process and are deemed	https://www.kabarbone.com/2025/01/19/tidak-terakomodir-di-

eligible for contract renewal, as evidenced by the issuance of a letter of appointment and a work order for 2025.

[perpanjangan-kontrak-tahun-2025-puluhah-pendamping-desa-di-bone-harap-mendes-tinjau-ulang-sk-bkpsdm/07/48/news/s](https://www.bkpsdm/07/48/news/s-perpanjangan-kontrak-tahun-2025-puluhah-pendamping-desa-di-bone-harap-mendes-tinjau-ulang-sk)

Source: *Google.com*

Layoffs of village facilitators occur for various reasons, ranging from political, administrative, and procedural issues to budgetary policies. Each factor arises from the interrelated dynamics of village facilitators' work in the field. This is reflected in Table 1, showing the factors causing the layoffs of village facilitators. Accordingly, this table also shows three major factors. This situation illustrates that the problems faced by village facilitators are not only technical performance issues, but are also influenced by legal decisions, administrative and procedural compliance, and government policies; which serve as a link between central government policy and implementation in the field. Layoffs are not just temporary employment contracts, but reflect the management of village human resources. If any of these factors are disrupted, the continuity of village facilitators will be at risk, which in turn could jeopardize the implementation of village empowerment programs.

The first factor is political, where village facilitators run for legislative office. These facilitators choose to participate in elections, which could distract them from their focus on assisting villages and create conflicts of interest. This aligns with indications of double jobs, where facilitators have two jobs and receive salaries from other parties without evaluation, which could affect their work performance in the villages. Secondly, factors related to lack of administrative order and procedures. For instance, failure to submit a letter requesting contract extension (SPO), which is required if one wishes to extend the contract period. On the other hand, there are cases that contradict active employment contracts. The village facilitators stated that some had passed the evaluation, received a contract extension decision letter, and even a work order for 2025, but were still laid off. Similarly, in Bone village, there were 10 village facilitators whose names suddenly disappeared from the Manas application at the Ministry of Villages, even though this had been clarified before the issuance of the Ministry of Villages' BPSDM decree on January 16, 2025. Also, there is a maladministration allegation proven by an official letter numbered T/1662/LM.11-K6/0359/VII/2025 dated July 25, 2025, signed by the Head of the Indonesian Ombudsman, Mokhammad Najih. Stated that maladministration has occurred in violation of procedures by the Human

Resources Development and Empowerment Agency for Villages and Disadvantaged Regions (BPSDM-PMDDT) in terminating the contract for the 2025 TPP.

The third factor is budget cuts. This highlights that there are allegations that the layoffs were initiated to reduce financial expenses and to avoid paying holiday allowances—as the layoffs occurred during Ramadan and coincided with the implementation of President Prabowo's efficiency policy. The statements above clearly reveal that the factors contributing to layoffs show that the problems faced by village facilitators are not limited to fieldwork issues, but also involve various other factors. Without transparent evaluations that involve all parties, the risk of disrupting the continuity of village empowerment programs remains. This points to structural difficulties in the management of village facilitators' human resources (HR), which need to be reformed in order to protect them from sudden problems and provide them with adequate work assurance.

This research shows that the unilateral termination of professional village companion (TPP) employment rights has consequences that can affect the effectiveness of village empowerment programs. Based on the findings, the main causes of layoffs are budget efficiency and bureaucratic politics. Meanwhile, the impacts include decreased work motivation, weakened organizational commitment, and disruption of village programs in various regions.

The results of this study are consistent with the theories underlying the analysis. According to Hood (1991), unilateral termination policies against Professional Support Staff (TPP) demonstrate the application of the principles of efficiency and flexibility in public bureaucracy. In this context, NPM emphasizes the principles of value for money, fiscal efficiency, and rationality. Thus, labor is considered a cost component that can be reduced to achieve budget savings. This study also shows that PPP layoffs occur when national efficiency and state expenditure control policies are implemented. This indicates that the evaluation of real needs in the field or the sustainability of the village assistant role has little influence on layoff decisions. This condition shows that the application of NPM principles without considering the aspects of fairness and program sustainability can cause an imbalance between economic and social objectives. Given the strategic role of TPP in ensuring the optimal operation of village empowerment programs, the expected short-term efficiency can actually reduce the effectiveness and sustainability of the program in the long term. Furthermore, according to the Performance-Based Human Resource Management (PBHRM) perspective, the termination process should be based on objective, measurable, and transparent performance metrics, such as competence, work results, and work behavior

(S. Armstrong, 2020). Studies show that many TPPs who have gone through the performance evaluation process and even received contract extension letters are still terminated unilaterally. This shows that the performance appraisal system is not being used properly and that administrative considerations and bureaucratic policy dynamics have a greater influence on employee appointment decisions than actual performance in the field. The concept of psychological contracts can also be used to understand this inconsistency (Morrison & Robinson, 1997). As long as TPPs fulfill their administrative obligations and perform well, they expect their employment status to be protected. When expectations are not met and layoffs are carried out unilaterally, a breach of the psychological contract occurs, causing feelings of betrayal, distrust of the institution, and disloyalty to the job. Therefore, the issue of TPP layoffs is not only related to formal contractual aspects, but also concerns the damaged trust between the government and village assistants as part of the public work system.

Impact on Program Sustainability at the Village Level

The absence of TPP in the village empowerment system has consequences for program effectiveness. Their prolonged absence lead to the potential to disrupt implementation and reduce community participation. Table 2 summarizes the main impacts arising from the change in village facilitators:

Table 2. Impact on Program Sustainability at the Village Level

Impact	Statement	Source of News
Delays in the implementation of village programs	The termination of TPP has disrupted the process of assistance and implementation of village programs, including the management of village funds.	https://www.kompasiana.com/imtihanberin3971/67c4c25ac925c4324c00a7e2/mimpi-besar-prabowo-di-tengah-gelombang-phk-pendamping-desa
Emergence of social tensions and conflicts	The decision to lay off has triggered conflicts and tensions between village assistants and the government, which has the potential to damage their social connections.	https://acehinspirasi.com/ai-30637/breaking-news-keputusan-mem-phk-tenaga-pendamping-desa-menimbulkan-konflik-baru/2/
Protests and demands for the restoration of rights	Village assistants who were laid off without clear reasons demanded that their rights be restored and considered the policy to be detrimental.	https://www.koranmedia.com/nasional/1351101474/phk-tanpa-alasan-jelas-pendamping-desa-minta-hak-mereka-dikembalikan
Hindering the acceleration of program effectiveness	The turmoil caused by layoffs has prompted calls for the government to respond, as it could lead to delays in the implementation of priority village programs such as food security, nutritional aid, and village cooperatives.	https://rmol.id/nusantara/read/2025/04/18/663503/pemerintah-diminta-gercep-respons-pemecatan-1-040-pendamping-desa
Political pressure related to program continuity	The Regional Representative Council of the Republic of Indonesia, through Committee 1, is investigating the layoffs and advocating for the continuation of assistant contracts in order	https://www.siyasahnews.com/2025/03/komite-i-dpd-ri-siap-perjuangkan-nasib.html

to maintain the stability of village program implementation.

Source: Google.com

Mass layoffs of TPP significantly impacted the continuity of empowerment programs at the village level. The impact was spread not only to individuals who lost their jobs, but also to the implementation of village development programs that required village assistants as field facilitators. Table 2 above displays the impacts that emerged after the mass layoffs. The role of village TPP is extremely pivotal as intermediaries between the community and program organizers for training session facilitators and consultants; providing technical assistance; and building trust and maintaining relationships within the village community. With the mass loss of assistants, there will be a functional vacuum that could potentially hamper village programs. Moreover, it also results in villages losing facilitators who have been the organizers of community aspirations with central government policies. Also, these layoffs cause a range of effects, like open protests, social conflicts, and political influence. Such conditions indicate a disruption in village assistance that directly contributes to hindering programs and the effectiveness of empowerment policies.

The first issue is the disruption of village programs due to the loss of village TPP, which has served as a benchmark for village program implementation, thereby calling into question the sustainability of development. The second cause is the emergence of conflict and social tension—as a result of rising unemployment and dissatisfaction—creating a less supportive environment for program implementation in villages. Third, protests and demands for the restoration of rights involving the Ombudsman and the House of Representatives have the potential to hamper the assistance process as public and institutional attention shifts to labor disputes. Fourth, constraints in accelerating and enhancing the effectiveness of village programs have prompted the House of Representatives to urge the government to take immediate responsive measures—as these dynamics threaten to delay the implementation of strategic programs such as food security, nutritional assistance, and strengthening village cooperatives. The last impact is the influence of politics on program sustainability. The Regional Representative Council of the Republic of Indonesia, through its Committee, also traced cases and continued to negotiate contracts in order to maintain the stability of village program implementation.

This research shows that the unilateral termination of professional village companion (TPP) employment rights has consequences that can affect the effectiveness of village empowerment programs. Based on the findings, the main causes of layoffs are budget

efficiency and bureaucratic politics. Meanwhile, the impacts include decreased work motivation, weakened organizational commitment, and disruption of village programs in various regions.

The Public Service Motivation (PSM) theory proposed by (Perry et al., 2022) is also related to the findings of this study. Many Professional Assistants (TPP) are highly dedicated to their work because of intrinsic motivation to serve the community, such as altruism and social commitment. However, these public service values are disrupted when PSAs face job uncertainty due to unilateral termination of employment. As explained by Robbins and Judge (2009), this condition leads to a decline in organizational commitment and job satisfaction. Ultimately, this has an impact on the quality of assistance and program performance at the village level.

The results of Grund and Thommes (2017) and Jung and Moon (2024) show that policy uncertainty and unfair treatment in public organizations can have a negative impact on service motivation and employee engagement. The Theory of Justice, proposed by (Adams, 1963), can also help explain the results of this study. The imbalance in perceptions of TPP fairness is caused by unilateral termination of employment. When the time, contributions, and sacrifices that have been given are not commensurate with the treatment received, feelings of unfairness arise, causing stress and dissatisfaction in the workplace. Because it disrupts the psychological relationship between empowerment institutions and village facilitators, this injustice is not only individual but also systemic.

This decline in work motivation is in line with these findings. Therefore, unilateral termination of employment not only has an impact on employment but also undermines the values of public service that have been the basis of the village empowerment program. As emphasized by (Colquitt et al., 2015), persistent perceptions of injustice can lead to a decline in worker commitment and an increased desire to leave the company. The conditions in village assistance have led to protests, conflicts, and social and political pressure. These conditions disturb those affected by layoffs and disrupt the sustainability and stability of village development programs. As a result, trust in the village and central governments may decline. Ultimately, this will cause village empowerment policies to become less effective.

Conclusion

The results of this study conclude that the dismissal of professional assistants (TPP) has a significant impact on the sustainability of village empowerment programs. This impact not only affects working relationships, but also has complex social and institutional

consequences. The dismissal was driven by considerations of bureaucratic and budgetary efficiency, in line with the New Public Management (NPM) paradigm, but its implementation ignored the principles of fairness and performance orientation that form the basis of public human resource management. If the performance appraisal system is not based on objective indicators, as promoted in performance-based human resource management (PBHRM), the legitimacy of the policy weakens and leads to a breach of the psychological contract between the government and TPP. This results in decreased motivation among civil servants (PSM). This is further exacerbated by the emergence of perceptions of injustice, as described in justice theory, which leads to a decline in job satisfaction, commitment to the organization, and the stability of village support institutions. From a scientific point of view, this study fills a gap in the literature to expand studies on human resource management in the public sector. In practice, the results of this study provide a basis for the Ministry of Villages, Disadvantaged Regions, and Transmigration to formulate dismissal policies that are more transparent in terms of performance evaluation and legal protection in accordance with the values of social justice.

For further research, it is recommended to conduct field studies with in-depth interviews with TPPs in various regions to support conclusions about the psychological and institutional impacts of dismissal policies. It is also recommended to make comparisons between several regions to measure the consistency of the application of human resource management principles in the public sector to support the sustainability of village development programs.

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