

Legality Payment Wages Lecturers Under Minimum Wage in Indonesian Labor Law Perspective

Rahmat Aripin¹, Ardyan², Rezi Tri Putri³

^{1,2,3}Program Studi Ilmu Hukum, Universitas Islam Sumatera Barat, Indonesia

email: rahmataripinaripin@gmail.com¹, ardyan.sh.mh@gmail.com², rezitriputri0209@gmail.com³

*)Corresponding Author: rahmataripinaripin@gmail.com

DOI: <https://doi.org/10.55299/jsh.v5i2.2033>

Article history: Received July 19, 2026: Revised August 08, 2026: Accepted August 19, 2026

ABSTRACT

The payment of salaries to permanent lecturers below the Provincial Minimum Wage (UMP) or Regency/City Minimum Wage (UMK) at private universities remains a problem, creating legal uncertainty regarding the protection of lecturers' rights. This study aims to analyze the legality of paying lecturers' salaries below the minimum wage from the perspective of Indonesian labor law. The study employed a normative legal method with a statutory and conceptual approach. Data were obtained through a qualitative literature review of laws and regulations, literature, and scientific journals. The results indicate that the relationship between permanent lecturers and private universities constitutes an employment relationship that fulfills the elements of work, wages, and orders and is therefore subject to labor law provisions. The freedom to set salaries under the Teachers and Lecturers Law does not override the obligation to comply with the minimum wage provisions as a coercive norm. Therefore, paying salaries below the minimum wage contradicts the principles of labor protection, legal certainty, and the objectives of higher education. Therefore, wage policies must be adjusted to comply with applicable legal provisions.

Keywords: Permanent Lecturers, Minimum Wage, Labor Law, Private Universities, Legal Protection.

INTRODUCTION

Higher education is one of the main pillars of the development of quality human beings. Success organization education tall No let go from role lecturer as power professionals who have task *transform*, develop and disseminate knowledge knowledge, technology, as well art through implementation of the Tri Dharma of Higher Education which includes education, research, and community service to public (Fathurrahman 2019). In the task of operating, lecturers uses their own competence *pedagogical*, *professional*, *personality*, and social skills to produce qualified and empowered graduates who are competitive (Yahya and Hidayati 2015). Therefore, the state provides a confession to professional lecturers through arrangement in Constitution Number 14 of 2005 concerning Teachers and Lecturers, which places lecturers as power professionals at a time, guaranteeing rights inherent in the profession, including the right to receive a decent income in accordance with performance work, responsibility, and burden the tasks carried out (Peraturan 2005).

Right on decent income is part of the right of every working citizen. Article 27 paragraph (2) of the 1945 Constitution of the Republic of Indonesia affirms that every citizen has the right to decent work and livelihood for humanity. This is then reinforced by Article 28D, paragraph (2) of the 1945 Constitution, which states that everyone has the right to work as well as receive fair and decent rewards and treatment in connection with work. Constitutional norms become the basis for the country to form various regulations that guarantee protection to workers, including system wages. Thus, wages are viewed as a connection between civil law and work and

workers, but also constitute a form of state protection against the basic rights of human beings in the field of employment (Republik 1974).

In the Indonesian employment system, wage protection is realized through policy determination of the minimum wage, which aims to ensure that every worker gets a capable income to fulfil their needs for a decent living. Provisions (Pamungkas 2016). about current minimum wage This is arranged in Constitution Number 6 of 2023 concerning Determination Regulation Government Replacement Constitution Number 2 of 2022 concerning Creation Work become Constitution along with regulation the implementer, especially Regulation Government Number 36 of 2021 concerning Wages as has changed with Regulation Government Number 51 of 2023 (Database 2023). Regulation confirms that the governor sets the minimum wage as net safety for workers, so that giver work in principle forbidden pay wages lower than the minimum wage that has been determined. Thus, the minimum wage is a norm law of a legal nature forcing (*dwingend law*) and is mandatory for everyone who gives work (Juliani and Adha 2025).

Although, in practice, the organization of education is high, especially in tall private universities, the phenomenon of payment of lecturers' wages below the Provincial Minimum Wage (UMP) and district/city minimum wage (UMK) is still found. These conditions generally occurred in the college tall private sector that has limitations on source financing, a relatively small number of young students, or depends on income from tuition fees as the main operational source. No A little foundation organizer college height that determines policy wages based on ability financial institutions without notice provision about minimum wage that has been set by the government. In a number of cases, lecturers still only accept wages far below the standard minimum wage, whereas the lack of expected income can be filled through honor teaching, research incentives, or other allowances of a nature No still. Practice the cause problem law about whether system wages the has in accordance with provision regulation applicable laws and regulations.

Problem the becomes more interesting because of the dualism arrangement to position lecturers. On the one hand, lecturers are power-regulated professionals in Constitution Number 14 of 2005 concerning Teachers and Lecturers as well as Constitution Number 12 of 2012 concerning Higher Education On the other hand (Peraturan 2005), the relationship between permanent lectures and private college is essentially a work connection-that contains elements of work, wages, and orders as intended in employment law. With existence connection Work In additio, lecturers are also eligible workers who are protected by the law on normative rights, including the right to a minimum wage (Database 2023). However, in practice, there is an assumption that lecturerd are different from workers in the industrial sector, so the provision about minimum wage is not always implemented in a way that is fair to lecturers who work at universities in the private sector. Difference perception the cause uncertainty law in implementation provision wages for lecturer (Mahardian 2019).

On the other hand, some colleges reasonably agree that lecturers have the same salary set through an agreement at the time of being first hired as fixed-term lecturers. Based on the reasons stated, college tall considers that giving underpaid minimum wage is a consequence of the existence of agreement between the second split parties (Amalia, Turnip, and Saputra 2025). Argumentation thus needs to be reviewed to carry on remembering that the principle of freedom of contract, as arranged in Article 1338 of the Civil Code, is not an absolute principle (MA 2026). The freedom of the parties to determine the content of the agreement is limited by provisions, regulations, legislation, general orders, and morality. Therefore, if the content agreement contradicts the provisions of a legal force, the clause can be stated as null and void. In this context, it is important to study whether the agreement about payment of lecturers below the minimum wage can be justified according to the law or is precisely contradictory to the principle of protection of workers in Indonesian employment (Santoso and T 2012).

Besides causing problems with the certainty of law, paying lecturers below the minimum wage also impacts the quality of education in the organization. Low-level welfare lecturers' potential influences include work motivation, productivity research, quality learning, and devotion to society. No A little lecturers who must look for work additional outside campus to fulfil their needs, so that focus on the implementation of the Tri Dharma of Higher Education becomes reduced. In terms of length, the condition can impact the decline in the quality of education as well as hinder the achievement of objective development nationally in the field of education. Thus, the problem of lecturer wages is not only related to the aspect of industrial relations, but also has implications for the quality of education national (Mahardian 2019).

If reviewed From the perspective of the theory of protection of law, the state has an obligation to ensure the fulfillment of workers' rights through the formation of regulations that provide certainty of laws and mechanisms for effective law enforcement. The protection law for workers aims to create a balance between workers and employers, which is often an uncomfortable position balanced (Hunaeni and Kirana 2016). In the context of the connection between lecturers and universities, the private sector, and position bid lecturers, the work is often weaker than that of the foundation as an educational organizer. The part-time lecturers still accept the magnitude of salary that has been set, although its value is under the standard minimum wage, because they are worried about losing their work or not getting a chance to develop their academic career. Thus, the importance of the state's presence through instrument law employment is shown to protect the rights of normative lecturers.

Reviewed from theory certainty Gustav Radbruch's law, law must capable realize three fundamental values, namely certainty law (*rechtssicherheit*), justice (*gerechtigkeit*), and expediency (*zweckmäßigkeit*) (M. Muslih 2013). The practice of lecturers accepting payment below the minimum wage shows the existence of a mismatch between the law and practice in the field. From the aspect of certainty law, practice the cause question about effectiveness implementation provision wages in the education sector tall private sector. From the aspect of justice, lecturers who carry out their professional tasks with high academic burden do not get commensurate reward with minimum standards that have been determined by the state. From the aspect of usefulness, low welfare lecturer potential reduces the quality of organization education, which ultimately harms the public as a recipient of service education (Saputra 2020).

Studies on the protection law for lecturers have been conducted, but a large part focuses on aspects of certification lecturers, welfare profession, development career academic, as well as implementation Teachers and Lecturers Law, such as research conducted by Muhammad Catur Risky and friends on "Implementasi Undang-Undang Nomor 14 Tahun 2005 Tentang Guru dan Dosen terhadap Kesejahteraan Dosen Profesional di Universitas Sunan Giri Surabaya" (Muchammad Catur Rizky et al. 2022). Research conducted by Masayu Indigo Juwita and friends did) research "Implementasi Kebijakan Sertifikasi Dosen Dalam Meningkatkan Kinerja Dosen" (Nila, Purnomo, and Handayani 2023). Research that specifically examines the legality of special study lectures' payment, including whether they are receiving the minimum wage at private colleges, from the validity Constitution Number 6 of 2023 and amendments regulations wages through Regulation Government Number 51 of 2023, is still relatively limited. In fact, changes in regulations bring consequences to system wages national needs analyzed its implementation in the education sector.

Based on the description mentioned, there is a gap between the norm of mandatory law that requires work pay wages to be at least as big as the minimum wage, and the practices that still exist, which show the existence of payment of wages to lecturers that are below the standard mentioned in a number of private sector colleges. This causes problems regarding the position of law lecturers as workers, the legitimacy of policy wages applied by universities in the private sector, and the protection laws that can be given to lecturers if their right to a minimum wage is not fulfilled. This research is important for analysing the legality of the payment of wages to lecturers below the minimum wage in private colleges from the perspective of Indonesian employment, so that can contribute to the theoretical development of knowledge of employment law and become a recommendation for the government, foundation organizers of high education, and private colleges to realize a wage system that provides legal certainty, justice, and utility for lecturers as professionals.

RESEARCH METHODS

Researchers using qualitative research strategies (Tamaulina Br. Sembiring *et al.*, 2023) with analyze and collect data from sources scientifically reliable research This use method qualitative with approach Literature review. Data were sourced from the *Google Scholar* database, selected through the *Publish or Perish*. The collected data were analyzed using the framework of *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA).

The PRISMA approach is widely used to conduct systematic reviews of relevant literature to analyze and synthesize findings of existing research. In this study, the framework of PRISMA provides clear and structured procedures for identifying, selecting, and evaluating related literature on the legality of the policy of Payment of Wages of Lecturers Under Minimum Wage in Indonesian Employment Law Perspectives.

The data collection process was systematically carried out in several stages. First, the literature was identified and selected by searching for studies relevant to Payment Wages Lecturers Under Minimum Wage in Employment Law Perspective Indonesia in various academic databases and related publications.

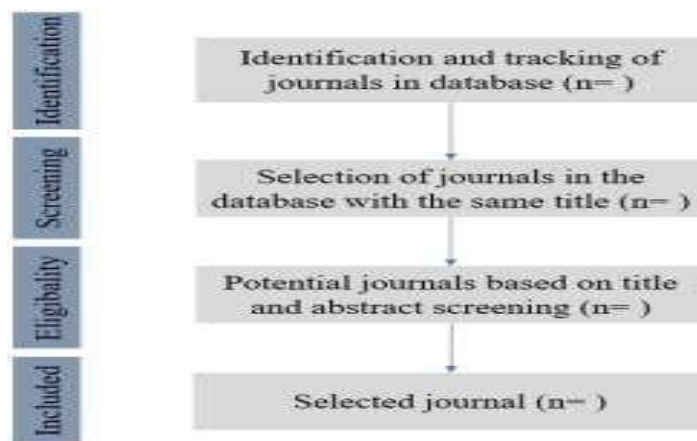


Figure 1. PRISMA Flow Diagram Procedure Chart
Source: (Bahri, 2023; Bahri et al., 2022; Shahab et al., (2021)

Inclusion and exclusion criteria were implemented to ensure that the selected articles were relevant, credible, and of adequate quality. Second, filtering and data extraction were performed. After the selection process, relevant information was extracted from the included studies. Extracted data covered information about legality Payment Wages Lecturers Under Minimum Wage in the Indonesian Labor Law Perspective. Following the PRISMA-P approach, the data selection process was carried out in four stages. First, the database was searched using the keywords Indonesian " Legality" Policy Wages Lecturer " and " Employment Law ". Second, the articles found were filtered, where duplicates and similar records were deleted. Third, the eligibility of the articles was assessed by filtering the titles and abstracts. Fourth, the stage inclusion end was completed by excluding articles based on three criteria: (1) not categorized as an article journal, (2) no availability of complete text, and (3) not relevant to the focus study.

RESULTS AND DISCUSSION

Payment wages lecturer stay down Provincial Minimum Wage (UMP) or District/City Minimum Wage (UMK) is problem increasingly strict laws get attention in system Indonesian employment. The phenomenon of the Lots is found in tall private universities (PTS), especially those that have financial limitations or a small number of students. Although thus, the reason limitations finance institution education No can made into base For put aside right normative lecturer as workers guaranteed by law (Amalia et al. 2025).

In the perspective of Indonesian employment law, lecturers in private colleges (PTS) have legal positions as workers who weave connections with the giver of work, namely, the foundation or organizing body of the college (Database 2023). Connection law is born through an agreement on the work done between a lecturer and a high education organizer and fulfills the elements of connection work as known in employmen law, namely existence work, existence wages, and *the existence of command (command)*. The third element is the indicator that differentiates connection work from other connection laws. If the third element is fulfilled, then the juridical connection between permanent lectures and foundations is not only viewed as an academic connection, but also as an industrial relationship subject to employment law provisions (Mahardian 2019).

Element work reflected from obligation lecturer to carry out professional tasks in accordance with provision regulation legislation and contracts agreed work. Tasks the No only in the form of activity teaching in class, but also implementing research, community service to community, guiding students, composing device learning, doing publication scientific, following activity academic, as well as carry out tasks extras provided by the college high(Peraturan 2005). Overall task is the implementation of the Three Pillars of College that became

the obligation of every lecturer. Thus, lecturers still give energy, mind, expertise, and competence professionalism to college tall as form implementation jobs that have mark economical.

Element wages seen from existence obligation organizer college tall For give reward to lecturer on work that has been implemented. Rewards can be in the form of wages principal, allowance fixed, allowance position academic, honorarium, and form income others given based on agreement Work or internal university regulations high (JDIH BPK 2024). In law employment, existence wages are a logical consequence of the existence of a connection between Work Because worker, who is entitled to receive income as compensation for the energy and expertise provided to the giver of work(Database 2023). Because of that that, giving wages to lecturer No is a form of voluntary award from the foundation, but rather is a right mandatory normative filled in accordance with provision regulation legislation.

Unsur order reflected from existence authority college tall or foundation to regulate, supervise, and control implementation work lecturer. Lecturers are required to comply with various academic and administrative policies determined by the university, such as the burden of work (BKD), lecture schedules, presence obligations, research targets, publication obligations, performance report compilation, and implementation of accreditation and quality assurance activities (Azfirmawarman, Adnan, and Khaidir 2024).College height also has authority to evaluate performance, set distribution of eye lectures, assign additional tasks, and drop sanctions if lecturers violate applicable provisions. Connection *sub ordination* this is what shows the existence of element order as intended in the draft connection Work according to law employment(Azfirmawarman et al. 2024).

The third element fulfilled is that the connection law between the lecturer and the foundation organizer of the college is a connection that works in a legal sense. Consequently, lecturers are not only positioned as powerful professionals in the field of education but also as workers who earn protection under the law based on the national employment system. Protection of the covering right on decent wages, guarantees social employment, time work and time rest, protection safety and health work, rights leave, protection to termination connection work, and mechanism settlement dispute industrial relations if a dispute occurs between lecturer and giver Work(Wibowo 2023).

Position lecturer as worker No remove his status as power professional as arranged in Constitution Number 14 of 2005 concerning Teachers and Lecturers (JDIH BPK, 2024). On the other hand, both laws completely protect the lecturer. Teachers and Lecturers Law arranges aspects such as profession, competence, academic qualification, rights and obligations of lecturers, academic position level, and career development of lecturers. Meanwhile, Law Number 13 of 2003 concerning Employment has changed through Constitution Number 6 of 2023, which regulates aspects of work connection, wages, protection of workers' rights, social guarantes, and settlement of industrial relations disputes. Thus, both regulations must be understood in a complementary manner and not disputed (Database 2023).

The arrangement of the right lecturer on income also shows the existence of relatedness close to the second law. Article 51 of Law Number 14 of 2005 confirms that lecturers are entitled to an income above the minimum living requirement and guaranteed social welfare (Peraturan 2005). Provisions This shows that the former Constitution paid special attention to welfare lecturers as part of the effort to increase quality education nationally. However, the law does not arrange details about the mechanism for determining the magnitude of wages and minimum wage standards for lectures in private colleges. Empty arrangement the Then filled by law employment regulations about policy wages national, including obligation giver Work For fulfil standard minimum wage set by the government(Database 2023).

Thus, the provisions about fixed minimum wages valid for connection Work between permanent lectures and tall private college throughout fulfil characteristics connection Work according to law employment. This means that freedom of college affects the determination of wage magnitude through Work no agreement. The nature of the agreement is not absolute because employment norms must still notice norms employment of a nature force (*mandatory rules*)(Santoso and T 2012). Agreement Work No can be made into a base to reduce or remove right normative workers who are guaranteed by law. Therefore, if there is an agreement to determine the wages of lecturers under the minimum wage (UMP), it could potentially contradict the applicable law provisions.

This is also reinforced by the attitude of the government in the testing process of the Law on Teachers and Lecturers in the Constitutional Court. In the statement, the Government confirms the rights of non-civil servant

lecturers who work at universities in the private sector, including income rights, subject to the provisions of applicable employment laws (RI 2026). Affirmation has an important meaning because it shows that the state does not look at lecturers in private colleges solely as academic professionals, but also as workers who earn protection under the law as workers in other sectors. Thus, the right to wages guarantees social protection, connection work, and mechanism settlement dispute employment still valid for lecturers staying in the environment college tall private.

From the perspective of principle protection power work, recognition of lecturers as workers is the implementation of the function of the state in creating fair and balanced industrial relations. Connection work basically No put workers and employers Work in equal position Because giver Work own power better economy big compared to workers (Database 2023). Therefore, the state is present through various provisions of employment law to ensure that workers do not experience exploitation, including through policy minimum wage, guarantee social, protection to termination connection work and rights for fair treatment. Protection also applies to lecturers staying at college tall private without differentiating the characteristics of institutions as institutions operating in the field of education.

If associated with problem payment wages lecturers below minimum wage (UMP), then confession to lecturer as worker own implications very important law. College tall private No can reasonable that the status of lecturer as power professional cause provision minimum wage no applies. On the contrary, because the connection that occurs is a connection work, then all provisions about wages in law employment must be obeyed. Thus, every policy payroll that places lecturers still accepts wages below potential minimum standards, contradictory to principle protection power work, principles certainty law, as well as objective formation law] Indonesian employment for realizing welfare workers and their families.

In a normative way, provisions about the minimum wage are state protection against workers to obtain a decent income to fulfil their needs. Terms This nature *mandatory rules* or mandatory rules so that No can set aside through the agreement of the parties. This means that even if a lecturer has signed an agreement stating that they are willing to accept underpaid minimum wage, the clause is not valid and immediately becomes illegitimate according to the law because it contradicts the provision regulation legislation of a legal nature.

The principle is in line with the principle of protection of power work that becomes the base formation law of Indonesian employment. Relationship work basically No put workers and employers work in a balanced position. Workers are generally in a better position to be weak so that the state is present through the policy of minimum wage to prevent exploitation of the working class. Thus, the existence of a minimum wage is a mandatory minimum limit fulfilled by every giver Work without seeing the type of business, including educational institutions in the private sector employing lecturers.

From the perspective of law education, Law Number 14 of 2005 concerning Teachers and Lecturers places lecturers as power professionals who have a strategic role in the organization of higher education, the development of knowledge, technology, and art, as well as the formation of the source of human power. As a power professional, the lecturer not only operates function teaching but also has not quite enough answer for carrying out research and community service to the public, as realized in the implementation of the Three Pillars College. Therefore, the state provides a guarantee law to protect the rights of lecturers, including the right to a decent income as a form of award for their profession and contribution to enlightening the nation.

Guarantee the in a way firm arranged in Article 51 of the Law Number 14 of 2005, which states that lecturers are entitled to get income above need minimum living and get guarantee welfare social. This shows that welfare lecturers are part of the national education system. The Constitution recognizes that the quality of educational organizations is greatly influenced by the quality and well-being of the educators. Lecturers who receive decent income will own more opportunities Good For develop competence academic, improve productivity research, produce publication scientific, as well as provide optimal education service to students. Thus, the arrangement about right on income No solely aims to protect the economy of lecturers but also becomes an instrument of law to increase the quality of education in a sustainable way.

Furthermore, Article 52 of Law Number 14 of 2005 states that lecturers appointed by universities with a high level of organization by the community receive wages based on a work agreement or a collaborative work agreement. This gives room for college tall private and lecturers to compile connections in accordance with the

characteristics of the respective institutions (Peraturan 2005). However Thus, the existence of the Work No Agreement can be understood as giving absolute freedom to the college organizer to determine the magnitude of wages without notice of the applicable law. In perspective law education, autonomy college tall in manage source Power man must still implemented in corridor regulation legislation as well as principles of governance college good university governance, namely accountability, transparency, justice, and certainty law(Liviawati and Gusmarila Eka Putri 2024).

The phrase " based on agreement work " must be interpreted as an mechanism *administrative* in the connection of work between lecturers and high collegeorganizaers, not as a base for reducing or removing normative lecturer rights. The Agreement Work only arranges the technical aspects of the rights and obligations of the parties, whereas substance rights that have been guaranteed by regulations legislation must still be fulfilled(Santoso and T 2012). In other words, the freedom of the parties to determine the content of the work agreement is limited by the norms of the law of a legal nature, including provisions about the standard minimum wage in law employment.

Based on the perspective of high educational organizations, providing decent salaries to lecturers is also part of the college's obligation to ensure quality education. Law Number 12 of 2012 concerning Higher Education emphasizes that organization education must improve quality, professionalism, and sustainability. Goals the No will achieved if lecturer as actor main in the academic process No get adequate welfare. Low lecturer welfare potentially lowers work motivation, quality learning, research productivity, and devotion to society, ultimately impacting the quality of graduates and the college's power competition (BPK, 2012).

Thus, the provisions of Article 51 and Article 52 of the Teachers and Lecturers Law must be understood systematically together with the provisions of employment law and high education law (Peraturan 2005). Rights lecturer on decent income is part of the protection profession at a time instrument to ensure implementation of high-qualityeducation . Therefore, the determination of lecturer wages through the work agreement No. may contradict the minimum wage standards set by the state. Each policy wage resulting in lecturers still accepting underpaid minimum wages not only potentially violates the employment law provision, but is also contradictory to the objective of law education that requires realizing the power of professional, prosperous, and capable educators to aptimally organize the Three Pillars of Higher Education (Sudjana 2019).

The latest development also shows that the issue of paying lecturers below the minimum wage has becomea a national concern. Even has submitted application testing Law on Teachers and Lecturers in Court Constitution so that there is affirmation that the main number of lecturers must be equivalent to the applicable minimum wage. Application the appear Because Still Lots lecturers, especially in universities tall private sector, which receives underpaid minimum standards even though has carry out task professional as educators (RI 2026).

CONCLUSION

Payment of lecturers's wages is below the Provincial Minimum Wage (UMP) or district/city minimum wage (UMK) at private universities. In principle, there is no legality if the connection between lecturers and college organizers fulfils the element of connection work as arranged in Indonesian employment law. Lecturers, besides being domiciled as power professionals based on Constitution Number 14 of 2005 concerning Teachers and Lecturers, are also workers who earn protection based on Constitution Number 13 of 2003 concerning Employment, which has changed with Constitution Number 6 of 2023 and regulation the implementer. Therefore, policy wages that determine underpaid minimum wages cannot be justified, although they are based on the agreement of work or reason limitations of financial ability, because the provision about the minimum wage is the norm of a legal nature force. In addition to contradicting law employment, practice is also not in line with objective law education that requires professional, prosperous, and capable lecturers to optimally carry out the Three Pillars of Higher Education to improve the quality of education in Indonesia.

REFERENCES

Amalia, Apri, Johannes Mangapul Turnip, and Jarnawi Hadi Saputra. 2025. "Legal Review of the Practice of Paying Lecturers Below Minimum Standards in Private Higher Education Employment Contracts." *Legal*

- Brief 14(3):633–44. doi:<https://doi.org/10.35335/legal.v14i3.1362>.
- Azfirmawarman, Dony, M. Fachri Adnan, and Afriva Khaidir. 2024. "Kemerdekaan Dosen Dalam Beban Kerja Dan Karir: Konsep Tata Kelola Institusi Dan Reformasi Administrasi Di Perguruan Tinggi." *Jurnal Ilmiah Ilmu Administrasi* 14(1):38–47. doi:10.33592/jiia.v14i1.4651.
- BPK, JDIH. 2012. "Undang-Undang Nomor 12 Tahun 2012 Tentang Pendidikan Tinggi." <https://peraturan.bpk.go.id/Details/39063/uu-no-12-tahun-2012>.
- Database, JDIH BPK Peraturan. 2023. "Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 Tentang Cipta Kerja Menjadi Undang-Undang." (176733). <https://peraturan.bpk.go.id/Details/246523/uu-no-6-tahun-2023>.
- Fathurrahman, Abid Muhtarom. 2019. "Pengaruh Pembinaan Tri Dharma Perguruan Tinggi Terhadap." *Ilmu Pendidikan Jurnal Kajian Teori Dan Praktik Kependidikan* 4(1):45–48. doi:<http://dx.doi.org/10.17977/um027v4i12019p045>.
- Hunaeni, Ahmad, and Tan Kirana. 2016. "Perlindungan Hukum Terhadap Pekerja Disabilitas Dalam Pelaksanaan Hubungan Industrial." *Padjajaran Journal Of Law* 3(2):407–27. doi:<https://doi.org/10.22304/pjih.v3n2.a10>.
- JDIH BPK, Peraturan Database. 2024. "Peraturan Menteri Pendidikan, Kebudayaan, Riset, Dan Teknologi Republik Indonesia Nomor 44 Tahun 2024 Tentang Profesi, Karier, Dan Penghasilan Dosen Dengan." *Journal of Applied Linguistics and Literature* 1(1):4–6.
- Juliani, Wahyuni, and Lalu Hadi Adha. 2025. "Tinjauan Yuridis Ketentuan Upah Minimum Bagi Pekerja Atau Buruh Menurut Permenaker Nomor 18 Tahun 2022 Tentang Penetapan Upah Minimum Tahun 2023 Juridical Analysis Of Minimum Wage Provisions As An Effo." *Jurnal Private Law* 5(1). doi:<https://doi.org/10.29303/prlw.v5i1.5018>.
- Liviawati, and Gusmarila Eka Putri. 2024. "Pengaruh Good University Governance Dan Kompetensi Dosen Terhadap Kinerja Organisasi (Suatu Studi Pada Fakultas Ekonomi Dan Bisnis Perguruan Tinggi Swasta Di Kota Pekanbaru)." *Jurnal Ilmiah Ekonomi Dan Bisnis* 21(2):320–29. doi:<https://doi.org/10.31849/jieb.v21i2.17897>.
- M.Muslih. 2013. "Negara Hukum Indonesia Dalam Perspektif Teori Hukum Gustav Radbruch." *Legalitas:Jurnal Hukum* IV(1):130–52. doi:<http://dx.doi.org/10.33087/legalitas.v4i1.117>.
- MA, JDIH. 2026. "Kitab Undang-Undang Hukum Perdata." 7(14). <https://jdih.mahkamahagung.go.id/legal-product/kitab-undang-undang-hukum-perdata/detail>.
- Mahardian, AlbiAchmad Rifqi Nizam. 2019. "Tinjauan Yuridis Mengenai Aturan Hukum Pemutusan Hubungan Kerja Terhadap Dosen Perguruan Tinggi Swasta." *Perspektif Hukum* 19(2). doi:<https://doi.org/10.30649/ph.v19i2.121>.
- Muchammad Catur Rizky, Rohman Hakim, Miftakhul Anam, Moch Nur Alim, and Wahyu Suhartatik. 2022. "Implementasi Undang-Undang Nomor 14 Tahun 2005 Tentang Guru Dan Dosen Terhadap Kesejahteraan Dosen Profesional Di Universitas Sunan Giri Surabaya." *Jurnal Kolaboratif Sains* 5(8):561–69. doi:10.56338/jks.v5i8.2734.
- Nila, Masayu, Agus Purnomo, and Agustuti Handayani. 2023. "Implementasi Kebijakan Sertifikasi Dosen Dalam Meningkatkan Kinerja Dosen." *E-JKPP* 9(1):19. doi:10.36448/ejkpp.v9i1.3111.
- Pamungkas, Setyo. 2016. "Diskresi Dalam Penetapan Upah Minimum Oleh Gubernur." *Refleksi Hukum: Jurnal Ilmu Hukum* 1(1):61. doi:10.24246/jrh.2016.v1.i1.p61-79.
- Peraturan, JDIH BPK Databasee. 2005. "Undang-Undang Republik Indonesia Nomor 14 Tahun 2005 Tentang Guru Dan Dosen." <https://peraturan.bpk.go.id/Details/40266/uu-no-14-tahun-2005>.
- Republik, Mahkamah Konstitusi. 1974. "Undang-Undang Republik Indonesia Nomor 16 Tahun 2019." (006265).
- RI, Mahkamah Konstitusi. 2026a. "Emerintah: Komponen Gaji Dosen Non-PNS Berpedoman Pada Peraturan Perundang-Undangan Bidang Ketenagakerjaan." <https://www.mkri.id/berita/pemerintah-komponen-gaji-dosen-non-pns-berpedoman-pada-peraturan-perundang-undangan-bidang-ketenagakerjaan-24666>
- RI, Mahkamah Konstitusi. 2026b. "Ketidakjelasan Standar Minimum Gaji Ancam Kesejahteraan Dosen Dan Kualitas Pendidikan Tinggi." 4.
- Santoso, Budi, and Ratih Dheviana Puru H. T. 2012. "Eksistensi Asas Kebebasan Berkontrak Dalam Perjanjian Kerja." *Arena Hukum* 6 Nomor 3,(3):201–9. doi:<https://doi.org/10.21776/ub.arenahukum.2012.00503.6>.

- Saputra, Yudha Nata. 2020. "Pengaruh Kepemimpinan, Motivasi, Dan Kompensasi Terhadap Kinerja Dosen." *EDUKASI: Jurnal Penelitian Pendidikan Agama Dan Keagamaan* 18(1):118–35. doi:10.32729/edukasi.v18i1.603.
- Sudjana. 2019. "Jaminan Perlindungan Hukum Sebagai Prinsip Profesionalitas Dosen Dalam Pengembangan Ilmu Pengetahuan Dan Teknologi." *Jurnal Bina Mulia Hukum* 3(2). doi:10.23920/jbmh.v3n2.12.
- Tamaulina Br. Sembiring, Irmawati, Muhammad Sabir, S. Indra Tjahyadi. 2023. *Buku Ajar Metodologi Penelitian (Teori Dan Praktik)*. Cetakan Pe. Karawang Barat: CV Saba Jaya Publisher.
- Wibowo, Richard Jatimulya Alam. 2023. "Urgensi Pembaharuan Hukum Ketenagakerjaan Indonesia Untuk Mengakomodasi Perlindungan Hubungan Kemitraan." *Jurnal Ketenagakerjaan* 18(2):109–23. doi:10.47198/jnaker.v18i2.211.
- Yahya, Zamharil, and Fitri Hidayati. 2015. "Analisis Kompetensi Terhadap Penilaian Kinerja Dosen (Studi Kasus Dosen UIN Sultan Syarif Kasim Riau)." *Kutubkhanah: Jurnal Penelitian Sosial Keagamaan* 17(1):104–26. doi:<https://doi.org/10.24014/kutubkhanah.v17i1.812>.