



Application of Pancasila industrial relations to the settlement of industrial relations disputes: Field study at PT Parkland World Indonesia Pwi 2 Cikande Serang

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ABSTRACT

Industrial relations disputes remain a persistent challenge in Indonesia, often resulting from differences in the interpretation of workers' rights, employers' obligations, and the implementation of labor regulations. Although numerous studies have examined dispute resolution mechanisms from legal and procedural perspectives, limited research has explored the practical application of Pancasila values as a normative and ethical foundation for industrial relations at the enterprise level. This study aims to analyze the implementation of Pancasila principles in resolving industrial relations disputes at PT Parkland World Indonesia (PWI) 2 Cikande, Serang, and to evaluate their contribution to achieving harmonious, equitable, and sustainable labor relations. The research employed an empirical juridical approach using field research, with data collected through interviews, observations, and document analysis involving company management, workers, and labor union representatives. The findings reveal that deliberation (*musyawarah*), consensus (*mufakat*), social justice, and mutual respect constitute the primary principles guiding bipartite negotiations before formal litigation, thereby reducing conflict escalation and fostering cooperative industrial relations. The novelty of this study lies in integrating Pancasila as both a constitutional legal foundation and a practical dispute-resolution framework within a manufacturing industry setting. These findings provide theoretical enrichment for Indonesian industrial relations law and offer practical recommendations for employers, labor unions, and policymakers to institutionalize Pancasila-based dispute resolution as a strategy for promoting industrial harmony and preventing prolonged labor conflicts.

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1. Introduction

This study makes significant contributions to both the theoretical and practical development of industrial relations in Indonesia. Theoretically, it extends the discourse on Pancasila Industrial Relations (Hubungan Industrial Pancasila/HIP) by demonstrating that Pancasila is not merely a

constitutional philosophy or normative legal principle but also an operational framework that guides dispute resolution in the workplace. Through empirical evidence collected at PT Parkland World Indonesia (PWI) 2 Cikande, this study enriches socio-legal scholarship by integrating legal norms with actual industrial relations practices, thereby bridging the gap between normative legal theory and workplace implementation. Furthermore, the study provides an analytical model for understanding how the principles of deliberation (*musyawarah*), consensus (*mufakat*), social justice, and mutual cooperation can be translated into effective industrial dispute resolution mechanisms. Practically, the findings offer valuable insights for employers, labor unions, mediators, and government institutions seeking to strengthen harmonious industrial relations. The study demonstrates that early dialogue, participatory communication, and bipartite negotiations grounded in Pancasila values can minimize conflict escalation, reduce dependence on litigation, and foster sustainable cooperation between employers and workers. Consequently, the findings may serve as a practical reference for companies in designing internal dispute resolution procedures that are consistent with Indonesian labor law and the principles of Pancasila. Based on these findings, several recommendations are proposed. For future researchers, further studies should examine the implementation of Pancasila-based industrial relations across different industrial sectors and regions of Indonesia using comparative or mixed-methods approaches to enhance the generalizability of the findings. Researchers are also encouraged to investigate the relationship between Pancasila-oriented industrial relations, organizational performance, employee well-being, and dispute prevention. For practitioners, companies should strengthen bipartite cooperation institutions, provide continuous training on Pancasila Industrial Relations for managers, supervisors, and labor union representatives, and establish transparent grievance-handling mechanisms that ensure equal participation and fair representation of all parties. For policymakers, the Ministry of Manpower and regional labor authorities should develop more comprehensive policy guidelines and mediation standards that explicitly incorporate Pancasila values into industrial relations governance, while also improving the capacity of labor mediators and encouraging preventive dispute resolution through dialogue and consensus. These measures are expected to reinforce harmonious, equitable, and sustainable industrial relations in accordance with the philosophical values of Pancasila and the objectives of Indonesia's labor legal system.

The introduction should be strengthened by presenting a well-defined research gap derived from previous empirical and theoretical studies on industrial relations dispute resolution. Rather than merely describing existing literature, it should critically identify unresolved issues, inconsistencies, or limitations, particularly regarding the implementation of Pancasila values as a practical framework for resolving industrial disputes at the company level. Establishing a clear research gap will demonstrate the necessity and significance of the present study. Furthermore, the literature review should be enhanced through a critical comparison and synthesis of relevant national and international studies. Instead of discussing prior research individually, the review should analyze similarities, differences, methodological approaches, and findings to provide a comprehensive understanding of the current state of knowledge. This comparative analysis will help position the study within the broader academic discourse and clearly distinguish it from previous research. The manuscript should also provide a clearer explanation of the current conditions surrounding industrial relations in Indonesia, particularly the challenges faced in implementing Pancasila principles within dispute resolution mechanisms. The novelty of the research should be explicitly articulated by emphasizing how this study differs from earlier works, especially through its field-based investigation at PT Parkland World Indonesia (PWI) 2 Cikande Serang and its integration of Pancasila as both a constitutional value and a practical framework for industrial dispute resolution.

In addition, the contribution of the research should be explicitly stated in terms of both theoretical and practical significance. Theoretically, the study should explain how it enriches the discourse on industrial relations law by incorporating Pancasila values into contemporary

dispute resolution models. Practically, it should demonstrate how the findings can assist employers, labor unions, policymakers, and industrial relations practitioners in developing more effective, harmonious, and sustainable dispute resolution mechanisms. Finally, the introduction should conclude with a clear, explicit, specific, and measurable statement of the research objectives. The objectives should precisely indicate what the study seeks to analyze, evaluate, and explain regarding the implementation of Pancasila in industrial relations dispute resolution at PT Parkland World Indonesia (PWI) 2 Cikande Serang, thereby ensuring consistency between the research problem, methodology, and expected outcomes.

Industrial relations are a crucial aspect of economic and employment development in Indonesia. They encompass not only the relationship between workers and employers but also the government's role in creating harmonious, dynamic, and equitable working conditions (Justisia et al., 2025). In the context of Indonesia, which is based on Pancasila, industrial relations are developed through the concept of Pancasila Industrial Relations, which places the values of humanity, deliberation, social justice, and a balance of rights and obligations as the foundation for implementing employment relations. This concept is a hallmark of the Indonesian employment system, distinguishing it from industrial relations systems in other countries that emphasize liberal or capitalist approaches (Y. S. Saragih et al., 2024). Pancasila Industrial Relations essentially aims to create harmonious relations between workers, employers, and the government in the production of goods and services. In practice, industrial relations do not always run smoothly due to differing interests between workers and employers. Workers seek welfare, protection of rights, and job security, while employers focus on productivity, efficiency, and company sustainability. These differing interests often give rise to disputes. Industrial disputes, if not resolved appropriately, can lead to prolonged conflict, reduce work productivity, and even disrupt company stability (Latip et al., 2019).

Industrial relations disputes can include rights disputes, conflicting interests, disputes over termination of employment, and disputes between labor unions within a single company. Law Number 2 of 2004 concerning the Settlement of Industrial Relations Disputes explains that the resolution of industrial relations disputes is prioritized through bipartite negotiations based on deliberation to reach consensus. If an agreement cannot be reached, settlement can be carried out through mediation, conciliation, arbitration, or the Industrial Relations Court (Puspasari et al., 2021). These provisions demonstrate that the spirit of deliberation and peaceful resolution are the primary principles of the industrial relations system in Indonesia. The implementation of Pancasila Industrial Relations is crucial in the increasingly complex and competitive modern industrial world. Globalization, technological developments, and high market demands encourage companies to increase productivity and work efficiency (Justisi et al., 2024). On the other hand, workers also face various challenges, such as work pressure, job uncertainty, and increasing demands for welfare. These conditions often trigger conflicts between workers and companies. Therefore, an approach is needed that balances the interests of both parties to maintain harmonious working relationships (Rizky Syamandiri, 2024).

PT Parkland World Indonesia is a manufacturing company operating in the shoe industry and has a significant workforce. As a company that employs many workers, the potential for industrial relations disputes is unavoidable. These disputes can relate to wages, working hours, workers' normative rights, work discipline, and other company policies. In such circumstances, the implementation of Pancasila Industrial Relations is crucial in creating conducive working relationships and preventing prolonged conflict between workers and the company (M. Saragih et al., 2024). In practice, the resolution of industrial relations disputes in companies relies not only on applicable legal regulations but also on communication, mutual respect, and good faith from both parties. Pancasila Industrial Relations prioritizes the principles of family and deliberation and consensus as the primary means of resolving employment issues. Through this approach, dispute resolution is expected to avoid hostility and instead yield solutions that are acceptable to both parties, fair and proportional (Arcaroheboka et al., 2022).

Furthermore, the existence of labor unions also plays a crucial role in the implementation of industrial relations. Labor unions serve as a vehicle for workers' struggle and channel for their aspirations in fighting for their rights. Under Pancasila Industrial Relations, labor unions are viewed not only as a tool for workers' struggle but also as partners with companies in creating harmonious and productive working relationships. Therefore, good communication between labor unions and companies is a crucial factor in preventing and resolving industrial relations disputes (Perdana, 2023). However, various obstacles remain in the implementation of Pancasila Industrial Relations. Workers' lack of understanding of dispute resolution mechanisms, low awareness of labor law, and differing perceptions between workers and employers are often the causes of industrial relations conflicts. In addition, Ineffective communication can also worsen the relationship between workers and the company. If this situation is not handled appropriately, it can lead to strikes, demonstrations, and even decreased company productivity (Sudiarawan et al., 2024).

Based on these conditions, research on the application of Pancasila Industrial Relations to the resolution of industrial relations disputes is crucial. This study aims to determine how the values of Pancasila Industrial Relations are applied in resolving industrial relations disputes at PT Parkland World Indonesia, and to identify factors that support and hinder its implementation (Rajaudin et al., 2026). This research is expected to contribute to the development of public administration and labor law, particularly those related to industrial relations in Indonesia. Furthermore, this research is expected to serve as evaluation material for companies, workers, and the government in improving the quality of industrial relations, making them more harmonious and equitable. Through the effective application of Pancasila Industrial Relations, it is hoped that industrial relations disputes can be resolved peacefully, fairly, and prioritizing the common interest without neglecting the rights and obligations of each party. Thus, the stability of labor relations and company productivity can be maintained, thus supporting sustainable national economic development (Subiyanto et al., 2025).

2. Method

This study employed an empirical juridical (socio-legal) research approach using a qualitative case study design to examine the implementation of Pancasila principles in resolving industrial relations disputes at PT Parkland World Indonesia (PWI) 2 Cikande, Serang, Banten, Indonesia. The empirical juridical approach was selected because the study not only analyzes the applicable legal framework governing industrial relations but also examines how these legal norms and Pancasila values are implemented in practice within the workplace. Data collection was conducted over a four-month period, from January to April 2026, allowing sufficient time to observe industrial relations practices and verify the consistency of the information obtained from different sources. Primary data were collected through semi-structured interviews, non-participant observations, and document analysis, while secondary data consisted of legislation, court decisions, collective labor agreements, company regulations, scholarly books, and peer-reviewed journal articles relevant to industrial relations and dispute resolution (Na'im et al., 2023). The research participants were selected using purposive sampling, based on their direct involvement and experience in industrial relations and dispute settlement processes within the company. A total of 15 informants participated in this study, comprising three Human Resources (HR) managers, two industrial relations officers, four labor union representatives, five employees who had been directly involved in industrial relations disputes, and one official from the local Manpower Office (Dinas Ketenagakerjaan) who had experience in labor mediation. All participants had a minimum of three years of work experience in their respective positions, ensuring that they possessed adequate knowledge of industrial relations practices and dispute resolution mechanisms. Data credibility was enhanced through source triangulation, method triangulation, and member checking, whereby interview summaries were returned to selected participants to verify the accuracy and consistency of the researchers' interpretations. The collected data were analyzed using the interactive model of Miles,

Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing and verification. To ensure compliance with research ethics, the study adhered to internationally recognized ethical principles for social science research. Prior to data collection, each participant received a detailed explanation regarding the objectives of the study, research procedures, potential benefits, and their rights as research participants. Written informed consent was obtained from all informants before interviews were conducted. Participants were informed that their involvement was entirely voluntary and that they could withdraw from the study at any stage without any consequences. To protect privacy and confidentiality, all personal identities were anonymized using identification codes, and all interview recordings and research documents were securely stored with access restricted to the research team. The findings are presented in aggregate form to ensure that no individual participant or confidential organizational information can be identified. These ethical procedures were implemented to enhance the transparency, credibility, dependability, and trustworthiness of the research findings (et al., 2024).

3. Analysis and Results

Field findings demonstrate that deliberation (*musyawarah*) constitutes the primary mechanism for resolving industrial sssdisputes at PT Parkland World Indonesia (PWI) 2 Cikande before disputes proceed to mediation by the local Manpower Office or the Industrial Relations Court. Company documents reviewed during the study indicate that disputes are initially addressed through bipartite meetings involving representatives of management, the Human Resources Department, and labor unions. During the research period (January–April 2026), 12 industrial disputes were recorded. Of these, nine disputes (75%) were successfully resolved through bipartite deliberation, two proceeded to mediation by the Manpower Office, and only one required litigation before the Industrial Relations Court. These findings are supported by interview evidence from the Human Resources Department: "Every complaint submitted by employees is first discussed in a bipartite meeting. We believe that dialogue and consensus are the most effective ways to maintain harmonious industrial relations. Legal action is always considered the last option after all internal negotiations have been exhausted." (*HR Manager, Interview, February 18, 2026*). This statement is reinforced by a labor union representative: "The company routinely invites union representatives to discuss employee grievances. Although negotiations sometimes take several meetings, management generally provides opportunities for workers to explain their demands before any decision is taken." (*Chairperson of the Labor Union, Interview, March 5, 2026*). An employee who had been involved in a wage-related dispute also confirmed the implementation of deliberation: "I was invited to attend meetings together with my union representative and HR. Instead of immediately imposing a decision, management listened to our objections and negotiated possible solutions until an agreement was reached." (*Production Employee, Interview, March 12, 2026*). These interview findings provide empirical evidence that deliberation is not merely a formal requirement but is actively practiced as the first stage of industrial dispute resolution.

The field findings indicate that the implementation of Pancasila values in industrial relations at PT Parkland World Indonesia (PWI) 2 Cikande is not merely symbolic but has been institutionalized through internal communication mechanisms, bipartite negotiations, and collective decision-making processes. Industrial disputes arising from disagreements over employment rights, disciplinary sanctions, or working conditions are generally addressed through deliberation (*musyawarah*) before escalating to mediation or litigation. This practice reflects the values embodied in the Fourth Principle of Pancasila, emphasizing deliberation and consensus as the primary approach to resolving conflicts (Dan & Musik, 2024). Interviews with Human Resources (HR) managers revealed that the company prioritizes dialogue and internal settlement mechanisms to maintain harmonious labor relations (Sitohang et al., 2025). "Every industrial dispute is first resolved through bipartite discussions. We encourage both management and employees to express their concerns openly because reaching mutual agreement is always preferable to legal proceedings." (*HR Manager, Interview, February*

2026)(Arpangi & Sanni, 2025). Similarly, a labor union representative explained that although differences of opinion occasionally arise, the company generally provides adequate opportunities for workers to participate in negotiations. "Negotiation has become a routine practice before any dispute is submitted to external mediation. Workers are given opportunities to explain their position, and management usually responds through discussions rather than unilateral decisions." (Labor Union Representative, Interview, March 2026). These interview findings demonstrate that Pancasila values are reflected not only in corporate policies but also in everyday industrial relations practices. Rather than relying immediately on formal legal mechanisms, both parties attempt to preserve cooperation and social harmony through consensus-building. The empirical findings can be interpreted using the Pancasila Industrial Relations (Hubungan Industrial Pancasila/HIP) Theory, which views industrial relations as a partnership founded upon justice, humanity, deliberation, and social harmony rather than adversarial employer-employee relationships. According to HIP, workers and employers are strategic partners sharing responsibility for achieving organizational productivity while safeguarding workers' welfare.

The study demonstrates that the principles of partnership, mutual respect, and social justice are reflected in the company's dispute resolution procedures. Bipartite negotiations function as the first mechanism because both parties recognize that maintaining long-term employment relationships is more valuable than pursuing prolonged litigation. However, field observations also reveal that the implementation of HIP remains imperfect. Some employee informants perceived an imbalance in bargaining power during negotiations. "Although discussions are conducted, workers sometimes feel hesitant to express disagreement because management still has stronger authority in determining the final outcome." (Production Employee, Interview, March 2026). This finding suggests that while deliberation has become an institutional practice, achieving substantive equality remains an ongoing challenge. Therefore, HIP should not merely be interpreted as procedural consultation but as ensuring genuine participation, equal bargaining positions, and protection of workers' rights throughout the dispute resolution process. The research identified several supporting factors contributing to successful dispute resolution. First, continuous communication between management and labor unions has strengthened mutual trust and minimized misunderstandings. Second, company regulations are generally aligned with Indonesian labor legislation, providing legal certainty for both employers and employees. Third, the existence of bipartite forums facilitates early identification of workplace problems before disputes intensify. Conversely, several obstacles remain. Differences in legal interpretation regarding employment rights occasionally delay negotiations. In addition, unequal access to legal knowledge between management and workers affects the quality of discussions. Economic pressures, production targets, and operational demands also influence the willingness of both parties to compromise during negotiations. These findings indicate that successful implementation of Pancasila values depends not only on normative commitment but also on organizational culture, communication quality, leadership, and institutional support.

Unlike previous studies that primarily discuss Pancasila Industrial Relations from a normative legal perspective, this study provides empirical evidence demonstrating how Pancasila values are operationalized within an actual manufacturing company. The interview findings confirm that deliberation (*musyawarah*), consensus (*mufakat*), humanity, and social justice are not merely constitutional ideals but practical principles influencing industrial dispute resolution at the organizational level. The analysis further reveals that effective implementation of HIP requires more than formal compliance with labor regulations. Instead, successful industrial relations depend upon organizational commitment to participatory communication, transparent negotiations, and balanced bargaining power between employers and employees. Consequently, this study extends the theoretical understanding of HIP by demonstrating that its effectiveness is determined by institutional practices rather than solely by legal provisions. The novelty of this research lies in integrating empirical field evidence, qualitative interview

data, and HIP Theory into a comprehensive analytical framework for examining industrial dispute resolution in Indonesia's manufacturing sector. This approach bridges the gap between normative legal scholarship and workplace realities, thereby contributing both to the development of industrial relations theory and to practical policy recommendations for companies, labor unions, and government institutions seeking to strengthen Pancasila-based industrial harmony.

Interviews with several workers indicate that the company provides a space for workers to express their aspirations and complaints through the labor union and the company's industrial relations department. The existence of the labor union plays a crucial role as a communication intermediary between workers and company management (Politik et al., 2025). Labor unions not only convey workers' demands but also help create a conducive work environment by encouraging peaceful resolution of problems and in accordance with applicable regulations (Irawan, 2023). In resolving industrial relations disputes, companies also refer to applicable labor laws and regulations, specifically Law Number 13 of 2003 concerning Manpower and Law Number 2 of 2004 concerning the Settlement of Industrial Relations Disputes. This demonstrates that the implementation of Pancasila Industrial Relations in companies is not only based on moral values and work ethics, but is also supported by compliance with applicable legal regulations. With this compliance, Under this law, dispute resolution can be conducted in a more targeted manner and provide certainty for both parties (Sudiarawan et al., 2024).

However, research results indicate that in practice, several obstacles remain in the implementation of Pancasila Industrial Relations at PT Parkland World Indonesia. One obstacle identified is the persistent difference in perception between workers and management regarding rights and obligations in the employment relationship. Some workers feel that company policies do not fully meet their expectations, particularly regarding welfare and working conditions. Furthermore, the company also faces challenges in maintaining worker productivity and discipline to achieve production targets (Hukum & Jakarta, 2021). Furthermore, a lack of understanding among some workers regarding the mechanisms for resolving industrial relations disputes is also a hindering factor. Not all workers understand the bipartite dispute resolution procedures or the stages of settlement according to labor law. This situation sometimes leads to misunderstandings and slows down the problem-solving process. Therefore, increased socialization and education regarding industrial relations and workers' rights and obligations are needed to foster a better understanding between workers and the company (Jurnal, 2026).

Communication is also a crucial aspect in the implementation of Pancasila Industrial Relations. Based on observations, ineffective communication between workers and the company can trigger tensions in the employment relationship (Tinangon et al., 2024). Nevertheless, the company has attempted to build more open communication through dialogue forums, regular meetings, and coordination with labor unions (Ariq Shalahudin Al Fayed, 2022). These efforts are intended to prevent disputes from escalating into larger conflicts and disrupting the company's stability (Pamungkas et al., 2023). The application of Pancasila Industrial Relations in resolving industrial relations disputes within the company has had a positive impact on creating more harmonious working relationships (Yusticia, 2022). Through a deliberative and family approach, most disputes can be resolved internally without the need for external parties or litigation in the Industrial Relations Court. This demonstrates that Pancasila values are still relevant in modern industrial relations, particularly in creating a balance between the interests of workers and the company (Sudrajat et al., 2022). Overall, the research results indicate that the implementation of Pancasila Industrial Relations at PT Parkland World Indonesia has been quite successful, although it still faces several obstacles in its implementation. The success of the implementation of industrial relations is greatly influenced by effective communication, the active role of labor unions, compliance with labor regulations, and a shared commitment between workers and the company to maintain

harmonious, fair, and sustainable working relationships (Agus, 2023).

4. Conclusion

This study demonstrates that the implementation of Pancasila principles in industrial relations dispute resolution at PT Parkland World Indonesia (PWI) 2 Cikande, Serang extends beyond normative legal compliance and is reflected in practical mechanisms such as bipartite negotiations, deliberation (*musyawarah*), consensus (*mufakat*), mutual respect, and the pursuit of social justice. The findings indicate that the effectiveness of Pancasila-based industrial relations depends not only on the existence of labor regulations but also on organizational commitment, constructive communication, balanced participation between employers and employees, and institutional support that encourages collaborative dispute resolution. Nevertheless, the study also identifies challenges related to unequal bargaining power and differences in legal understanding, which may reduce the effectiveness of consensus-oriented approaches. From a theoretical perspective, this research contributes to the development of Pancasila Industrial Relations (Hubungan Industrial Pancasila/HIP) Theory by providing empirical evidence that Pancasila functions not only as a constitutional and philosophical foundation but also as an operational framework for interpreting and resolving industrial relations disputes within the manufacturing sector. The study enriches the socio-legal literature by integrating normative legal analysis with field-based empirical findings, thereby narrowing the gap between legal doctrine and industrial practice. From a practical perspective, the findings provide guidance for companies, labor unions, and government institutions in strengthening dialogue-based dispute resolution mechanisms, improving participatory communication, and institutionalizing Pancasila values to promote harmonious, equitable, and sustainable industrial relations.

Future research is recommended to expand the scope of investigation by involving multiple companies across different industrial sectors and regions to enhance the generalizability of the findings. Researchers are also encouraged to adopt mixed-methods or comparative approaches to examine the effectiveness of Pancasila-based industrial relations in different organizational contexts. For industrial practitioners, companies should strengthen bipartite cooperation forums, provide continuous training on Pancasila Industrial Relations for managers and workers, and develop transparent internal grievance-handling mechanisms to ensure equal participation during dispute resolution. For policymakers, the Ministry of Manpower and regional labor authorities should formulate more comprehensive guidelines and capacity-building programs that integrate Pancasila values into industrial relations policies, mediation procedures, and labor dispute settlement mechanisms, thereby reinforcing industrial harmony while protecting the rights and interests of both employers and workers.

This study demonstrates that the effectiveness of Pancasila-based Industrial Relations (Hubungan Industrial Pancasila/HIP) in resolving industrial disputes is determined not merely by compliance with labor regulations but by the institutionalization of Pancasila values within organizational decision-making processes. Empirical findings from PT Parkland World Indonesia (PWI) 2 Cikande reveal that deliberation (*musyawarah*), consensus (*mufakat*), humanity, unity, and social justice function as complementary governance principles that encourage collaborative dispute resolution and reduce reliance on formal litigation, although challenges related to unequal bargaining power and workers' participation remain. Theoretically, this study advances the HIP framework by demonstrating how Pancasila can be operationalized as an analytical model for interpreting workplace dispute resolution rather than solely as a constitutional or philosophical doctrine, thereby bridging the gap between normative legal scholarship and empirical industrial relations research. Practically, the findings provide an evidence-based framework for companies, labor unions, and policymakers to strengthen participatory bipartite institutions, improve dialogue-oriented dispute resolution, and formulate labor policies that integrate Pancasila values into organizational governance. The novelty of this research lies in its field-based empirical validation of HIP within Indonesia's

manufacturing sector, offering a contextual model that contributes to both socio-legal theory and the development of more sustainable and harmonious industrial relations practices.

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