

FOREIGN WORKER MANAGEMENT IN INDONESIA: POLICIES, PRACTICES AND OPTIMIZATION PATHS

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Abstract. This study systematically analyzes Indonesia's foreign labor management system and traces its policy evolution from strict control in the colonial period to contemporary multi-policy coordination. After twists and turns, it has now established a multi-link fine system based on the Labor Law, including labor access, work permits, residence visas, and rights protection. The responsibilities of multiple subjects are clear. The Immigration Bureau strictly guards the country's borders and controls visas and residences. The Ministry of Manpower regulates employment and mediates disputes. The Foreigners Supervision Group conducts regular inspections. Enterprises bear the main responsibility for employment management and strictly abide by laws and regulations from recruitment to welfare. Trade unions and non-governmental organizations are auxiliaries, providing services to promote integration and protecting labor rights in multiple dimensions. However, the existing problems are thorny. Policy implementation encounters cumbersome approval and weak supervision. Illegal labor is repeatedly banned. Labor rights are frequently violated through wage deductions and harsh working conditions. Differences hinder cultural integration in language and customs. Learn from Singapore's precise planning and fine control, as well as Malaysia's experience in industrial coordination, to optimize Indonesia's foreign labor management measures.

Keywords: *I Indonesia; Foreign Workers; Policy; Practice; policy.*

Introduction

Indonesia, the largest economy in Southeast Asia and a significant emerging market globally, has demonstrated strong economic growth momentum over the past few years. Rich natural resources and a large, young population structure have laid a solid foundation for its economic takeoff. With the acceleration of industrialization and urbanization, Indonesia has experienced significant growth in the manufacturing, construction, and service industries, attracting a substantial influx of foreign investment. Many multinational companies have set up production bases and operational centers here.

In this era of development, foreign workers are playing an increasingly critical role. On the one hand, although Indonesia has a sufficient local labor force, the talent pool in the field of high skills and professional technology is relatively scarce, which makes it difficult to meet the urgent demand for high-end talent in the rapid upgrading of industries; on the other hand, due to the harsh working environment and high labor intensity in some industries, the local labor supply is insufficient. Therefore, foreign workers have become a crucial force in filling the labor gap and helping enterprises operate smoothly and upgrade their industries. According to official Indonesian statistics (see Figure 1 for details), the number of foreign workers has been steadily increasing in recent years, and they are widely distributed across various industries, including oil and gas extraction, electronics manufacturing, construction, and smelting.

In-depth research on Indonesia's foreign labor management system is of far-reaching significance. For Indonesia, reasonable and standardized foreign labor management is conducive to optimizing the

allocation of labor resources, safeguarding the employment rights and interests of its labor force, and avoiding the impact of the disorderly influx of foreign labor on the local employment market; at the same time, it can accurately introduce various types of talents urgently needed for economic development, enhance industrial competitiveness, and promote sustainable economic growth. For foreign-funded enterprises and multinational companies, clarifying Indonesia's foreign labor management policies and regulations is a necessary prerequisite for their compliance operations in Indonesia and reducing employment risks; it helps companies to reasonably plan their employment structure based on policies, improve the effectiveness of human resource management, and thus enhance investment confidence and development momentum in the Indonesian market. In addition, from the perspective of international labor cooperation, analyzing Indonesia's foreign labor management system can provide a valuable reference for other countries, promoting the healthy and orderly development of the international labor market, strengthening exchanges and cooperation among countries in the labor field, and achieving mutual benefits and win-win results. This study aims to provide valuable insights and solutions for Indonesia's economic and social development, corporate employment practices, and international labor cooperation by examining the current situation, identifying problems, and exploring optimization paths for Indonesia's foreign labor management system.

Domestic and foreign academic circles have paid considerable attention to the issue of foreign worker management in Indonesia, achieving notable results. Foreign research focuses on analyzing Indonesia's policies and regulations for managing foreign workers. For example, scholar R. F. Djazuli employed a descriptive analysis method to explain that employment regulations are reflected in the control of foreign workers in terms of state responsibility, such as the limitation of foreign worker control to an employment relationship for a specific period. In addition, in terms of the supervision of foreign workers, there should be no imbalance in the rights and obligations between foreign workers and domestic workers. In terms of state responsibility, the efforts of Indonesian labor law are reflected in the education and training of domestic workers to improve their skill standards, enabling them to compete with foreign workers (Djazuli, 2021). Hanifah used written documents as data to compare the differences in the use and management of foreign workers in the Employment Law and the Job Creation Law. With the promulgation of the Job Creation Law, foreign workers are only required to have an RPTKA, as they no longer need written permission from the minister or designated officials (Hanifah, 2021). FM. Martias utilizes Theodore Lowi's policy theory to analyze the political impact of the deregulation of foreign labor policy on Indonesian workers during the Jokowi administration, classifying it as a regulatory policy (Martias, 2022). Bangsawan analyzes that the purpose of allowing foreign workers within the framework of legal protection of Indonesian workers is to supplement the demand for technical and professional workers in certain areas that cannot be filled by current Indonesian workers and to accelerate national development through the transfer of knowledge and technology (IPTEK) and the development of foreign investment (Bangsawan, 2023).

Chinese research focuses on the practices and problems of China-India labor cooperation. Some scholars have traced the history of bilateral labor cooperation and pointed out the growth trend of labor export by Chinese companies in Indonesian engineering contracting, mining, and other fields, as well as the challenges posed by policy changes and cultural conflicts (沈和闰, 2019). Others, from the perspective of corporate management, explore the optimization of Chinese employers' strategies in employment models, contract management, and dispute resolution to comply with Indonesian laws and regulations, thereby mitigating employment risks (王 2015).

However, existing research still has shortcomings: first, most of them statically analyze the texts of policies and regulations but lack dynamic tracking and evaluation of implementation effects and optimization path exploration; second, they focus on macro policies and rights protection but pay less attention to the individual career development and skill improvement demands of foreign workers at the micro level; third, there is a lack of interdisciplinary research, and the theory of law, sociology, and management is not integrated to interpret the root causes of management difficulties deeply. This article aims to systematically analyze Indonesia's foreign labor management system from the

perspectives of dynamic policy evaluation, individual labor development, and multidisciplinary intersection, providing innovative ideas for improving management and promoting labor cooperation.

Methods

This paper employs a range of research methods to provide a comprehensive and in-depth analysis of Indonesia's foreign labor management system. The first is the literature research method, which widely collects official documents of the Indonesian government, legal and regulatory texts, reports of international organizations, and domestic and foreign academic literature, sorts out the evolution of Indonesia's foreign labor management policies and regulations, and grasps the policy orientation and development trend; deeply analyzes the connotation of the policy and regulatory provisions, and lays a solid theoretical foundation for subsequent problem analysis and countermeasures. The second is the case analysis method, which selects typical industries such as Indonesia's oil and gas exploration, electronic manufacturing, and construction, as well as cases of foreign labor employment in Chinese, Japanese, and Korean companies from different countries, conducts field research or uses secondary data to explore the implementation details of policies and regulations at the industry and enterprise levels, and reveals problems and challenges in practice, such as the rationality of foreign labor quota allocation and the adaptability of employment models. The third is the comparative research method, which compares the foreign labor management models of Indonesia and neighboring countries such as Malaysia and Thailand, as well as emerging industrialized countries such as South Korea and Singapore, and finds similarities and differences, analyzes advantages and disadvantages from the dimensions of access conditions, work permit approval, rights protection, and integration promotion, to provide a reference for Indonesia to learn from international experience and improve its management.

Result and Discussion

The innovations of this article are mainly reflected in the following aspects: First, the research perspective is diversified and integrated, breaking the limitation of a single discipline, integrating the perspectives of law, sociology, economics, and management, exploring the legal regulation, social integration, economic impact, and corporate management strategies of foreign labor management, and interpreting the management system in an all-round way. Second, it closely combines international experience with Indonesia's national conditions. Based on an analysis of successful international models, this approach fully considers Indonesia's stage of economic development, labor market characteristics, and cultural and social background. It proposes targeted suggestions tailored to Indonesia's reality to enhance the feasibility of the plan. Third, it focuses on the linkage between micro and macro, paying attention to the construction of the macro policy and regulatory framework while also examining the micro aspects of individual career development, skill improvement, and the psychological demands faced by foreign workers. It optimizes the design of macro policies with micro insights, improves the humanization and effectiveness of management, and helps Indonesia's foreign labor management reach a new level.

Evolution of Indonesia's Foreign Worker Management Policy

2.1 Early Policy Tracing

Indonesia's foreign worker management policy can be traced back to the colonial period when Indonesia was a Dutch colony. Labor policy became a tool for Dutch colonists to exploit resources and extract labor from the local population. The Dutch colonial government enacted a series of strict laws and regulations to force Indonesians to engage in hard labor in plantations and mines, with poor working conditions, long working hours, and meager or almost free pay. Indonesian workers in plantations often worked more than 12 hours a day but received meager rations to survive, with no labor rights protection at all (Hamidi & Christian, 2021).

In the early days of Indonesia's independence, a great deal of work needed to be done. The government focused on supporting local industries and addressing the employment problems of the people while

being cautious and conservative about the influx of foreign workers. During this period, labor policies focused on restricting the entry of foreign workers and fully protecting the employment of local workers. Influenced by the lingering Influence of the Dutch legal system, early labor laws and regulations still retained the shadow of the colonial period in terms of the definition of employment relations and the details of labor rights protection. For example, the handling of labor disputes was biased in favor of the employer, and it was difficult for workers to file complaints. At the time, regulations stipulated that labor dispute arbitration was mostly led by employer representatives, and workers' demands were often ignored, resulting in repeated infringements of workers' legitimate rights and interests, laying the groundwork for subsequent labor policy reforms.

2.2 Policy Adjustment Phase

With the advancement of economic globalization and the profound adjustment of Indonesia's domestic industrial structure, the Indonesian government began to adjust its foreign labor policy from the late 20th century to the early 21st century. To meet the needs of export-oriented economic development, attract foreign investment, and introduce advanced technology, the policy gradually shifted towards easing access for foreign professionals. In 1999, the Indonesian government introduced new regulations to simplify the application process for work visas for foreign professionals and shorten the approval cycle from several months to several weeks, opening up a green channel for high-tech industries and financial services industries that urgently need talents at the same time, it relaxed the working years limit for foreign experts in specific fields and encouraged long-term and stable services to promote technology transfer and knowledge spillover(Ganar et al., 2021).

The Labor Law promulgated in 2003 became a milestone in labor policy reform. The law detailed the employment regulations for foreign workers and made it clear that enterprises must give priority to local labor when hiring foreign workers. Only when there are no suitable local candidates can foreign workers be introduced after strict approval. It also requires enterprises to provide foreign workers with the same labor protection and welfare benefits as local workers, build a relatively fair employment environment, and prevent enterprises from over-relying on cheap foreign labor, thereby impacting the local employment market (Pakpahan & Sitompul, 2024).

In recent years, the Indonesian government has continued to refine its foreign labor policies to enhance economic competitiveness further and integrate into the global industrial chain. The Comprehensive Law on Job Creation No. 11 of 2020, which was promoted and passed during President Joko Widodo's term, can be regarded as a breakthrough. On the one hand, the process for employing foreign labor and obtaining permits has been greatly simplified. The Foreign Worker Use Program (RPTKA) is regarded as a work permit. Enterprises no longer need to apply for a separate foreign employee introduction permit (IMTA) but only need to apply for a subsequent notification. The RPTKA application time has been shortened to 2 working days following the online Skype meeting with the Ministry of Manpower, and the application notification time is two working days after payment of the government fee. The overall processing efficiency has been significantly improved. On the other hand, the validity period of RPTKA has been extended from a maximum of 1 year to a maximum of 2 years, providing more stable expectations for corporate employment planning. It also allows foreign employees in some industries to work for multiple companies at the same time if they meet the conditions, such as the oil and gas and industrial sectors, to improve the flexibility of talent allocation, conform to the characteristics of the industry project system and multi-employer cooperation, and promote efficient resource utilization and industry collaborative innovation(Hanifah, 2021).

2.3 Current policy framework

Currently, Indonesia's foreign labor management policy system has taken shape, encompassing several core laws and regulations, as well as a series of supporting rules, which form a multidimensional regulatory network.

At the level of labor access, with the Labor Law as the cornerstone, it is stipulated that only foreigners in specific industries with professional skills and qualifications are eligible to apply for access. For example, in the field of oil and gas extraction, foreign workers are required to hold an internationally recognized petroleum engineering professional qualification certificate and have no less than 5 years of relevant work experience; in the electronics manufacturing industry, it is limited to professionals who master cutting-edge semiconductor technology and are familiar with the operation and maintenance of automated production lines. Based on the development needs of the industry and the supply of local labor, the Ministry of Manpower formulates and updates the foreign labor demand catalog annually to accurately guide the direction of labor inflow and prevent disorderly influx from impacting the local employment market.

The work permit approval process has been optimized and reformed in accordance with Presidential Decree No. 34 of 2021. The specific rules for work permit approval are detailed and clarified in Labor Minister Decree No. 8 of 2021. The process for applying for a work permit for foreign workers in Indonesia is detailed in Figure 2. The employer must first apply to the Ministry of Manpower for a Foreign Worker Utilization Plan (Rencana Penggunaan Tenaga Kerja Asing, RPTKA), detailing the reasons for hiring foreign workers, the intended positions, responsibilities, employment period and other key information, and simultaneously submit the company's human resources planning, local recruitment situation description, and Indonesian partner employees (Tenaga Kerja Pendamping, TKP) information to prove the need to introduce foreign workers; after RPTKA is approved, the employer applies for a work permit notification within the prescribed working days to replace the traditional foreign employee introduction permit (IMTA) and then applies for a residence visa for the foreign worker according to the process. The entire process is handled online through Indonesia's e-government system, "TKAOnline," and the "E-visa" system. The time limit for each link is transparent, allowing employers to track progress in real time, and the approval cycle is significantly shortened. Most routine applications can be completed within 1-2 weeks, and special emergency needs can be approved within three working days through the expedited channel (Peraturan Pemerintah Republik Indonesia nomor 34 tahun 2021, lembaran negara republik indonesia No.44 ., 2021).

Residence visa management is closely linked to work permits. After foreign workers are notified of approved work permits, they apply for corresponding residence visas based on the employment period. A limited stay visa (VITAS) is issued for short-term projects (less than 1 year), and renewal can be applied for based on the project extension requirements upon expiration; a limited residence permit (ITAS) is granted for long-term employment (1 year or more), and the permit is reviewed and renewed once a year to ensure that the residence status of foreign workers is legal and compliant, and coordinated with the work arrangement.

For companies that employ foreign workers, regulations require the formulation of training and skills improvement plans for Indonesian employees and the allocation of special funds for the career development of local employees based on the proportion of foreign workers, such as regularly organizing technical training and selecting outstanding employees for further studies, to ensure that local labor grows in technology transfer and knowledge sharing, and to enhance the endogenous motivation of corporate talents; at the same time, companies need to purchase sufficient social insurance for foreign workers, covering medical, work-related injury, and pension insurance, to ensure the rights and interests of foreign workers in terms of injuries, illnesses, and pensions, and to build a fair and sustainable employment ecology.

3. Multiple Subjects and Rights and Responsibilities in Foreign Worker Management

3.1 The core role of government departments

3.1.1 Control functions of the Immigration Bureau

As a key department responsible for managing foreign workers in Indonesia, the Immigration Bureau is tasked with entry and exit control, visa review, and residence management, serving as a crucial barrier to maintaining the country's immigration order.

During the visa review process, the Immigration Bureau conducts a comprehensive review of the personal background, professional qualifications, and health status of foreign workers based on the detailed application materials submitted by the foreign worker's employing companies. For foreign engineers who plan to engage in oil and gas mining projects, the Immigration Bureau will verify the authenticity of their petroleum engineering professional degree certificates, the consistency of their work experience, and the validity of relevant professional qualification certifications to ensure that they have the core skills required for the project; at the same time, they will work with professional medical institutions to conduct health examinations such as infectious disease screening on applicants, and only issue visas to those who meet the health standards, to ensure the quality of incoming workers from the source and meet the needs of Indonesia's industrial development.

In terms of residence permit management, the Immigration Bureau tailors adaptation plans for foreign workers with different employment periods. Foreign workers in short-term projects (typically lasting less than 1 year) are issued limited stay visas (VITAS), and the length of stay is strictly limited according to the project's cycle. Upon expiration, the visa will be renewed by the project extension requirements to prevent illegal overstaying. Foreign workers in long-term employment (one year or more) are granted limited residence permits (ITAS), which are reviewed and renewed annually. During this period, the Bureau closely monitors the employment changes and law-abiding behavior of workers to ensure the legality of their residence through dynamic supervision.

The Immigration Bureau is also working hard to combat illegal immigration and illegal labor agencies. It has formed an elite law enforcement team. It regularly cooperates with the police to conduct surprise inspections of factories, construction sites, service places, and other places where illegal workers are likely to hide. Once illegal foreign workers are found, they will be detained, deported, or punished according to the severity of the circumstances. At the same time, it has dug deep into the profit chain behind illegal labor agencies, banned unlicensed agencies, severely punished those that violate regulations, cut off channels for illegal labor imports, and purified the labor market environment (Wulandari, Husni, and Kusuma 2023).

Additionally, the Immigration Bureau has established a regular information-sharing and collaborative law enforcement mechanism with the Ministry of Manpower, Customs, and Taxation, as well as other relevant departments. The Ministry of Manpower regularly informs the Immigration Bureau of the employment compliance status and dispute resolution results of foreign labor-hiring companies, providing decision-making references for the Immigration Bureau's visa and residence management; if the customs finds doubts about the visas and entry purposes of foreign workers during the port inspection, it will immediately notify the Immigration Bureau for verification; the tax department will jointly verify the authenticity of the tax declarations of foreign workers by companies. Multiple departments collaborate to establish a comprehensive foreign labor management network, ensuring Indonesia's immigration and labor order is maintained in all aspects.

3.1.2 Regulatory responsibilities of the Ministry of Manpower

The Ministry of Manpower plays a crucial role in regulating employment practices and safeguarding the rights and interests of workers within Indonesia's foreign labor management system, serving as the primary force in promoting the orderly development of the labor market.

The formulation and improvement of policies and regulations are the primary responsibilities of the Ministry of Manpower. Based on Indonesia's industrial development strategy and the dynamic changes in the labor market, the Ministry of Manpower continues to optimize the details of foreign labor employment policies. For example, in recent years, in order to cooperate with the national manufacturing upgrade plan, the Ministry of Manpower has refined the entry qualification standards for foreign technical workers in key areas such as electronic manufacturing and mechanical processing and stipulated that foreign workers in the semiconductor chip manufacturing process must have expertise in micro-nano processing technology, and foreign welders in the mechanical processing field must hold international authoritative welding certification, guiding the precise inflow of high-end technical talents; at the same time, the regulations on labor remuneration, working hours, vacations,

labor protection, etc. are continuously refined, so that the protection of the rights and interests of foreign workers has laws to rely on and clear standards.

Daily supervision and inspection are crucial tools for the Ministry of Manpower to implement its policies effectively. It dispatches professional inspection teams to conduct on-site inspections in enterprises, focusing on verifying the compliance of enterprises' employment of foreign workers, job matching, and compliance with labor conditions. In terms of job matching, it strictly examines whether enterprises follow the principle of using foreign workers to supplement the shortage of local labor and eliminates the phenomenon of replacing local workers with cheap foreign workers; in terms of labor conditions, it checks the ventilation, lighting, and safety protection facilities in the workplace to ensure that they meet national occupational safety and health standards, and severely punishes enterprises that violate regulations by the law, protecting the rights and interests of workers from the details of employment.

Labor dispute mediation and arbitration are key links for the Ministry of Manpower to safeguard the rights and interests of workers. In the face of disputes between foreign workers and employers over wage arrears, excessive working hours, and dismissal compensation, the Ministry of Manpower relies on labor dispute mediation centers nationwide to intervene in a timely and fair manner. The mediators comprise senior legal experts, labor relations scholars, and representatives from industry unions. Based on the Indonesian Labor Law and relevant international labor conventions, they take into account industry practices and the special circumstances of individual cases, striving to balance the interests of both parties in negotiations and dialogue to resolve conflicts that are fruitless in mediation. Arbitration procedures are quickly initiated and governed by law to ensure that foreign workers have reasonable and fair protection of their rights.

The Ministry of Manpower is also committed to promoting the improvement of local labor skills and employment security. On the one hand, enterprises employing foreign workers are required to formulate training plans for Indonesian employees and allocate special funds for technical training and vocational training for local employees based on the proportion of foreign workers. For example, it is stipulated that for every 10 foreign technical workers introduced by electronic manufacturing enterprises, a minimum of 100 million Indonesian rupiahs must be invested in semiconductor technology training for local employees, thereby achieving synergy between the introduction of technology and the cultivation of local talent. On the other hand, the public employment service platform is used to collect and publish the employment needs of enterprises, accurately match positions for local labor, organize job fairs and career guidance activities, improve employment competitiveness, consolidate the foundation of industrial development through talent cultivation, and ensure the priority of domestic employment (Helian, 2022).

3.1.3 Foreigners Joint Supervision Group

With the rapid development of Indonesia's economy and the increasing number of international cooperation projects, the number of foreign workers has shown a significant upward trend. In recent years, each province and county in Indonesia has established a foreign supervision group or a foreign worker supervision committee under the authority of its respective government. The Foreigner Supervision Group, also known as the Foreign Worker Supervision Group, is a coordination organization composed of government agencies and departments with responsibilities and functions related to the presence and activities of foreigners. The provincial Department of Justice and Human Rights organizes the provincial foreigner supervision group. Its members come from the immigration bureau, police station, national army, labor bureau, procuratorate, intelligence bureau, national unity, and political unity Bureau, etc.; the local labor bureau generally organizes the county-level foreign worker supervision group, and its members come from the immigration bureau, police station, labor bureau, procuratorate, intelligence bureau, national unity and political unity Bureau, etc. The main responsibilities include exchanging information on the whereabouts, transit, and activities of foreigners, conducting regular joint operations to maintain regional security and order, ensuring that foreigners living or working in the area have complete and valid documents, and publicizing relevant immigration laws and labor laws (Mamesah, 2024).

Taking the project site of a Chinese-funded enterprise in East Halmahera County, North Maluku Province, as an example, in 2024, it received one inspection by the Foreigners Supervision Team (TIM pengawasan orang asing) organized by the Provincial Justice and Human Rights Office, two inspections by the Foreign Workers Supervision Team (TIM terpadu pembinaan pengawasan tenaga kerja asing) organized by the County Labor Bureau, and four regulatory inspections by the local immigration bureau.

3.2 Employment management responsibilities of enterprises

3.2.1 Recruitment and Contract Management

For example, when Chinese companies conduct business in Indonesia, they must strictly follow local laws and regulations when recruiting foreign workers. Chinese companies preparing oil and gas exploration projects in Indonesia that intend to recruit foreign engineers must first publish recruitment notices in local mainstream media and official employment websites, publicize job requirements, salary, and other information, and the recruitment period must be no less than the prescribed time to ensure that Indonesian local labor has sufficient opportunities to compete; only when local applicants are strictly screened and do not meet the job skill requirements, can the company start the foreign labor introduction process.

During the contract-signing process, Chinese companies are required to sign bilingual contracts with foreign workers. The Chinese version ensures that workers are accurately aware of their rights and obligations, facilitating communication and understanding; the Indonesian version is required by Indonesian law. The contract terms are detailed and clear, covering key content such as the employment period, job responsibilities, work location, salary payment method, benefits, and termination conditions, among other relevant details. The work location should be specified accurately to the specific address of the project site to prevent disputes caused by unclear locations. The salary payment method should indicate the currency, payment cycle, and transfer account information to ensure that workers receive their wages on time and in full. Special terms such as work adjustments, confidentiality, and non-competition clauses that may be involved must be written into the contract in clear and understandable language based on equal consultation, and both parties must sign and seal the contract to confirm, with each party keeping a copy, to lay a solid legal foundation for the employment relationship.

3.2.2 Salary and Welfare Guarantee

As employers, enterprises in Indonesia must pay foreign workers in strict accordance with legal standards. According to the regulations of the Indonesian Ministry of Labor, the salary of foreign workers shall not be less than 120% of the average salary of skilled Indonesian workers in the same industry and position, and skill premium shall be used to encourage knowledge input and experience sharing. In the field of electronic manufacturing, if the average monthly salary of skilled Indonesian workers is 5 million rupiahs, the monthly salary of foreign technicians employed by enterprises shall not be less than 6 million rupiahs, and regular salary adjustments shall be made based on economic development and price index.

In terms of welfare protection, enterprises shall provide foreign workers with basic welfare, including accommodation, catering, and transportation. For example, construction companies should arrange dormitories for foreign workers that are close to the construction site and meet safety and sanitation standards, equipped with necessary furniture, water, and electricity facilities; catering shall provide meals that are in line with the workers' eating habits and balanced nutrition; in terms of transportation, commuter buses shall be arranged, or transportation costs shall be subsidized to ensure that workers can get to and from get off work conveniently.

In terms of overtime management, enterprises must strictly abide by laws and regulations. In non-emergency special circumstances, overtime must be voluntarily agreed in writing by the workers, and forced overtime is strictly prohibited. Weekly overtime hours shall not exceed the prescribed hours, and overtime pay shall be increased according to the multiple hourly wages to effectively protect the workers' right to rest and labor remuneration. During Ramadan, we fully respect the religious customs of Muslim workers, reasonably adjust working hours and intensity, provide them with fasting

accommodations, and employ humanized management to enhance workers' sense of belonging and work enthusiasm, reduce employment risks, and foster a harmonious employment relationship.

3.3 The power of social organizations

3.3.1 Trade Union Actions

There are many trade unions in Indonesia, and they are diverse. The more well-known large trade unions include the General Bargaining Workers' Union Confederation (KSPSI), the Indonesian Prosperity Trade Union Confederation (KSBSI), and the Indonesian Trade Union Confederation (KSPI). In addition to these large trade unions, Indonesia also has many small trade unions and industry-specific trade unions, which are distributed across various regions and industries, collectively forming a substantial system of trade unions in the country.

Trade unions play a vital and irreplaceable role in protecting the rights and interests of local workers in Indonesia. In terms of wages and benefits, trade unions fight for reasonable wage increases for workers through collective bargaining with employers. In terms of improving the working environment, trade unions pay close attention to issues such as factory safety facilities and labor intensity. When workers encounter unreasonable dismissal, excessive overtime hours, and withheld benefits, trade unions will step forward to negotiate with employers on behalf of the workers and resolve disputes through legal channels. If necessary, trade unions will also organize workers to take actions such as strikes to put pressure on employers and safeguard the legitimate rights and interests of workers.

Indonesian trade unions generally hold a cautious and concerned attitude towards the issue of hiring foreign workers. Since Indonesia has abundant labor resources but relatively limited employment opportunities, the influx of a large number of foreign workers will undoubtedly put the already competitive job market under greater pressure. Trade unions are concerned that foreign workers may exploit certain advantages in skills, experience, or salary requirements to secure jobs from local Indonesian workers. Moreover, to reduce costs, some companies may prefer to hire foreign workers who are willing to accept lower wages and poorer working conditions, which not only harm the economic interests of local workers but may also cause a series of social problems. Therefore, Indonesian trade unions are opposed to the large-scale introduction of foreign workers in principle. They believe that the government should prioritize protecting the employment rights and interests of domestic workers, and only when the domestic labor force cannot meet the needs of specific industries can foreign workers be introduced on a conditional basis.

The relationship between Indonesian trade unions and foreign workers is one of conflict and cooperation. For example, during the 2021 epidemic, the conflict between Indonesian trade unions and foreign workers was particularly evident. According to a report by the Indonesian News Network on May 17, during the Eid al-Fitr holiday, the Indonesian Trade Union Federation (KSPI) questioned the government's decision to allow hundreds of Chinese foreign workers to enter Indonesia. At that time, the Indonesian government implemented a return ban to restrict the movement of its citizens in order to prevent and control the epidemic. However, at the same time, a large number of foreign workers entered the country on chartered flights. This phenomenon aroused strong dissatisfaction among Indonesian trade unions, who believed that the government's attitude towards its citizens and foreign workers was unfair. [17] Although there are many conflicts between Indonesian trade unions and foreign workers, in some cases, there is also the possibility of cooperation between the two. In terms of jointly striving for a better working environment, Indonesian trade unions and foreign workers have common interests.

From the perspective of future development trends, as Indonesia's economy continues to grow, the demand for labor is expected to increase, and the number of foreign workers in Indonesia is likely to rise further. In this case, the relationship between Indonesian trade unions and foreign workers will face more challenges and opportunities. If the relationship between the two can be properly managed, it will contribute to the stability of Indonesia's labor market and the sustainable development of the economy; otherwise, it may lead to a series of social problems and hinder economic development.

3.3.2 Influence of non-governmental organizations

In Indonesia, the road to cooperation between NGOs and foreign workers is not smooth, and many problems and challenges stand in the way. Trust building is the primary difficulty. Foreign workers are new to Indonesia and lack understanding of local NGOs. Cultural and language barriers make it difficult for them to open their hearts to these organizations. Moreover, many foreign employees are sent to Indonesia by multinational companies, and they will not take the initiative to learn about local NGOs. Many foreign workers come from diverse countries and regions, bringing their unique cultural backgrounds and values with them. They are skeptical about the operating model and aid purposes of Indonesian NGOs. Limited resources are also a key factor restricting cooperation between the two. The funding sources of NGOs mainly rely on social donations, international aid, and a small amount of government subsidies. The instability and limitation of funds make them stretched when carrying out aid activities. Poor coordination with the government and enterprises also hinders the cooperation between NGOs and foreign workers. In cooperation with enterprises, NGOs also face many problems. Some enterprises are resistant to the involvement of NGOs, fearing that NGOs will expose the behavior of enterprises that infringe on the rights and interests of foreign workers, thereby affecting the image and interests of the enterprises.

Overall, Indonesian NGOs have limited Influence on foreign workers.

4. Analysis of Existing Problems in Foreign Worker Management

4.1 Difficulties in policy implementation

4.1.1 Complicated and slow approval process

Although the approval process for foreign workers' work permits in Indonesia has been optimized, it is still mired in cumbersome procedures. When companies apply for the Foreign Workers Use Program (RPTKA), they need to submit a large amount of materials to the Ministry of Manpower, including detailed company operating information, precise labor demand descriptions, detailed local recruitment records, etc. The materials are complicated and time-consuming to prepare. For example, a manufacturing company that plans to introduce foreign engineers took nearly two months to prepare the application materials. During this time, it was necessary to repeatedly verify the data and supplement various certificates, which consumed a significant amount of both human and material resources.

The inefficiency of inter-ministerial coordination has exacerbated the delay in approval. After the Ministry of Manpower reviews the RPTKA, it must cross-verify the information with multiple departments, including the Immigration Bureau and the Ministry of the Interior. The information systems of various departments are isolated, and data transmission is not smooth. Manual secondary entry and repeated verification are often required, which is prone to information errors and delays. When the Immigration Bureau handles residence visas, due to delays in data connection with the Ministry of Manpower, it is unable to confirm the legality of foreign workers' employment in a timely manner. The visa issuance cycle is extended from the regular 15 working days to several months, resulting in foreign workers being unable to start work on time. Corporate project advancement is hindered, and additional costs for missed work and breach of contract are incurred, leading to increased operational pressure.

4.1.2 Regulatory loopholes and the breeding of illegal workers

The shortage of human resources and funds in regulatory departments is the root cause of the frequent occurrence of labor-related illegalities. The staffing of the Foreign Labor Monitoring Department at the Indonesian Ministry of Labor falls short of meeting the needs. The number of enterprises supervised per grassroots supervisor is huge, making it difficult to implement high-frequency and accurate inspections of employing enterprises. A lack of funds hinders the update of monitoring technology, making it impossible to build an intelligent monitoring network that tracks the dynamics of foreign workers in real time. It primarily relies on manual sampling, resulting in narrow coverage and poor timeliness.

Information sharing is delayed, and departmental linkage is weak. Data from the Ministry of Manpower, Immigration Bureau, Taxation, and other relevant departments have not been shared in real time. The employment status, tax declaration, and legality of residence of foreign workers are independently verified. It is difficult to communicate illegal labor clues in time, which easily leads to

regulatory gaps and gives illegal workers opportunities. Illegal workers hide in industries such as construction and small workshops. They often work illegally with tourist and business visas, disrupting the labor market order, lowering salary standards, and impacting legitimate employing enterprises. Due to their illegal identities, they are hesitant to defend their rights when their rights and interests are compromised, which can easily lead to labor disputes and social risks, making governance quite challenging.

4.2 Shortcomings in Protecting Labor Rights

4.2.1 Wage arrears and lack of benefits

In some industries in Indonesia, it is common for some companies to owe wages to foreign workers illegally. Foreign construction workers work hard, but they often face the dilemma of unwarranted deductions and delayed payment of wages, making it difficult for them to make a living. The reason is that, on the one hand, the risk of capital chain rupture in construction projects is high, and the contractor delays payment, or the project is overspent, so the company transfers the financial pressure to the workers; on the other hand, the industry supervision and punishment are weak, the cost of violating the law is low, and the company is lucky.

In terms of social security and benefits, many companies pay less or miss social insurance for foreign workers in order to cut costs. Although some foreign workers are nominally insured, they face numerous obstacles when accessing medical care, pensions, and other benefits, such as cumbersome reimbursement procedures, limited benefits, and meager pensions after retirement, making it difficult to enjoy a comfortable old age. Workers work hard in a foreign country, but due to the lack of protection of their rights and interests, their sense of security and belonging in life is gone, their work enthusiasm is frustrated, and they even engage in drastic rights protection actions such as strikes and group complaints to the embassy, which impact corporate production order and social stability.

4.2.2 Working environment and safety hazards

In Indonesia's mining and other industries, the working environment for foreign workers is terrible. In some small mines, dust is everywhere, but there is a lack of effective dust protection. Workers inhale it for a long time, and the risk of pneumoconiosis increases significantly. In metal smelters, the temperature is extremely high, and workers work in workshops without adequate heat protection and cooling facilities. Heatstroke and fainting often occur; chemical companies often have insufficient protective equipment and a lack of safety training, and chemical leaks cause burns and poisoning to workers.

The regulatory authorities are understaffed and have limited professional capabilities, making it difficult to promptly detect and rectify these hidden dangers. Due to the profit-seeking nature of enterprises, they often overlook safety investments, resulting in serious threats to the lives and health of foreign workers. The high rate of work-related accidents not only causes individual tragedies for workers but also casts a shadow on the sustainable development of the industry. It is urgent to strengthen supervision and urge enterprises to rectify their practices, thereby creating a safe working environment for foreign workers.

4.3 Obstacles to cultural integration

4.3.1 Language communication barriers

In the factory workshops of multinational companies in Indonesia, foreign workers come from diverse countries and regions, speaking a wide range of languages. According to the company's internal statistics, dozens of production errors are caused by poor language communication every month, resulting in significant human resources and material costs, delayed order delivery, and considerable pressure on the company's operations.

In daily communication scenarios, foreign workers also face language barriers when seeking medical treatment, shopping, and traveling. At the registration office of the hospital, foreign workers who do not understand Indonesian find it difficult to describe their symptoms accurately, and medical staff cannot accurately ask questions, which can easily lead to misdiagnosis and delayed treatment; when shopping in the supermarket, because they cannot understand the product labels and cannot communicate smoothly with the cashier, they often buy the wrong items or fall into payment

difficulties, which brings many inconveniences to their lives, causing foreign workers to feel lonely and helpless psychologically and difficult to integrate into local life.

4.3.2 Cultural differences lead to conflicts

Indonesia is a religious country with a high proportion of Muslims. Religious customs permeate daily life. During Ramadan, Muslim workers fast and pray during the day, resulting in a slower pace of work. If some managers of foreign-funded enterprises do not understand this custom and force them to maintain daily production efficiency, it is easy to cause dissatisfaction among workers. There was a foreign-funded factory that still arranged high-intensity overtime during Ramadan, which caused Muslim employees to be physically and mentally exhausted. Many employees jointly protested, causing the workshop to halt operations, and the delivery of corporate orders was blocked. This led to negative public opinion in the local community, ultimately damaging the corporate image.

In terms of workplace social etiquette, Indonesian culture emphasizes collectivism and hierarchy, prioritizing harmonious interpersonal relationships. Decisions are typically made through collective consultation. Subordinates are expected to listen to their superiors. European and American companies advocate individualism and equal communication styles. Foreign managers are straightforward when making decisions and require employees to express their opinions, which is contrary to the habits of Indonesian employees. When a U.S. software company holds a meeting at its Indonesian branch, local employees are often reluctant to refute their superiors publicly. They are afraid to express their true thoughts, which leads to blocked information transmission, deviation from the project's direction, and inefficient team collaboration, affecting the company's innovation vitality and development speed. This highlights the urgency of cross-cultural management in the employment of foreign workers in Indonesia.

5. International Experience

5.1 Singapore's Precision Control Model

Singapore, as a shining pearl of Asian economic development and a model of global cities, has a unique foreign labor management model in terms of efficiency and precision, providing a valuable reference model for Indonesia and many other countries.

At the level of labor planning, the Singapore government proactively predicts the supply and demand of labor in various industries based on the country's long-term development strategy and industrial upgrading roadmap. Taking the electronic information industry as an example, because of its trend towards high-end chip manufacturing, artificial intelligence research and development, and other high-tech fields, the government accurately calculates the number and skill level of foreign professionals required several years in advance and targets talent from around the world; at the same time, combined with population structure and educational resources, plans the path of local labor training, ensures that talent reserves and industrial development resonate at the same frequency, avoids unquestioningly attracting talents to impact the foundation of local employment, and achieves the synergy and complementarity of the inflow of foreign workers and the growth of local labor.

The work pass system is extremely sophisticated. The Employment Pass (EP) is designed for highly skilled foreign professionals, managers, and executives. Applicants must have a degree from a top university and rich industry experience. The salary threshold is increasing annually. From 2024, the minimum monthly salary requirement will jump to 5,000 Singapore dollars. Strict screening ensures the introduction of elite-driven innovation. The S Pass is for technical positions. Applicants must have medium skills and a monthly salary starting from 3,000 Singapore dollars. They must pass a point-based review that covers academic qualifications, skill certification, and a fit with industry demand. Employers are also subject to a 15% to 18% ratio limit on total employees, which not only ensures the replenishment of technical human resources but also strictly controls the proportion of foreign workers. The Work Pass (WP) is designed for low-skilled workers, primarily targeting industries such as construction and manufacturing. It specifies the minimum age and academic qualifications and refines access according to industry characteristics. For example, construction workers require specific safety

training certificates, which establish clear channels for different labor levels and enhance the accuracy of labor allocation (范 2022).

The training and promotion mechanism is a highlight of Singapore's foreign labor management. The government requires employers to formulate personalized training plans based on the shortcomings of foreign workers' skills, from deepening professional skills, such as advanced process training for chemical workers, to expanding general skills, such as workplace English and digital office practice, to empower them in all aspects; establish a Skill Development Fund (SDL), employers pay fees according to the proportion of employee salaries, and pool funds for training subsidies and curriculum development, and jointly create a training ecosystem with universities and professional institutions. After workers' skills are upgraded through training, their salary and career advancement opportunities will be expanded accordingly, forming a positive cycle of talent development. This not only enhances the sense of belonging among foreign workers but also injects momentum into the continuous upgrading of Singapore's industries.

Integration guarantees are diverse and considerate. In terms of housing, the government has coordinated the planning of labor dormitory areas and selected sites close to industrial areas. The dormitories are standardly equipped with comfortable living facilities and leisure space and are surrounded by convenient facilities such as supermarkets and clinics. The rent is reasonable and cost-effective compared to surrounding private rentals. In terms of social integration, the community regularly organizes cultural exchanges and sports events to encourage residents and foreign workers to participate, thereby eliminating cultural barriers. Legal aid is complete, and when workers encounter disputes, a team of professional public interest lawyers will immediately intervene to provide free consultation and agency to ensure that their rights and interests are properly upheld. The multidimensional support helps foreign workers establish a foothold in Singapore and contribute to the city's prosperity. Its meticulous, humane, and forward-looking management wisdom can serve as a mirror for countries such as Indonesia to optimize the management of foreign workers.

5.2 Malaysia's Industrial Collaboration Strategy

As a significant force in Southeast Asia's economic development, Malaysia has taken a distinctive path of industrial collaboration in response to changes in the labor market and the management of foreign workers, offering valuable lessons for countries in the region.

Industrial policy adjustment is a key guide for Malaysia to optimize the management of foreign workers. In light of the dynamics of the domestic labor market, the government has a keen insight into the development trends of various industries and has implemented targeted policies. In the manufacturing sector, the impact of automation and intelligent technology has led to a decline in demand for traditional labor-intensive jobs. The government actively promotes industrial upgrading and transformation, encourages enterprises to increase investment in technology research and development, move towards high-end manufacturing, and reduces dependence on foreign low-skilled workers; at the same time, it supports emerging industries, such as electronic information and new energy vehicle parts manufacturing, accurately sets the entry threshold for foreign professionals according to industrial planning, attracts high-skilled talents from around the world, injects wisdom into industrial innovation, and achieves coordinated adaptation of labor structure and industrial upgrading.

The agriculture and plantation sector, as the traditional pillar of Malaysia's economy, has significant seasonal labor demand. The government has introduced a flexible labor introduction mechanism in an innovative manner. For the peak season of palm oil picking and rubber harvesting, it has established short-term labor cooperation channels with neighboring labor exporting countries, simplified the entry procedures for temporary foreign workers, and ensured a stable supply of human resources in the industry; in the off-season, it has strengthened the skills training of local labor, improved labor productivity, reduced the risk of labor cost fluctuations, and ensured a solid foundation for the sustainable development of the industry.

The implementation of corporate responsibility is a crucial component in managing foreign labor in Malaysia. Large corporate groups, such as the well-known palm oil company "Sime Darby," have taken the initiative to assume social responsibility and create a good working and living environment for foreign workers. In terms of accommodation, we invested in the construction of modern labor dormitory areas. The dormitories are spacious, bright, well-ventilated, equipped with independent bathrooms, leisure and entertainment facilities, comparable to ordinary residential communities; wages and benefits strictly follow laws and regulations, are paid on time and in full, and wages are adjusted regularly to match price increases and labor intensity; in terms of career development, we set up an internal training and promotion system to provide skills training opportunities for outstanding foreign workers, helping them to be promoted from basic workers to technical backbones and grassroots management positions, enhancing the sense of belonging and loyalty of foreign workers, reducing the risk of staff loss, and the production and operation of enterprises are also efficient and orderly under the support of stable human resources.

Community integration promotion is a heartwarming move for the management of foreign workers in Malaysia. Local governments and social organizations collaborate to foster a diverse and inclusive community in labor settlement areas. The community regularly organizes cultural exchange activities, such as the "International Food Festival," inviting foreign workers to showcase their hometown cooking skills, share food with residents, and chat with each other to enhance cultural understanding; language training courses are free and open to the public to help foreign workers learn Malay and English and break down communication barriers; legal aid consultation points are also set up to answer workers' questions about labor disputes and rights protection laws, so that they can feel warm care in a foreign country, gradually integrate into the local society, eliminate cultural barriers, and add color to the harmonious development of Malaysian society. Through the collaboration of industry, enterprises, and communities, a beneficial ecosystem for managing foreign workers has been created, enabling the economy and society to move forward steadily (Anuar and Huda, M. I. M., 2022).

6. Strategy for optimizing the management of foreign workers in Indonesia

6.1 Strengthening measures for policy implementation

6.1.1 Simplifying the approval process

The cumbersome approval process for foreign workers' work permits in Indonesia has become an obstacle to the smooth employment of enterprises and the smooth entry of foreign workers. It is urgent to simplify the approval process.

The first step is to integrate departmental functions and build a unified and efficient approval mechanism. Currently, the Ministry of Manpower, Immigration Bureau, and other departments each perform their duties in the approval process; however, due to a lack of coordination and sluggish information flow, the approval process is delayed. We should learn from Singapore's experience and establish a specialized coordination agency for foreign worker management, such as the "Indonesian Foreign Worker Management Center," to centralize the approval authority scattered across multiple departments. This would enable uniform acceptance and review of enterprise applications, break down departmental barriers, and achieve one-stop approval. The agency has established an audit team based on a professional division of labor, comprising experts in labor policies, immigration affairs, industry qualifications, and other relevant fields. This ensures that the audit is comprehensive and accurate, with the teams working closely together and sharing information immediately. After the enterprise applies, it no longer needs to deal with multiple departments. The center will oversee the entire process and complete it within a specified time frame, significantly reducing the approval cycle.

Promote the in-depth application of e-government and build a one-stop online platform for foreign labor approval. Relying on the existing e-government system to expand functional modules and create an intelligent platform that integrates application, review, feedback, and inquiry. Enterprises submit application materials such as the Foreign Worker Use Plan (RPTKA) online, and the system automatically identifies and classifies them and distributes them to the corresponding review team according to preset rules; use big data and artificial intelligence technology to achieve preliminary screening of materials, such as comparing historical data of enterprises and industry standards, intelligently prompting omissions and erroneous information, and assisting enterprises in

improvement; the entire review process is visualized, enterprises and workers can track in real-time, and instant online communication and feedback when problems arise. Empowered by information technology, the approval process is convenient and transparent, as smooth as e-commerce shopping. Enterprises can complete complex approval processes without leaving home, improve work efficiency, and attract more foreign-funded enterprises to settle in with peace of mind.

6.1.2 Strengthen supervision

A lack of supervision breeds illegal labor chaos and disrupts the order of Indonesia's labor market. Strengthening supervision is urgent.

On the one hand, it strengthens supervision and ensures capital investment. The Indonesian government should moderately expand the staffing of the Foreign Labor Monitoring Department of the Ministry of Manpower, reasonably deploy grassroots inspectors based on the distribution density of foreign workers and the characteristics of industry employment, and ensure that there are no blind spots in the supervision of key areas and high-risk industries; at the same time, increase fiscal appropriations, specifically for the purchase of advanced monitoring equipment and the development of intelligent supervision systems. Introduce mobile law enforcement terminals that allow inspectors to instantly query labor information and enterprise employment records during on-site inspections, comparing the database to verify legality. Utilize big data analysis to uncover hidden clues of illegal workers, such as abnormal employment periods and concentrated residential areas, and accurately target areas for improvement to enhance supervision efficiency.

On the other hand, weaving a tight information network promotes inter-departmental coordination (see Figure 3: Indonesian government foreign labor supervision responsibility map). Build a foreign labor information sharing platform, integrate data from multiple departments such as the Ministry of Manpower, Immigration Bureau, Taxation, Customs, etc., covering information such as labor identity, work permits, taxation, entry, and exit records, etc., and each department updates and shares in real-time according to its authority to achieve dynamic and all-round control of foreign labor. Once clues of illegal labor are found, the platform automatically issues an early warning, and multiple departments respond quickly and jointly enforce the law. The Immigration Bureau identifies illegal resident workers, the Ministry of Manpower verifies illegal employment by enterprises, the Tax Department investigates tax evasion, and the Customs Department blocks illegal entry channels. The illegal labor industry chain is cracked down on from multiple dimensions, making it impossible for illegal workers to hide, purifying the labor market ecology, creating a fair environment for legal employment, and ensuring the orderly development of Indonesia's economy and society.

At the international cooperation level, Indonesia should establish bilateral or multilateral labor supervision cooperation mechanisms with neighboring labor-exporting countries and major investment source countries. Regularly exchange labor information with Malaysia, India, and other countries. Verify the identity and qualifications of workers and prevent illegal intermediaries from transferring workers across borders; cooperate with investment countries such as Japan and China to supervise the employment of foreign-funded enterprises, standardize the process of cross-border labor cooperation, and jointly combat cross-border illegal labor, maintain the stability of the regional labor market, and use international cooperation to improve the internationalization level of Indonesia's foreign labor management and firmly establish a foothold in the global industrial chain competition.

6.2 Paths to Improve Labor Rights Protection

6.2.1 Improve the legal supervision mechanism

The root cause of the difficulties in protecting the rights and interests of foreign workers in Indonesia lies in the gaps in the legal supervision mechanism, which urgently need to be addressed in all aspects to establish a robust protection framework for rights and interests.

At the legislative level, the revision of labor laws and regulations should be accelerated, and the special chapter on the protection of foreign workers' rights and interests should be carefully crafted. Clarify the details of the punishment for illegal employment, significantly increase the fines for wage arrears,

withholding benefits, ignoring labor safety, etc., increase the currently limited fines, and make the cost of corporate violations far exceed the cost of abiding by the law; add criminal liability clauses for corporate leaders, and investigate criminal liability by the law for malicious infringements that cause major casualties to workers, and use severe laws to deter illegal employers and protect the rights and interests of workers.

Strengthening law enforcement is the key move. The Ministry of Manpower, the Immigration Bureau, and other relevant agencies have established a joint law enforcement team to conduct high-frequency surprise inspections in industries with a high incidence of infringements, such as construction and manufacturing. Introduce third-party professional auditing agencies to verify the company's salary payment and social security payment accounts to ensure that workers' income complies with regulations; use mobile law enforcement equipment to conduct on-site inspections of work environment safety hazards, issue rectification orders immediately, and severely punish those who fail to meet the deadline, to use thundering means to promote companies to abide by the law.

Additionally, establish a supervisory agency to protect the rights of foreign workers. Incorporate union representatives, non-governmental organization experts, and legal professionals to form an independent supervision committee and grant them the right to investigate, question, and publicly expose. Workers can easily file complaints when they encounter infringements. The committee intervenes in the investigation, publicly condemns the illegal companies after verification, and publicizes the results of the handling to society. With the pressure of public opinion, companies are compelled to revise their employment practices and effectively protect the rights of foreign workers.

6.2.2 Promote corporate self-discipline

As the main employer, self-discipline is the endogenous driving force for protecting the rights and interests of foreign workers and optimizing the employment ecology, which urgently needs to be stimulated and guided.

Based on cultural shaping, we advocate that enterprises build a compliance culture that respects labor rights. Large multinational companies, such as Samsung, a well-known electronics manufacturer operating in Indonesia, should incorporate labor rights protection into the core values of the enterprise, integrate it into the corporate culture manual, and strengthen it in employee induction training and daily publicity; the management should set an example, take the lead in complying with employment regulations, commend advanced compliance departments, and create an atmosphere where all employees value rights and abide by regulations.

Training empowers and adds wings. Enterprises customize training packages according to the job requirements and skill gaps of foreign workers. Technical training encompasses cutting-edge processes and operating specifications in the industry, enabling workers to enhance their professional skills and increase their competitiveness in the workplace. The popularization of legal knowledge focuses on Indonesian labor laws, contract rights, and methods for protecting these rights. Through case analysis and simulation exercises, workers' legal awareness is enhanced, enabling them to defend themselves according to the law when they encounter infringements. Language training targets commonly used Indonesian and workplace English to facilitate communication, reduce misunderstandings, and improve work efficiency and sense of integration.

Social responsibility is the touchstone of corporate self-discipline. Enterprises are encouraged to participate in community construction and improve infrastructure in labor settlements, such as repairing roads and adding medical stations, to fund educational projects and provide learning resources for workers' children; during the epidemic, companies such as IMIP and IWIP donated epidemic prevention materials and issued living subsidies to foreign workers to show their responsibility. Regularly publish corporate social responsibility reports, disclose employment, rights protection, and community feedback results, accept social supervision, promote development with responsibility, and create a harmonious and win-win employment environment, thereby injecting warmth into Indonesia's economic and social development.

6.3 Measures to Promote Cultural Integration

6.3.1 Conduct language and cultural training

Given the numerous obstacles that language and cultural barriers have caused to foreign workers' integration into Indonesian society, it is imperative to conduct targeted language and cultural training.

The government, enterprises, and social organizations should collaborate to develop a comprehensive training system. The government can use public educational institutions and community learning centers to offer free multilingual training courses, covering modules such as basic Indonesian conversation, workplace professional terms, and business communication skills to meet the communication needs of foreign workers in different scenarios; the course setting takes into account both practicality and fun and adopts teaching methods such as scenario simulation, role-playing, and field visits, such as organizing workers to go to local markets and hospitals for field exchanges to improve their language application ability. Enterprises customize internal training plans based on industry characteristics and employment needs. Oil and gas companies enhance professional English and technical terminology training to help workers accurately operate equipment and work effectively in teams. Electronic manufacturing companies focus on cross-cultural communication, analyzing workplace etiquette and decision-making model differences across various cultural backgrounds and utilizing case studies to enhance workers' cross-cultural communication skills. Social organizations utilize their flexibility to collaborate with volunteers, college teachers, and students, delving into labor settlements, hosting cultural lectures and folk experience activities, and promoting an understanding of Indonesian history, religion, and art. For example, they hold workshops on traditional Indonesian dance and handicraft production, allowing foreign workers to experience the charm of Indonesian culture and enhance their cultural identity.

Training effectiveness evaluation and incentive mechanisms are crucial to ensuring the long-term success of training initiatives. Establish training effect tracking files, regularly assess language proficiency and cultural knowledge mastery, and issue different levels of certificates to workers. Certificates are linked to salary adjustments and job promotions to stimulate workers' enthusiasm for learning; companies reward those with outstanding training performance, such as bonuses and honorary titles, set learning examples, create a good learning atmosphere for all employees, pave a solid road for foreign workers to integrate into the Indonesian workplace and society, and promote the harmonious coexistence of multiple cultures.

6.3.2 Create an inclusive and multicultural atmosphere

Multinational companies in Indonesia, such as Unilever Indonesia, have actively fostered an inclusive and multicultural atmosphere, yielding remarkable results. The company advocates the concept of cultural equality and displays cultural elements of various countries in the office area, from the employee's hometown landscape photo wall to the special festival decorations, so that foreign workers can feel respected; organize cross-cultural team activities, "Food Festival" employees from various countries cook hometown delicacies to share, "Cultural Exchange Day" tells national stories and performs traditional programs to enhance mutual understanding; human resource management incorporates cultural considerations, and when forming a multicultural team, pays attention to the complementarity of members' personalities and communication styles, conducts cross-cultural collaboration training, resolves potential conflicts, and enhances team cohesion.

Local communities should also make efforts. Community centers should regularly host international cultural festivals, bringing together diverse food, art, and music performances from around the world to attract residents and foreign workers to join in the festivities. Multilingual service windows should be set up to facilitate workers in handling affairs and seeking advice. Schools should carry out "Little Cultural Exchange Ambassadors" activities, organizing local students to pair up with children of foreign workers to exchange ideas, cultivate an inclusive mindset from an early age, rely on the community, weave a network of multicultural integration, let foreign workers find a sense of belonging in Indonesia, inject diverse vitality into the development of Indonesian society, and achieve two-way and coordinated development of foreign workers and Indonesian society.

Future Outlook

Looking ahead, Indonesia should deepen policy reforms, simplify approval procedures, establish a one-stop electronic platform, enhance efficiency and coordination, strengthen supervision, increase human resources, invest in technology, develop a comprehensive departmental information network, crack down on illegal workers, and strengthen international labor cooperation. Improve legal supervision, impose severe penalties to deter infringement, promote corporate self-discipline, shape a compliance culture, and promote training responsibilities. Diverse measures promote cultural integration, and the government, enterprises, and society collaborate to establish training programs, organize activities, and create camp-like atmospheres to facilitate worker integration. Only by working together can we optimize the management of foreign workers, inject lasting impetus into Indonesia's economic takeoff and social harmony, and move forward steadily on the global labor stage.

Future Research Directions

Looking ahead, there is still much to be done in the field of foreign labor management research in Indonesia. On the one hand, policy dynamic tracking is indispensable, and we should continue to monitor the subsequent fine-tuning of the Indonesian government's foreign labor policies and regulations, such as industry entry thresholds and changes in work permit details. We should use big data analysis and corporate case feedback to accurately evaluate the effectiveness of policies and provide a real-time basis for optimizing decision-making; especially with the rise of emerging industries and the acceleration of digital transformation, we should proactively explore how to accurately attract talents and adapt talent strategies to help Indonesia seize new heights in industrial development.

On the other hand, in-depth research on labor rights protection is imminent. We should deeply explore rights and interests claims from the psychological and cultural dimensions, build a multi-dispute mediation mechanism, introduce third-party professional mediation and international labor organization mediation, combine online legal aid and offline service stations to break the dilemma of rights protection; and focus on the sustainable employment practices of enterprises, analyze the impact of social responsibility investment and employee care on labor stability and loyalty, and promote win-win situations between enterprises and workers.

Furthermore, there is great potential for research on digital management innovation. Explore the use of cutting-edge technologies such as blockchain and artificial intelligence to empower labor management, build an integrated platform for digital identity authentication, electronic contract signing, and intelligent management of wages and social security for foreign workers, and improve management transparency and accuracy; use digital means to strengthen cross-departmental and cross-border collaboration, break down information silos, share labor data in real-time, and jointly combat illegal labor, injecting strong momentum into the modernization and internationalization of Indonesia's foreign labor management, and opening a new chapter in labor cooperation.

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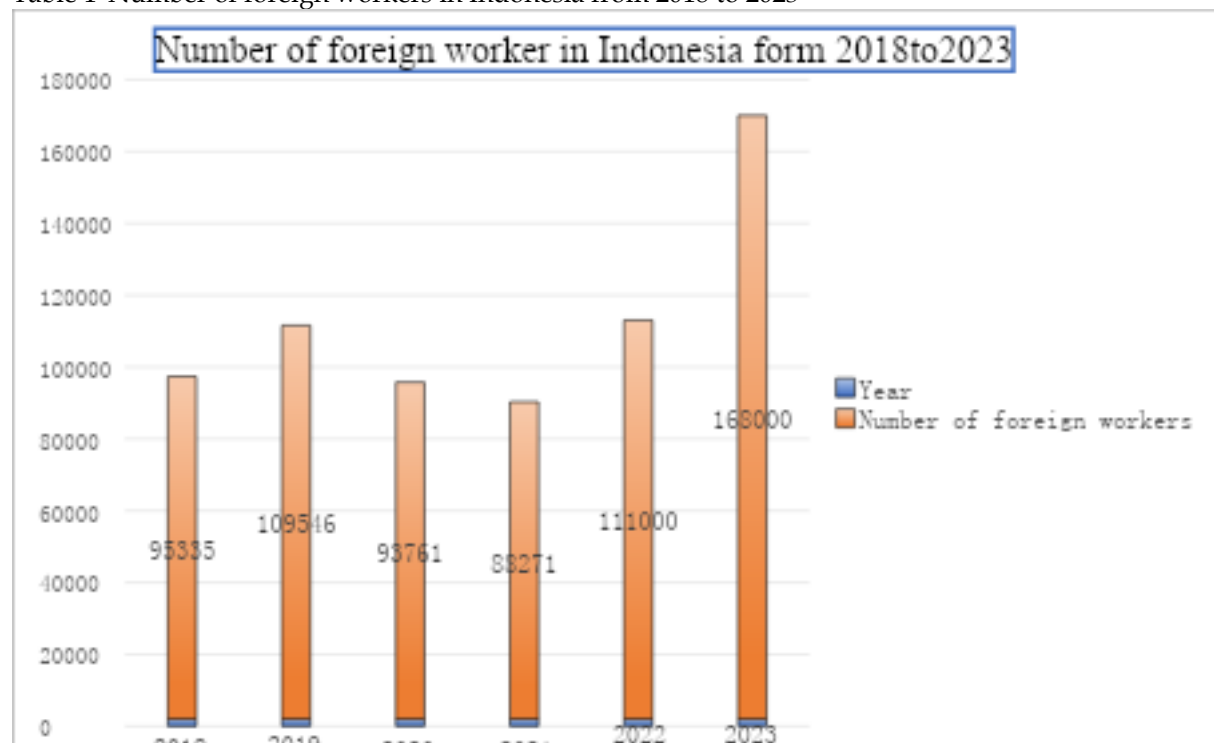
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Table 1 Number of foreign workers in Indonesia from 2018 to 2023



Note: The data comes from the website of the Ministry of Manpower of the Republic of Indonesia.

Table 2 Indonesian Foreign Worker Work Visa Application Process

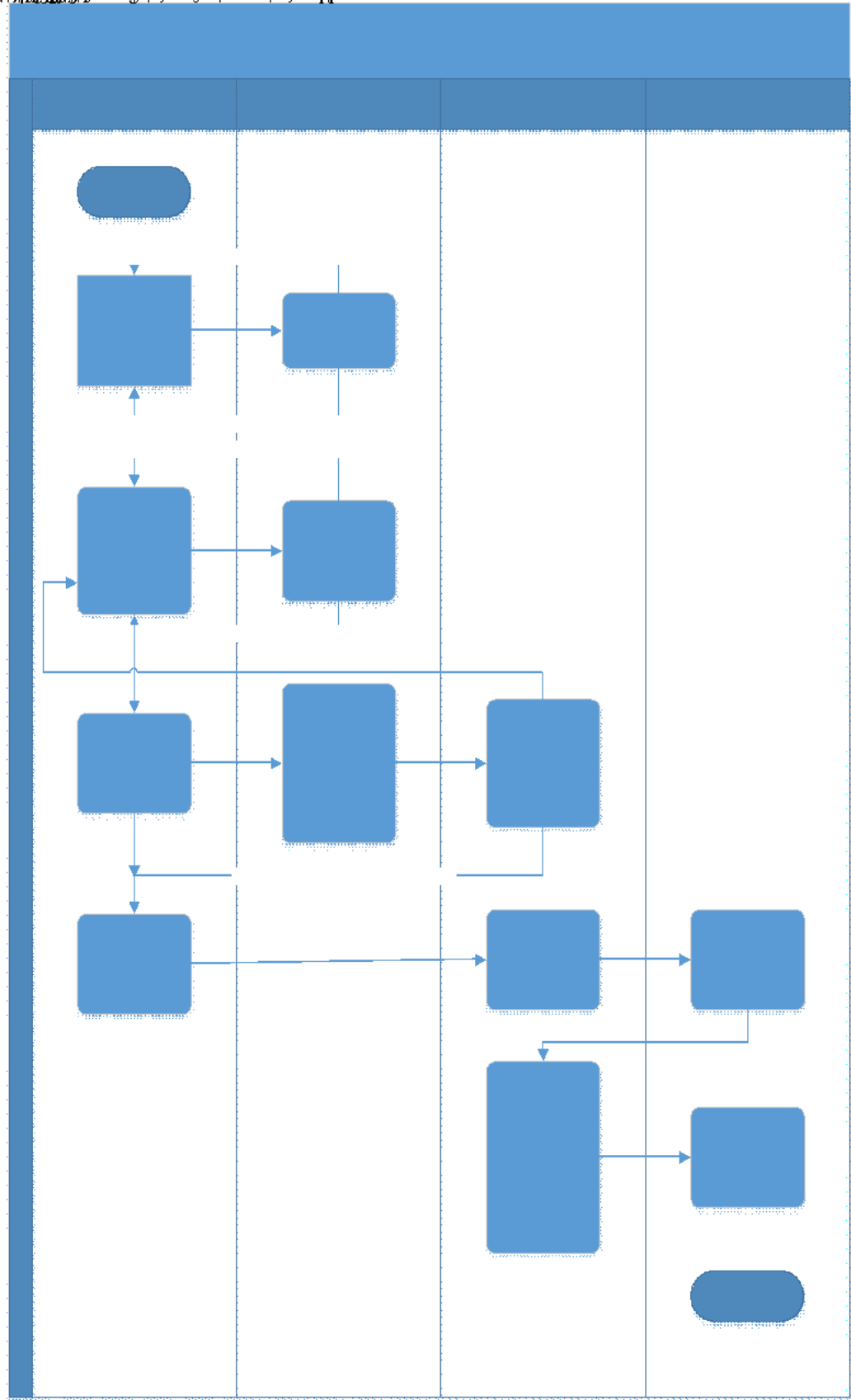
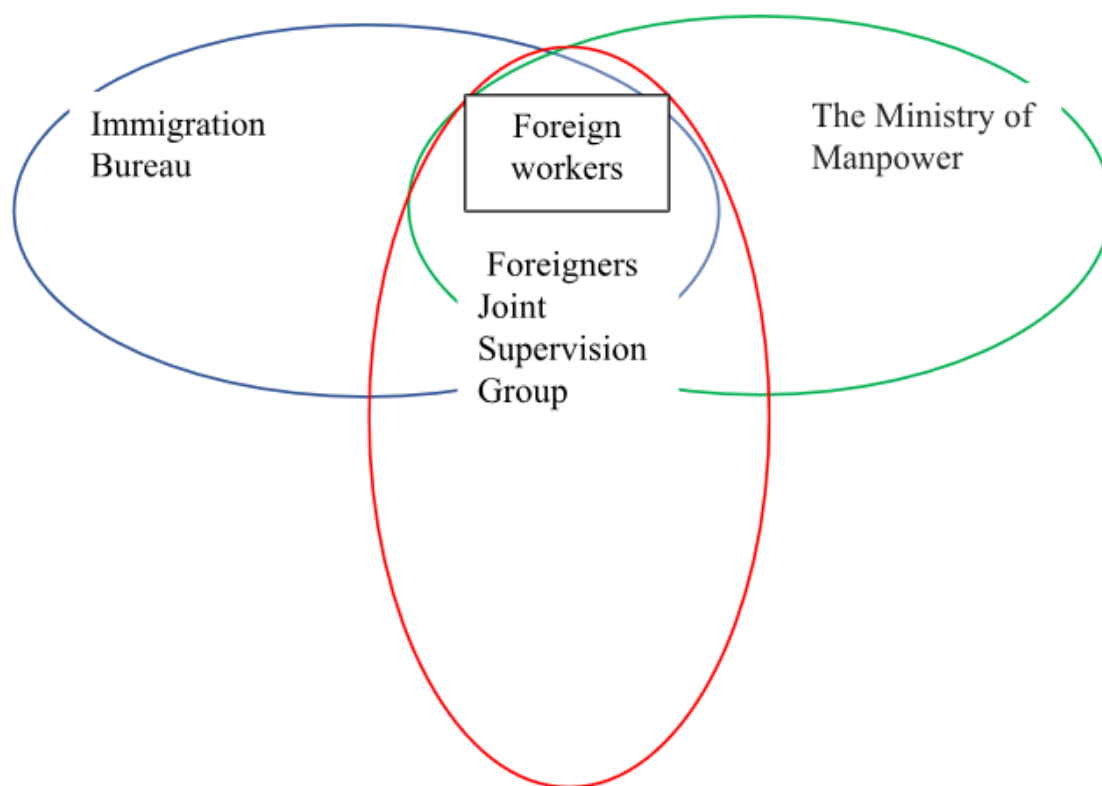


Table 3 Indonesian government's foreign labor supervision responsibility



Note: The provincial foreigner supervision group is organized by the provincial justice and human rights office, and its members come from the immigration bureau, police station, national army, labor bureau, procuratorate, intelligence bureau, national unity and political unity Bureau, etc.;

The local labor bureau generally organizes the county-level foreign worker supervision group, with members drawn from the immigration bureau, police station, labor bureau, procuratorate, intelligence bureau, and the national unity and political unity Bureau, among others.