

## **The Role of Trade Unions in Protecting Employees' Rights Based on Collective Labor Agreements Based on Pancasila Values**

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**ABSTRACT;** Employee rights protection constitutes a fundamental aspect of a fair industrial relations system. Labor unions play a strategic role as collective representatives in balancing the position of workers and employers. However, in practice, the effectiveness of such protection is often influenced by legal awareness and the utilization of collective mechanisms. This study aims to analyze the role of labor unions in protecting employee rights, examine the effectiveness of Collective Labor Agreements (CLA), and identify challenges and strengthening strategies at PT Steel Center Indonesia. This research applies a normative juridical method combined with an empirical approach based on organizational experience. The results indicate that labor unions function not only as advocacy institutions but also as preventive actors through education, supervision, and industrial communication. However, challenges remain, including low legal awareness and individualistic approaches to dispute resolution. Therefore, strengthening strategies through legal education, CLA optimization, and reinforcement of Pancasila-based industrial relations are necessary. This study contributes to the development of labor law by integrating legal norms, collective mechanisms, and socio-cultural values.

**Keywords:** *Labor Union; Employee Rights Protection; Collective Labor Agreement (CLA); Pancasila Values*

### **INTRODUCTION**

Protection of workers is an integral part of the labor law system, which is based on the principle of social justice as guaranteed in the 1945 Constitution of the Republic of Indonesia. In this constitutional provision, the state affirms that every citizen has the right to decent work and a decent living, as well as fair treatment in employment relations. Therefore, employment relations are not only understood as a contractual relationship between workers and employers, but also as a social relationship that is full of dimensions of protection for parties who are structurally

in a weaker position, namely workers.<sup>1</sup>

In industrial relations practices, the unequal bargaining power between workers and employers is an unavoidable reality. Employers, as capital owners, control production resources, while workers depend on their jobs for their livelihood. This inequality has the potential to lead to violations of workers' rights if not balanced by effective protection mechanisms, both through legal instruments and institutions. In this context, labor law functions not only as a regulatory tool but also as a protective instrument aimed at creating balance in employment relations.<sup>2</sup>

One institutional instrument that plays a strategic role in protecting workers' rights is the labor union. In Indonesia's industrial relations system, labor unions are a manifestation of the right to freedom of association, as guaranteed by Law Number 21 of 2000 concerning Workers' Unions/Labor Unions. The existence of labor unions allows workers to collectively fight for their rights and interests, thereby balancing their bargaining position with employers. From the perspective of industrial relations theory put forward by John T. Dunlop, labor unions are one of the main actors in the industrial relations system, playing a role in creating a balance of interests through mechanisms of social dialogue and collective bargaining.<sup>3</sup>

Besides labor unions, another important instrument in industrial relations is the Collective Labor Agreement (CLA), which is the result of negotiations between labor unions and employers and is legally binding on both parties. The CLA serves as an operational guideline for regulating workers' rights and obligations and serves as a basis for resolving industrial relations disputes. However, in practice, the effectiveness of a CLA is determined not only by its normative existence but also by the level of workers' understanding and legal awareness of its content and implementation. The effectiveness of a legal norm is not solely determined by its regulatory aspects but is also greatly influenced by the level of legal awareness and active participation of legal subjects in implementing the norm in practice.<sup>4</sup>

Legal awareness is a determining factor in bridging the gap between law as *das sollen* (what should be) and law as *das sein* (what happens in reality), so that without legal awareness, legal norms tend to be ineffective in providing optimal protection.<sup>5</sup>

Based on industrial relations at the company level, low levels of worker legal awareness are often a major obstacle to optimizing employee rights protection. Workers who do not understand their rights and obligations tend not to utilize available protection mechanisms, including the role of labor unions and the

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<sup>1</sup> Soepomo, *Pengantar Hukum Perburuhan* (Jakarta: Djambatan, 2009), hlm. 12.

<sup>2</sup> Asri Wijayanti, 2016, *Hukum Ketenagakerjaan Pasca Reformasi* (Jakarta: Sinar Grafika.), hlm. 45.

<sup>3</sup> John T. Dunlop, *Industrial Relations Systems* (Boston: Harvard Business School Press, 1993), hlm. 23.

<sup>4</sup> Sari, Y. D. P., & Irawati, A. C. (2025). Business Judgement Rule dalam UU BUMN 2025: Payung Hukum atau Celah Impunitas?. *J-CEKI: Jurnal Cendekia Ilmiah*, 5(1), hlm. 1947-1957.

<sup>5</sup> Riyadi, S., & Irawati, A. C. (2025). Studi Yuridis tentang Perlindungan Hak Asasi Manusia (HAM) dan Kepastian Hukum dalam Penyelesaian Sengketa Ketenagakerjaan. *Iuris Studia: Jurnal Kajian Hukum*, 6(3), hlm. 927-934.

existence of collective labor agreements (PKB). This situation demonstrates that legal protection depends not only on the existence of norms and institutions, but also on the quality of workers' understanding and participation as legal subjects.

Previous studies have generally focused only on the normative aspects of the role of labor unions or the effectiveness of collective labor agreements (PKB) separately, without comprehensively examining the relationship between union roles, PKB effectiveness, and legal awareness within a coherent analytical framework. Furthermore, the Pancasila-based approach to industrial relations remains relatively limited in empirical studies at the company level. Thus, a research gap exists that needs to be filled through studies that integrate normative, empirical, and social values in the analysis of labor rights protection.

In industrial relations practices at PT Steel Center Indonesia, the labor union has performed its function of protecting employee rights through various activities, such as mentoring members, communicating with management, and overseeing the implementation of collective labor agreements (PKB). However, there are still obstacles that hinder the optimization of this role, including low legal awareness among workers, a tendency to resolve problems individually, and the less than optimal use of collective mechanisms in industrial relations.<sup>6</sup>

## **PROBLEM**

Based on the description, this research is important to be conducted in order to analyze comprehensively with the formulation of the problem, namely, What is the role of trade unions in protecting employee rights? and How effective is the PKB as an instrument of legal protection at PT Steel Center Indonesia? with completeness identifying obstacles and strengthening efforts that can be done to create fairer, harmonious, and sustainable industrial relations. The novelty of this research lies in the integration of normative analysis, empirical approaches, and the use of legal awareness perspectives and Pancasila values in examining the protection of employee rights in industrial relations.

## **RESEARCH METHODS**

This research uses a normative juridical method combined with an empirical juridical approach to gain a comprehensive understanding of employee rights protection in industrial relations. The normative juridical approach is used to examine law as a norm or rule applicable within the legal system, particularly those related to labor protection and the role of labor unions in industrial relations.<sup>7</sup>

The empirical approach used in this research is based on the author's direct experience as a trade union official at PT Steel Center Indonesia. This experience provides factual data regarding the dynamics of industrial relations, including the implementation of employee rights protection, the role of trade unions, and the effectiveness of Collective Labor Agreements (CLAs). In contemporary legal

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<sup>6</sup> Sutrisno, J. R., & Irawati, A. C. (2025). Integration of Pancasila Values in Industrial Relations: A Trade Union Perspective in Multinational Companies. *UNTAG Law Review*, 9(1), 65-73.

<sup>7</sup> Peter Mahmud Marzuki, *Penelitian Hukum* (Jakarta: Kencana, 2017), hlm. 35.

research, an empirical approach is crucial because it can provide a concrete picture of the effectiveness of law in social practice.<sup>8</sup>

Two main approaches, namely normative juridical and empirical juridical, are combined to produce an analysis that is not only theoretical but also contextual. The analysis of relevant laws and regulations includes Law Number 13 of 2003 concerning Manpower and Law Number 21 of 2000 concerning Workers' Unions. The study examines the principles of labor law (e.g., protection, justice, and balance), legal systematics (the relationship between norms within one regulation and other regulations), focusing on the protection of employee rights, the role of labor unions, and the effectiveness of Collective Labor Agreements (CLAs). Data is obtained from the author's direct experience as a labor union administrator at PT Steel Center Indonesia.

The specifics of this research are descriptive and analytical. The types of data used in this study consist of secondary data and empirical data. A qualitative approach is used not only to describe the phenomenon but also to provide a critical assessment of the effectiveness of employee rights protection in industrial relations. The use of normative juridical methods combined with an empirical approach in this research is expected to produce a comprehensive analysis, not only from the legal aspect as a norm, but also from the implementation aspect in industrial relations practices, so that it can contribute to the development of more responsive and applicable labor law.

## **DISCUSSION**

### **The Role of Trade Unions in Protecting Employee Rights in Industrial Relations**

PT Steel Center Indonesia's protection of employee rights encompasses three primary roles: advocacy, representation, and oversight. The advocacy function is realized through assistance to members in addressing employment relations issues, both related to violations of normative rights such as wages and working hours, as well as other administrative issues. The protection of employee rights is quite optimal through these three primary roles: advocacy, representation, and oversight. These three functions reflect the strategic role of labor unions as instruments of legal protection for workers in industrial relations. Furthermore, the representation function is evident in the union's role as an intermediary in conveying workers' aspirations to company management. In practice, not all workers have the courage or ability to express their concerns directly, so the union serves as an effective communication channel to bridge the interests of both parties.

Furthermore, the oversight function is carried out through monitoring the implementation of labor norms in the company, such as compliance with wage regulations, occupational safety and health, and social security. This demonstrates that the protection provided by labor unions is not merely repressive but also preventive. Furthermore, the advocacy function is realized through assistance to union members in addressing various employment relations issues. This assistance is

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<sup>8</sup> Creswell, J. W., *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed., 2021), hlm. 170.

not limited to formal disputes but also encompasses bipartite problem resolution between workers and employers. In practice, advocacy is conducted regarding violations of normative rights, such as late wage payments, non-compliance with statutory working hours, and violations of workers' rights to leave and social security.<sup>9</sup>

Normatively, this advocacy function is in line with the provisions in the Law which provide legitimacy to trade unions to fight for, defend and protect the rights and interests of their members.<sup>10</sup> Therefore, labor unions are present as collective representations that are able to strengthen workers' bargaining position in the negotiation process, both in the preparation of collective labor agreements (PKB) and in the resolution of industrial relations disputes.<sup>11</sup>

Furthermore, this representation function also plays a role in creating constructive communication between workers and employers. Not all workers have the courage, ability, or access to express their aspirations directly to management. In this context, labor unions serve as an effective and legitimate communication channel, minimizing the potential for conflict arising from miscommunication or misunderstanding.<sup>12</sup>

The supervisory function is carried out through monitoring the implementation of labor norms within the company environment. Trade unions actively monitor company compliance with legal provisions, such as wage standards, implementation of occupational safety and health (K3), and participation in social security programs. This function demonstrates that the role of trade unions is not only reactive to violations, but also preventive in preventing violations of workers' rights.<sup>13</sup>

From the perspective of the theory of legal effectiveness, the supervisory role carried out by labor unions is part of the societal factors and legal culture that also determine the success of law enforcement. From the perspective of the theory of legal effectiveness, the supervisory role carried out by labor unions is part of the societal factors and legal culture that also determine the success of law enforcement. The existence of an active and responsive labor union can increase legal awareness among both workers and employers, thus creating harmonious, dynamic, and equitable industrial relations. Thus, the results of this study indicate that the labor union at PT Steel Center Indonesia has carried out its multidimensional role in providing legal protection for employees. However, the effectiveness of this role is still influenced by various factors, such as regulatory support, company management commitment, and the level of participation of labor union members themselves. Therefore, it is necessary to strengthen labor union institutions and increase legal awareness of all parties to achieve optimal labor protection.<sup>14</sup>

However, research findings indicate that this role is not yet fully optimal. This is evident in the fact that some workers still do not utilize labor unions to resolve employment relations issues. Some workers tend to resolve problems individually

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<sup>9</sup> Lalu Husni, *Pengantar Hukum Ketenagakerjaan Indonesia*, (Jakarta: RajaGrafindo Persada, 2016), hlm. 102

<sup>10</sup> Undang-Undang Nomor 21 Tahun 2000 tentang Serikat Pekerja/Serikat Buruh, Pasal 4

<sup>11</sup> Adrian Sutedi, *Hukum Perburuhan*, (Jakarta: Sinar Grafika, 2011), hlm. 75

<sup>12</sup> Zainal Asikin, *Dasar-Dasar Hukum Perburuhan*, (Jakarta: RajaGrafindo Persada, 2012), hlm. 56

<sup>13</sup> Hardijan Rusli, *Hukum Ketenagakerjaan*, (Jakarta: Ghalia Indonesia, 2011), hlm. 88.

<sup>14</sup> Soerjono Soekanto, *Faktor-Faktor yang Mempengaruhi Penegakan Hukum*, (Jakarta: RajaGrafindo Persada, 2014), hlm. 8

without involving collective mechanisms.<sup>15</sup> This condition indicates a weakness in the internalization of the function of labor unions as collective representation. This condition indicates a weakness in the process of internalizing the function of labor unions as collective representation in industrial relations. This phenomenon indicates that sociologically, the existence of labor unions has not been fully integrated into the legal culture of workers. This can be understood as a gap between legal structure and legal culture, where legal norms are available but have not been fully internalized by legal subjects.<sup>16</sup> In this context, the effectiveness of labor unions is determined not only by normative legitimacy, but also by the level of trust and participation of members.

Theoretically, this condition contradicts the concept of industrial relations proposed by John T. Dunlop, which emphasizes the importance of collective interaction between workers, employers, and the government in a balanced industrial relations system.<sup>17</sup> In this context, weak collective participation can reduce the effectiveness of workers' rights protection. Within this framework, labor unions serve as the primary actors in representing workers' collective interests. Therefore, low worker participation in labor unions can disrupt the balance of industrial relations and reduce the effectiveness of legal protection for workers. Furthermore, weak collective participation also impacts the decline in workers' bargaining position in the negotiation process with employers. In modern industrial relations practices, workers' bargaining power is highly dependent on collective solidarity and the organizational strength of labor unions.<sup>18</sup>

On the other hand, low worker legal awareness is also an important finding in this study. Many workers do not yet comprehensively understand their rights and obligations in employment relationships, so they are unable to utilize available legal protection instruments.<sup>19</sup> This shows that the issue of legal protection is not only related to normative and institutional aspects, but also closely related to the education and legal awareness aspects of the community. Legal awareness is a determining factor in the effectiveness of the law, because the law depends not only on written norms, but also on the behavior and compliance of legal subjects in implementing them. This is in line with the development of contemporary legal studies that place society as a key element in the success of law enforcement.<sup>20</sup>

From the perspective of contemporary legal effectiveness theory, societal factors and legal culture are crucial variables in determining the successful implementation of labor law, particularly following regulatory reform through the Job Creation Law. Even adaptive and modern regulations will be ineffective if not accompanied by increased legal awareness and active participation from workers.

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<sup>15</sup> Lalu Husni, *Hukum Ketenagakerjaan Indonesia (Edisi Revisi)*, (Jakarta: RajaGrafindo Persada, 2021), hlm. 145

<sup>16</sup> Achmad Ali, *Menguak Teori Hukum dan Teori Peradilan (Edisi Terbaru)*, (Jakarta: Kencana, 2022), hlm. 78

<sup>17</sup> John T. Dunlop, *Industrial Relations Systems* (Boston: Harvard Business School Press, 1993), hlm. 45.

<sup>18</sup> Adrian Sutedi, *Hukum Perburuhan (Edisi Pembaruan)*, (Jakarta: Sinar Grafika, 2021), hlm. 102

<sup>19</sup> Hardijan Rusli, *Hukum Ketenagakerjaan (Edisi Terbaru)*, (Jakarta: Ghalia Indonesia, 2022), hlm. 120.

<sup>20</sup> Arista Candra Irawati, "Kesadaran Hukum dalam Perspektif Kontemporer," *Jurnal Hukum dan Pembangunan*, Vol. 52 No. 1, 2022, hlm. 210.

From the perspective of contemporary legal effectiveness theory, societal factors and legal culture are crucial variables in determining the successful implementation of labor law, particularly following regulatory reform through the Job Creation Law.<sup>21</sup>

Even adaptive and modern regulations will be ineffective without increased legal awareness and active participation from workers. Therefore, it can be seen that the role of the labor union at PT Steel Center Indonesia has been functional in carrying out its advocacy, representation, and oversight functions. However, the effectiveness of this role still faces obstacles in the aspect of collective participation and legal awareness of workers. This indicates that the protection of employee rights does not only depend on the existence of labor union institutions as formal structures, but is also greatly influenced by the quality of social interaction, the level of trust, and the legal awareness of workers as the main subjects in industrial relations. Empirical evidence requires strategic efforts in the form of increasing labor law literacy, strengthening the institutional capacity of labor unions, and fostering participatory and dialogical industrial relations to achieve effective and equitable legal protection.

### **Effectiveness of the Collective Labor Agreement (PKB) as a Legal Protection Instrument at PT Steel Center Indonesia**

A Collective Labor Agreement (CLA) serves as the primary legal instrument governing employment relations at the company level. A CLA is the result of negotiations between a labor union and an employer, containing the terms of employment, rights, and obligations of each party, thus having the binding force of law for the parties who draft it.<sup>22</sup>

The Collective Labor Agreement (CLA) at PT Steel Center Indonesia serves as the primary legal instrument governing employment relations at the company level. The CLA serves as a reference for various aspects of employment relations, such as wage regulation, working hours, leave, and dispute resolution mechanisms. In practice, the CLA has been used as a basis for resolving several industrial relations issues, particularly those related to workers' normative rights. This demonstrates that the CLA has a repressive function as a basis for conflict resolution. However, the effectiveness of the CLA still faces obstacles in its implementation. One key finding is the low level of worker understanding of the CLA's contents. Many workers lack detailed knowledge of the rights and obligations stipulated in the CLA, thus being unable to use it as a basis for asserting their rights. The CLA serves as the primary normative reference for various aspects of employment relations, such as wage regulation, working hours, leave, and industrial relations dispute resolution mechanisms.

Collective Labor Agreements (CLAs) are used as a basis for resolving various industrial relations issues, particularly those related to workers' normative rights.<sup>23</sup> This demonstrates that CLAs have a repressive function, namely as an instrument for resolving conflicts when agreed-upon provisions are violated. However, research results also indicate that the effectiveness of CLAs still faces various obstacles, particularly in terms of implementation. One key finding is the low level of worker

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<sup>21</sup> Khairani, "Dinamika Perlindungan Tenaga Kerja Pasca Undang-Undang Cipta Kerja," *Jurnal Legislasi Indonesia*, Vol. 18 No. 3, 2021, hlm. 345

<sup>22</sup> Khairani, "Dinamika Perlindungan Tenaga Kerja Pasca Undang-Undang Cipta Kerja," *Jurnal Legislasi Indonesia*, Vol. 18 No. 3, 2021, hlm. 345

<sup>23</sup> Adrian Sutedi, *Hukum Perburuhan (Edisi Pembaruan)*, (Jakarta: Sinar Grafika, 2022), hlm. 134

understanding of the substance of CLAs. Many workers do not understand the detailed rights and obligations stipulated in CLAs, thus being unable to use them as a basis for fighting for their rights when violations occur. This condition indicates a gap between the existence of legal norms and the level of legal subjects' understanding of these norms. From a contemporary labor law perspective, the effectiveness of CLAs is determined not only by the quality of the agreement's substance, but also by the level of socialization and internalization of its contents by workers.<sup>24</sup>

The low level of worker understanding of the Collective Labor Agreement (PKB) is also closely related to their limited level of legal awareness. This aligns with the view that the law will be effective if there is a balance between legal norms and the behavior of society as legal subjects. If workers do not understand the contents of the PKB, they tend to be passive and unable to take legal action when their rights are violated. The lack of educational programs related to the PKB and the lack of active involvement of labor unions in disseminating the contents of the PKB are factors contributing to the low level of worker understanding.

The Collective Labor Agreement (PKB) basically not only has a repressive function, but also a preventive function, namely as a guideline in preventing industrial relations conflicts.<sup>25</sup>

However, this preventive function will not function optimally if workers do not understand the contents of the Collective Labor Agreement (PKB) as a guideline for daily work relations. The legal status of the PKB at PT Steel Center Indonesia has functioned normatively as a legal instrument for regulating work relations and resolving conflicts. However, its effectiveness is still not optimal due to obstacles in the implementation aspect, particularly related to workers' low understanding and legal awareness of the PKB's contents. This indicates that the success of the PKB depends not only on its existence as a legal document, but also on the process of internalization, socialization, and active participation of the parties in implementing it. Therefore, strategic efforts are needed in the form of increasing the socialization of the PKB, labor law training for workers, and strengthening the role of labor unions in providing legal education to their members. This step is important to ensure that the PKB is not only a formal document, but also an effective and equitable legal protection instrument in industrial relations practices.

Referring to the theory of legal effectiveness, this condition indicates a gap between legal norms and their implementation. The law will not be effective if it is not understood by the legal subjects it regulates.<sup>26</sup> Research results after the socialization of the Collective Labor Agreement (PKB) by the labor union showed an increase in workers' understanding of the contents of the PKB. This has an impact on the increased use of the PKB as a basis for resolving employment relations problems. Thus, it can be concluded that the effectiveness of the PKB is greatly influenced by the role of labor unions in providing legal education to their members. The PKB is a living instrument, namely a legal instrument that will only be effective if it is internalized in workers' legal awareness and supported by the active role of labor unions in its

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<sup>24</sup> R. Subekti & Tjitrosudibio (edisi pembaruan), *Kitab Undang-Undang Hukum Perdata*, (Jakarta: Balai Pustaka, 2022), hlm. 338

<sup>25</sup> Abdul Khakim, *Aspek Hukum Perjanjian Kerja Bersama*, (Bandung: Citra Aditya Bakti, 2023), hlm. 77

<sup>26</sup> Soerjono Soekanto, *Faktor-Faktor yang Mempengaruhi Penegakan Hukum* (Jakarta: Rajawali, 1983), hlm. 8.

implementation.

### **Obstacles and Strategies for Strengthening the Protection of Employee Rights**

Based on the research findings, several major obstacles to protecting employee rights at PT Steel Center Indonesia exist. First, low worker legal awareness. This is evident in workers' lack of understanding of their rights and obligations and minimal utilization of available protection mechanisms. Second, a tendency to resolve problems individually. The research findings indicate that some workers prefer to resolve problems privately without involving the union. This situation has the potential to weaken workers' bargaining power in industrial relations. Third, the limited capacity of trade union organizations, particularly in terms of human resources and organizational systems. This impacts the effectiveness of their advocacy and protection functions for members.

The strategies implemented in this research include: first, increasing legal education for workers through outreach and training programs. Second, strengthening the capacity of trade union organizations by improving the competence of their administrators. Third, increasing communication between the trade union and management through bipartite forums. These strategies align with the concept of Pancasila-based industrial relations, which emphasizes deliberation, justice, and a balance of interests in employment relations. Therefore, employee rights protection is achieved not only through formal legal approaches but also through cultural and social values.

### **CONCLUSION**

The research concludes that the role of labor unions in protecting employee rights in industrial relations at PT Steel Center Indonesia is crucial. The labor union at PT Steel Center Indonesia has played a key role in protecting employee rights through advocacy, representation, and oversight. These three functions demonstrate that labor unions play a crucial role as legal protection instruments, both in assisting with problem resolution, conveying workers' aspirations, and overseeing the implementation of labor norms. However, the effectiveness of this role is not optimal. This is due to the low level of worker participation in utilizing labor unions and the low level of legal awareness among workers. This weakens the collective function of labor unions and their bargaining power in industrial relations. The protection of employee rights depends not only on the existence of labor unions but also on the level of worker participation and legal awareness. Improved legal education and a strengthened role of labor unions are needed to achieve more effective and equitable industrial relations.

The Collective Labor Agreement (CLA) at PT Steel Center Indonesia has traditionally served as the primary legal instrument for regulating employment relations and resolving disputes, particularly regarding workers' normative rights. Thus, it plays both a repressive and preventive role in industrial relations. However, the CLA's effectiveness is not optimal due to workers' low understanding and legal awareness of its contents. This situation indicates a gap between legal norms and their implementation, resulting in the suboptimal use of collective labor agreements

(PKB) as a basis for protecting workers' rights. The effectiveness of collective labor agreements (PKB) is largely determined by the level of internalization, socialization, and participation of workers, as well as the active role of labor unions in providing legal education. PKBs will function optimally as a legal protection instrument if they are not only understood as formal documents but also implemented in practical employment relationships.

This study provides several recommendations, including the following: Strengthening ongoing legal education for workers through structured socialization and training programs. Increasing workers' understanding and legal awareness so they can optimally utilize their rights in employment relationships. Furthermore, labor unions need to strengthen their participatory approach to increase member involvement in organizational activities. Increasing transparency in the implementation of Collective Labor Agreements (PKB) to encourage the creation of dialogical and open industrial relations. Companies also need to ensure that every policy adopted aligns with the provisions of the PKB and applicable laws and regulations. PKBs should not only be formal documents but also be consistently implemented in practical employment relationships. The government, particularly agencies responsible for labor affairs, can increase oversight of the implementation of collective labor agreements (PKB) in companies, strengthen labor law education and development programs, and encourage the strengthening of labor union institutions through regulation and facilitation. The government's role is crucial in ensuring that industrial relations operate in accordance with the principles of justice, legal certainty, and a balance of interests between the parties.

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