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The Government's Role in Legal Protection of Workers on Fixed-Time Employment Agreements in the Context of Boycotting Pro-Israel Products

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Abstract

Introduction: *Boycotts of products associated with support for Israel can have an impact on business and employment, especially for workers with Fixed-Time Employment Agreements.*
Purposes of the Research: *This study discusses the role of the government in providing legal protection for Fixed-Time Work Agreement workers in the midst of the boycott, with a case study on Starbucks Coffeeshop in Semarang City. The phenomenon of boycotts often affects the sustainability of the business and the stability of the workforce, especially Fixed-Time Employment Agreements workers who are more vulnerable to Termination of Employment.*
Methods of the Research: *This study uses an empirical juridical method with a qualitative approach, examining labor regulations and the implementation of legal protection policies for Fixed-Time Work Agreements workers in situations of business uncertainty due to boycott actions.*
Results Main Findings of the Research: *The results of the study show that labor regulations have regulated protections for Fixed-Time Work Agreement workers, including the right to compensation upon termination of employment. However, there is still room for improvement, especially in the aspect of supervision and law enforcement, so that every Fixed-Time Work Agreement worker can obtain his rights fairly and in accordance with applicable regulations. The government has a strategic role in ensuring that workers' rights remain protected, both through labor policies, industrial relations mediation, and the provision of legal aid for workers affected by Termination of Employment. The study recommends strengthening regulations and oversight to ensure more effective protections for Fixed-Time Employment Agreements workers amid the impact of boycotts on the employment sector.*

Keywords: Legal Protection; Fixed-time Employment Agreement Workers; The Role of Government.

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INTRODUCTION

The global economy continues to undergo changes due to various factors, both domestic and international. Geopolitical conditions, market fluctuations, and changes in consumer preferences affect economic stability. One of the factors that can trigger instability is boycotting certain products or companies as a form of protest against political policies or international issues. Employment in the context of boycotts can have an impact on company operations,

including the Termination of Employment policy for workers, especially those with the status of Fixed-Time Work Agreement Workers.[1] The boycott action can have a significant impact on employment stability, especially for workers with Fixed-Time Work Agreements. In contrast to permanent workers, they have more limited protection, especially in uncertain economic conditions due to external factors.[2] One prominent example is the response to the Israeli-Palestinian conflict, which heated up and prompted a variety of reactions, including a product boycott by Palestinian supporters against companies deemed to be supporting Israel,[3] he boycott aims to put pressure on Israel economically and politically, in the hope of ending the occupation of Palestine. At the global level, boycotts are often a form of organized propaganda involving many countries.[4]

The real impact of the boycott can be seen in a number of international companies, including Starbucks, which are often associated with the issue of support for Israel. In Indonesia, several Starbucks outlets experienced a decrease in visitors due to the boycott campaign,[5] his caused the company to be forced to reduce operations and terminate employment relations, including with Fixed-Time Employment Agreement workers. This crisis provides a clear picture of how boycotts rooted in geopolitical issues can create economic instability in various sectors.[6] The action of boycotting products in this context, which is associated with pro-Israel, as happened to Starbucks in various regions, including Semarang City, creates a situation that can be categorized as sectoral economic disruption. This disruption is characterized by a significant decline in economic activity in the affected sectors, such as declining income, increasing unemployment in certain sectors, and disruption of business sustainability.[7]

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[1] BBC News Indonesia, "Ancaman PHK Di Indonesia Imbas Aksi Boikot Israel - 'Karyawan Kontrak Benar-Benar Kena Dampaknya'," Bbc.com, 2023, https://www.bbc.com/indonesia/articles/cqep6rvnlgeo.

[2] Daniel Anugrah Marbun et al., "Pengaruh Boikot Besar-Besaran Produk Amerika Terhadap Peningkatan Jumlah Pengangguran Di Indonesia," *Polyscopia* 1, no. 3 (2024): 127–30, https://doi.org/10.57251/polyscopia.v1i3.1346.

[3] Rindi Salsabilla, "3 Fakta Gerakan Boikot Starbucks, Benarkah Sokong Israel?," cnbcindonesia.com, 2023, https://www.cnbcindonesia.com/lifestyle/20231102110948-33-485757/3-fakta-gerakan-boikot-starbucks-benarkah-sokong-israel.

[4] Erwin Permana et al., "Strategi Pemasaran Perusahaan Starbucks Terhadap Penurunan Saham Akibat Boikot Produk," *Jurnal Ekonomi, Akuntansi, Dan Perpajakan* 1, no. 2 (2024): 208–223, https://doi.org/10.61132/jeap.v1i2.309.

[5] Afifah Ilmi Alifya et al., "Analisis Dampak Gerakan Boikot Produk Pro-Israel Terhadap Penjualan Starbucks Dan Kopi Lokal Di Indonesia," *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi* 2, no. 6 (2024): 633–642, https://jurnal.kolibi.org/index.php/neraca/article/view/1869.

[6] Herli Antoni et al., "Implikasi Hukum Dan Ekonomi Gerakan Boikot Produk Pro-Israel Terhadap Perindustrian Di Indonesia," *PALAR: Pakuan Law Review* 10, no. 4 (2024): 1–15, https://journal.unpak.ac.id/index.php/palar/article/view/10850.

[7] Aldi Fahrezi et al., "Kontra Boikot Produk Starbuck: Menimbang Dampak Ekonomi Lokal Dan Solusi Berkelanjutan," Suara USU, 2024, https://suarausu.or.id/kontra-boikot-produk-starbuck-menimbang-dampak-ekonomi-lokal-dan-solusi-berkelanjutan/.

Data shows that boycotts can cause a 15-20% decrease in revenue for affected companies.[8] At Starbucks Semarang, for example, the boycott action in 2023 caused several branches to reduce operations, which had an impact on workers, including those with contract status. This situation reflects how a crisis triggered by a political issue can have significant legal and social implications. This can be seen more clearly through the chart below, which illustrates the significant decline in Starbucks stock value in 2023-2024 as a direct impact of the product boycott campaign related to international political issues.[9] This decline reflects the financial instability experienced by the company due to reduced visitor numbers and reduced operations. This economic impact ultimately affects business continuity, which leads to termination of employment. The graph below shows how crises caused by external factors, such as boycotts, can disrupt a company's economic stability and increase its vulnerability to workforce reductions, as well as underscore the urgency of legal protections for Fixed-Time Employment Agreement workers in such situations.

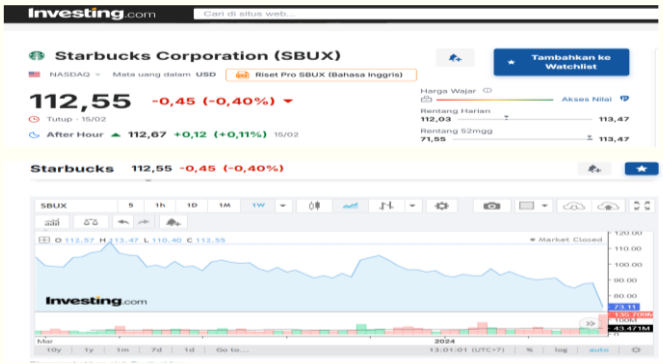


Figure 1. Starbucks Corp Stock Decline Data for 2023-2024
Sumber: https://id.investing.com

The urgency of this research lies in the importance of ensuring legal protection for Fixed-Time Work Agreement workers. Fixed-Time Employment Agreement workers in these conditions are often at a disadvantage compared to permanent workers. This raises big questions about how the implementation of legal protections that are supposed to protect the rights of Fixed-Time Work Agreements workers can work effectively. Juridically, the legal framework in Indonesia has provided a basis for protection for Fixed-Time Work Agreements

[8] Tirto Creative Lab, "Dampak Boikot Tidak Terarah Bagi Perekonomian Indonesia," tirto.id, 2024, https://tirto.id/dampak-boikot-tidak-terarah-bagi-perekonomian-indonesia-g6tp.
[9] Permana et al., "Strategi Pemasaran Perusahaan Starbucks Terhadap Penurunan Saham Akibat Boikot Produk."

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workers. Article 1 paragraph 15 of Law Number 13 of 2003 concerning Manpower states that employment relations must be based on employment agreements involving elements of employment, wages, and orders. However, implementation in the field often shows irregularities. Article 61A of the Job Creation Law and Government Regulation Number 35 of 2021 tries to answer this problem by regulating the obligation to provide compensation to workers under Fixed-Time Work Agreements when the employment relationship ends. However, the application of these rules often faces challenges in complex situations, such as crises caused by external factors.

However, in practice, the effectiveness of legal protections for Fixed-Time Employment Agreement workers is still a matter of debate. Crises triggered by external factors, such as boycotts, can complicate the implementation of existing rules. Companies experiencing economic stress are more likely to take efficiency measures, including workforce reductions, which often have an impact on Fixed-Time Work Agreement workers. In this situation, it is important to assess the extent to which the regulations that have been established are able to provide real protection for workers, as well as whether there is a mechanism that can ensure that their rights are still fulfilled even in the midst of a crisis.[10] This study aims to examine the role of the government in protecting Fixed-Time Work Agreement workers in accordance with the Job Creation Law and its derivative regulations, especially in dealing with economic turmoil due to external factors such as boycotts, with the case study of Starbucks in Semarang City, this study seeks to provide a real picture of the effectiveness of existing regulations as well as recommendations to strengthen legal protection for workers Fixed-Time Employment Agreement. This research is also expected to be a reference for policy makers and business actors in increasing protection for Fixed-Time Work Agreements workers in the midst of increasingly complex global economic dynamics.

METHODS OF THE RESEARCH

The approach used in this study is qualitative, which is a research process that focuses on strategies in formulating solutions based on the facts that occur. Qualitative legal research

[10] Faridha Ath Thooriq, "Perlindungan Hukum Dan Hak Asasi Manusia Terhadap Pekerja Kontrak Di Indonesia (Implementasi Berdasarkan Undang-Undang Ketenagakerjaan)," *Gema Keadilan* 10, no. 3 (2023): 153–69, https://doi.org/10.14710/gk.2023.20428.

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methods tend to be descriptive, in order to express a complete picture related to scientific characteristics in the disclosure of phenomena that occur, as well as analysis that is not limited to numbers and/or theories. The type of research used is juridical-empirical, which refers to the study of law as a conceptual of actual behavior in social relations of society.[11] This type of empirical research describes how the law works in harmony based on the order of norms, principles, and principles aligned based on legal ideals/ideas. Based on the method and type of research used, data collection techniques are carried out through interviews, observations, and literature studies. This technique serves as a means to trace the facts that support a statement by referring to the principle of correspondence.[12] During the data collection process, there are several types of data that are classified based on their relevance to the issue being studied, both primary data and secondary data. Primary data is the main source obtained and known directly from the sources and respondents through interviews with the Starbucks coffee shop Semarang franchise and the Semarang City Manpower Office. Meanwhile, secondary data was obtained from literature studies related to the research topic, which included primary legal materials (laws and regulations), secondary (legal reference libraries), and tertiary (non-legal reading lists).[13] After the data is accumulated, the selection process is carried out to test its credibility by applying the source triangulation technique. This technique aims to improve the accuracy of information by elaborating various available sources.

RESULTS AND DISCUSSION

A. The Government's Role in Legal Protection for Fixed-Time Work Contract Workers Who Were Dismissed Prematurely Due to the Boycott of Pro-Israel Products at Starbucks Semarang

Legal protection is an effort provided by the Government to protect the rights of individuals, groups, or legal entities from any form of threat or loss that can harm them. This protection can be preventive, which aims to prevent violations of the law, or repressive which aims to sanction violations of the law that have occurred.[14] Legal protection in the context of employment aims

[11] Ronny Hanitijo Soemitro, *Metodologi Penelitian Hukum Dan Jurimetri* (Jakarta: Ghalia Indonesia, 1990), p. 34.
[12] Lexy J. Moleong, *Metodologi Penelitian Kualitatif* (Bandung: Remaja Rosdakarya, 2017), p. 155-157.
[13] Dadang Sumarna and Ayyub Kadriah, "Penelitian Kualitatif Terhadap Hukum Empiris," *Jurnal Penelitian Serambi Hukum* 16, no. 2 (2023): 101–113, https://doi.org/10.59582/sh.v16i02.730.
[14] Niru Anita Sinaga and Tiberius Zaluchu, "Perlindungan Hukum Hak-Hak Pekerja Dalam Hubungan Ketenagakerjaan Di Indonesia," *Jurnal Teknologi Industri* 6 (2017): 56–70, https://journal.universitassuryadarma.ac.id/index.php/jti/article/view/754.

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to ensure that workers obtain fair and decent rights and avoid arbitrary treatment from employers.

As a country that upholds the principle of the rule of law, Indonesia places the protection of human rights, including workers' rights, as a fundamental element in achieving social justice.[15] The Preamble to the 1945 Constitution affirms that every citizen has the right to protection of his rights, including in the context of employment. Therefore, the state is obliged to provide regulations that guarantee protection for workers, especially related to employment agreements and termination of employment.[16]

A Fixed-Time Work Agreement is a form of agreement that is commonly used in employment relationships. A Fixed-Time Work Agreement is an employment contract made with a certain time limit or for temporary work. Despite the flexibility in terms of timeframe, the legal protection aspect for workers in this scheme remains crucial. In Indonesia, regulations regarding Fixed-Time Work Agreements are regulated in Law Number 13 of 2003 concerning Manpower and Government Regulation Number 35 of 2021, which include various provisions, ranging from agreement requirements to sanctions for parties who do not comply with these rules.[17] Workers who are bound by a Fixed-Time Employment Agreement have rights that must be respected by the employer, including the right to a decent wage and the right to compensation in the event of termination before the agreed period ends. Therefore, even if the employment relationship is temporary, the rights of workers in the Fixed-Time Employment Agreement must still be protected through a clear and unequivocal legal mechanism.[18] The boycott of products deemed to support Israel has become a global phenomenon that has a significant impact on several companies, including Starbucks.[19] This boycott occurred as a form

[15] Equino Mikael Makadolang, Ronny Adrie Maramis, and Lendy Siar, "Perlindungan Hukum Terhadap Pekerja Pada Perjanjian Kerja Waktu Tertentu (PKWT) Yang Di Berhentikan Sebelum Waktunya," *Lex Privatum* 13, no. 3 (2024): 1–10, https://ejournal.unsrat.ac.id/index.php/lexprivatum/article/view/54841.

[16] Barzah Latupono, "Perlindungan Hukum Dan Hak Asasi Manusia Terhadap Pekerja Kontrak (Outsourcing) Di Kota Ambon," *SASI* 17, no. 3 (2011): 59–69, https://doi.org/10.47268/sasi.v17i3.366.

[17] I Kadek Adi Surya, I Dewa Nyoman Gde Nurcana, and I Wayan Antara, "Kajian Yuridis Perlindungan Hukum Bagi Tenaga Kerja Dalam Perjanjian Kerja Waktu Tertentu (PKWT) Berdasarkan Undang Undang No 13 Tahun 2003 Tentang Ketenagakerjaan," *Majalah Ilmiah Universitas Tabanan* 17, no. 2 (2020): 130–36, https://ejournal.universitastabanan.ac.id/index.php/majalah-ilmiah-untab/article/view/90.

[18] Yudith Ilela, Adonia Ivonne Laturette, and Sarah Selfina Kuahaty, "Penerapan Sistem Perjanjian Kerja Waktu Tertentu Dalam Perspektif Hukum Positif Indonesia," *PAMALI: Pattimura Magister Law Review* 4, no. 2 (2024): 226–38, https://doi.org/10.47268/pamali.v4i2.2144.

[19] Alifya et al., "Analisis Dampak Gerakan Boikot Produk Pro-Israel Terhadap Penjualan Starbucks Dan Kopi Lokal Di Indonesia."p. 640-641

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of solidarity with Palestine and influenced consumers' decisions in choosing the products they purchased.

In Indonesia, the boycott began to expand at the end of 2023, triggered by various campaigns on social media calling for people not to buy products from companies suspected of having ties to Israel. Starbucks was one of the brands affected after claims that the company provided financial support to Israel.[20] Despite these widely circulated claims, Starbucks has officially denied any involvement and stated that it does not provide any kind of support to the Israeli government or the parties involved in the conflict.[21]

However, the call for a boycott continued and had an impact on the decline in the number of customers at various Starbucks outlets. Based on the results of an interview with the Supervisor of Starbucks *Coffeeshop* Paragon Semarang branch on Thursday, February 20, 2025, this boycott caused a decrease in the number of visitors, so the company was forced to take efficiency steps to reduce operational costs. One of the steps taken is the reduction of employee working hours and termination of employment, including for workers with Certain Time Work Agreements.[22] "If asked whether the number of visitors has decreased or not, of course it has decreased. If asked about the percentage, the decrease can reach 50%, even up to 70%".

This decline has a direct impact on the company's financial condition, which is currently experiencing losses in terms of *profit and loss* (PnL). Faced with this situation, management took strategic steps to adjust operations to uncertain market conditions. "In an effort to improve operational efficiency, there has been a reduction in work schedules for employees who previously worked up to four days a week to only one to three days. In addition, those who usually get a full shift (8 hours) are more often scheduled for only half shifts (4 hours). The impact of this reduction in hours has an impact on their income, which has led some employees to choose to resign voluntarily." Reducing working hours not only has an impact on the economic stability of workers, but also has implications for the overall welfare aspect. Reduced working hours lead to a significant decrease in income, especially for workers who rely on

[20] Permana et al., "Strategi Pemasaran Perusahaan Starbucks Terhadap Penurunan Saham Akibat Boikot Produk."p. 210.
[21] Starbucks Corporation, "Our Position on the Middle East False Rumors," Starbucks Stories & News, 2024, https://stories.starbucks.com.
[22] Asri Wijayanti, *Hukum Ketenagakerjaan Pasca Reformasi* (Jakarta: Sinar Grafika, 2009), p. 102.

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hour-based wages as their main source of livelihood. Employment relationships in these conditions have the potential to create economic uncertainty for workers, which can ultimately affect their productivity levels and social welfare. "We understand that this situation has an impact on employees. However, the decision taken is a difficult but necessary step to maintain business sustainability. The Company has also ensured that any changes in the employment relationship are carried out in accordance with applicable provisions and with transparent communication to all affected employees."

Starbucks added that while there have been reductions in hours and layoffs for some employees, the company cannot provide specific data on the number of workers affected due to internal policy reasons. However, he emphasized that so far Starbucks has fulfilled the rights of its employees in accordance with applicable regulations, including in terms of compensation and the Termination of Employment mechanism. "Every policy taken, be it a reduction in working hours or termination of employment, is always through an agreement with the employee concerned, also in accordance with applicable legal regulations." However, despite the efforts that have been made by the company, termination of employment remains a challenge for workers, especially for those with Fixed-Time Employment Agreement status. In conditions like this, the government's role is very important in ensuring that workers' rights are protected in accordance with applicable regulations.

In the face of the crisis triggered by the boycott of pro-Israel products, the government's role in protecting the rights of workers, particularly Fixed-Time Work Agreements, workers, is crucial. Legal protection for Fixed-Time Employment Agreement workers who experience Termination of Employment before the end of their contract period has been regulated in various regulations, including:[23] 1) Law Number 6 of 2023 concerning Job Creation: The Job Creation Law introduces significant changes to labor regulations, including the rights of Fixed-Time Employment Agreement workers in the situation of Termination of Employment, in Article 61A states that if the company terminates the employment relationship before the

[23] JDIH: Kementerian Ketenagakerjaan Republik Indonesia, "Apa Saja Kompensasi Yang Didapat Pekerja/Buruh Dengan Perjanjian Kerja Waktu Tertentu (PKWT)?," jdih.kemnaker.go.id, 2021, https://jdih.kemnaker.go.id/berita-apa-saja-kompensasi-yang-didapat-pekerjaburuh-dengan-perjanjian-kerja-waktu-tertentu-pkwt.html.

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contract period ends, then the company is obliged to compensate the workers of the Fixed-Time Employment Agreement: "*In the event that the fixed-time employment agreement expires as referred to in Article 61 paragraph (1) b and c, the employer is obliged to provide compensation to the worker/laborer.*" This provision confirms that even if the termination of the contract is caused by external factors such as the impact of the boycott, the company still has an obligation to provide appropriate compensation to the affected Fixed-Time Work Agreement workers. 1) Government Regulation Number 35 of 2021: This Government Regulation is a derivative regulation of the Job Creation Law that regulates in more detail about Fixed-Time Employment Agreements, including workers' rights in the situation of Termination of Employment: (a) Article 15 paragraph (1): "*Employers are obliged to provide compensation money to Workers/Laborers whose employment relationship is based on* a Fixed-Time Employment Agreement," (b) Article 16 paragraph (5): "*In the event of* a Fixed-Time Work Agreement *based on the completion of a work faster than the length of time agreed in the* Fixed-Time Work Agreement, *the compensation money shall be calculated until the time of completion of the work.*" *(c)* Article 17: "*In the event that one of the parties terminates the employment relationship before the expiration of the period stipulated in* the Fixed-Time Employment Agreement, *the Employer is obliged to provide compensation as intended in Article 15 paragraph (1) the amount of which is calculated based on the term of* the Fixed-Time Employment Agreement *that has been implemented by the Worker/Laborer.*" This provision is the legal basis for Fixed-Time Work Agreement workers who are affected by the Termination of Employment to continue to receive compensation rights, even if the termination of employment occurs due to external factors such as a boycott that reduces the company's income. 3) Law Number 2 of 2004 concerning Industrial Relations Dispute Resolution: If workers feel that their rights are not fulfilled during the Termination of Employment process, they have the right to file a dispute through the industrial relations dispute resolution mechanism. This process includes three main stages: 1) Bipartite – Direct settlement between workers and employers; 2) Mediation – If bipartite fails, the Directorate can become a mediator; 3) Industrial Relations Court – If mediation does not result in an agreement, workers can file a lawsuit with the Industrial Relations Court.

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The implementation of legal protection in practice still faces various challenges, especially in the supervision and compliance of entrepreneurs with existing regulations. Although Starbucks stated that it was reducing operations due to the impact of the boycott, the company is still trying to meet its obligations in accordance with the regulations that apply to Fixed-Time Employment Agreement workers affected by the Termination of Employment. However, the effectiveness of the implementation of this obligation still needs to be monitored by the authorities to ensure that workers' rights are protected and there are no violations of labor laws.[24]

Based on the results of an interview with Mr. Khairul Anwar, from the Semarang City Manpower Office, who served as the Industrial Relations Mediator on Tuesday, February 18, 2025, emphasized that they continue to monitor employment conditions. *"We strive to ensure that companies continue to comply with labor regulations, especially in terms of the rights* of Fixed-Time Work Agreement workers *who are subject to termination of employment. Supervision is carried out through policy socialization, coordination with companies, and monitoring the implementation of labor regulations," he* said.

Furthermore, the Manpower Office also optimizes its role by providing assistance for workers who need information related to their rights, as well as encouraging companies to implement a more transparent labor policy in accordance with applicable regulations. Through this effort, it is hoped that affected workers will continue to receive proper protection, and companies can implement policies while still paying attention to the welfare of the workforce. On the other hand, the Employment Office affirms that although companies like Starbucks are trying to meet legal obligations, challenges in implementation on the ground will inevitably remain, especially in situations affected by external factors such as boycotts. Fixed-Time Work Agreement workers, who are in more vulnerable employment positions, often face uncertainty in obtaining full compensation as they are entitled to. The Manpower Office explained that based on the provisions of the Manpower Law and its derivative regulations, Fixed-Time Work

[24] Jihan Rafifah et al., "Implementasi Dan Tantangan Perlindungan Hukum Terhadap Hak-Hak Pekerja Dalam Hubungan Kerja Di Indonesia," *Konsensus: Jurnal Ilmu Pertahanan, Hukum Dan Ilmu Komunikasi* 2, no. 1 (2025): 147–57, https://doi.org/10.62383/konsensus.v2i1.626.

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Agreement workers who experience termination of employment before the end of their contract are still entitled to compensation in accordance with the period of service that has been lived. "*Under any circumstances, including situations triggered by external factors such as boycotts, the company still has a legal obligation to ensure the fulfillment of the rights of workers* of the Fixed-Time Work Agreement*, especially in terms of compensation and other provisions stipulated in the employment agreement and laws and regulations*". In addition, the Employment Office also emphasized that every termination policy must be carried out with reference to the principles of justice and legal certainty, so as not to harm the workers. "*Companies are obliged to provide clear notice, ensure transparency in the calculation of compensation, and provide access for workers to file objections if they feel that their rights are not being met,*" he added. Therefore, the Directorate of Manpower continues to optimize its role in conducting supervision and mediation in the event of a dispute between workers and the company, to ensure that workers' rights are protected in accordance with applicable regulations.

Based on these findings, it can be concluded that the role of the government in legal protection for Fixed-Time Work Agreements workers affected by the Termination of Employment due to boycotts is crucial, in order to increase the effectiveness of protection, the following steps need to be taken: a) Tighten supervision and sanctions against companies that violate the rights of Fixed-Time Work Agreement workers: The government through the Manpower Office must increase the frequency of inspections to companies that carry out Termination of Employment for Fixed-Time Employment Agreement workers, as well as impose sanctions for companies that are proven to not meet their obligations in accordance with applicable regulations;[25] b) Establish an easily accessible reporting and advocacy mechanism: Fixed-Time Work Agreement workers who experience violations of rights should have easier access to report violations, either through online platforms, special hotlines, or complaint services at the local Directorate office. The government can also collaborate with trade unions and non-governmental organizations to provide legal advocacy for affected workers; c) Require the company to provide severance pay or more appropriate compensation

[25] Oemar Attallah et al., "Optimalisasi Kebijakan Ketenagakerjaan Untuk Mengatasi Dampak PHK Massal Dan Meningkatkan Perlindungan Pekerja," *Media Hukum Indonesia (MHI)* 2, no. 4 (2024): 643–54, https://ojs.daarulhuda.or.id/index.php/MHI/article/view/955.

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for Fixed-Time Employment Agreement workers affected by the Termination of Employment. The government needs to tighten rules related to compensation for Fixed-Time Work Agreement workers who are laid off before their contracts expire, including ensuring that they receive severance pay, reimbursement money, and other benefits as stipulated in Government Regulation Number 35 of 2021; d) Encourage job diversification for affected Fixed-Time Work Agreement workers: The government can provide skills training and placement programs jobs for Fixed-Time Employment Agreement workers who lost their jobs due to the boycott, so they have the opportunity to get new jobs with more relevant skills.

Legal guarantees for workers, both those who work under Fixed-Time Employment Agreements and those facing Termination of Employment, have a crucial role in maintaining justice and social welfare. The government, through regulations and labor oversight agencies, is responsible for ensuring that workers' rights remain protected. On the other hand, employers are also required to fulfill workers' rights in accordance with the agreements that have been agreed, with optimal protection, it is hoped that a fair and balanced labor system will be created, which can ultimately support harmonious industrial relations in Indonesia.

B. Fulfillment of the Rights of Workers of Fixed-Time Employment Agreements Who Are Dismissed Prematurely in Crisis Situations Due to Economic Instability

Faced with crises due to economic instability and pressure, companies often undercut labor efficiency, resulting in Termination of Employment for workers with Fixed-Time Employment Agreement status before their contracts expire. However, in practice, Fixed-Time Work Agreement workers often have difficulty obtaining their rights, including the compensation they are supposed to receive.

This difficulty is triggered by several key factors. First, Fixed-Time Work Agreement workers do not have as strong protections as permanent workers in terms of severance pay and severance awards, in a situation of sudden Termination of Employment, this compensation is often insufficient to sustain their lives, especially if there is no certainty regarding future employment opportunities.[26] Second, there are still many companies that have not fully

[26] Ahmad Jaya Kusuma, Edith Ratna M.S, and Irawati, "Kedudukan Hukum Pekerja PKWT Yang Tidak Sesuai Dengan Ketentuan Undang-Undang Ketenagakerjaan," *Notarius* 13, no. 1 (2020): 193–208, https://doi.org/10.14710/nts.v13i1.30324.

complied with regulations related to the payment of compensation for Fixed-Time Work Agreement workers. Some companies even avoid these obligations in various ways.[27] Third, the bargaining position of Fixed-Time Work Agreement workers is weaker compared to permanent workers. Due to the temporary status of the contract, many workers are reluctant to fight for their rights for fear of not getting a contract extension or even being blacklisted by the company. As a result, many workers accept the decision to terminate their employment without legal resistance due to limited knowledge and access to industrial relations dispute resolution mechanisms.[28] Fourth, the employment dispute resolution mechanism for Fixed-Time Employment Agreement workers is often lengthy and complicated. In the event of a dispute, workers must take a bipartite route with the company, then through mediation by the labor office, and if there is no agreement, the case must be taken to the Industrial Relations Court. This process is not only time-consuming, but also costly, which is an obstacle for workers in fighting for their rights.[29]

Based on an interview with the Semarang City Manpower Office on Tuesday, February 18, 2025, the main problem in the implementation of protection for Fixed-Time Work Agreement workers is the lack of workers' understanding of their rights and there are still companies that have not fully complied with applicable regulations. "*Many Fixed-Time Work Agreement workers do not know their rights, especially regarding compensation in the event of termination of employment. We continue to try to socialize so that they understand the applicable rules and can fight for their rights in the right way.*" In addition, the Directorate of Agriculture also emphasized that supervision of companies is a challenge in itself. "*We found that there are still companies that try to avoid their obligations, for example by terminating contracts before workers reach a certain period of work that are entitled to compensation. Therefore, strengthening supervision and law enforcement is very important,*" he said. Despite the various obstacles in fulfilling the rights of workers under the Fixed-Time Work Agreement, the protection of them remains a concern of the government. The

[27] Oktavia Eko Anggraini, "Analisis Yuridis Perjanjian Kerja Waktu Tertentu Menurut Hukum Ketenagakerjaan Indonesia," *Sanskara Hukum Dan HAM* 1, no. 1 (2022): 11–23, https://sj.eastasouth-institute.com/index.php/shh/article/view/4.

[28] ALSALC UGM, "Permasalahan Regulasi PKWT Dalam UU Cipta Kerja Yang Dapat Merugikan Tenaga Kerja," alsalcugm.org, 2023, https://www.alsalcugm.org/single-post/permasalahan-regulasi-pkwt-dalam-uu-cipta-kerja-yang-dapat-merugikan-tenaga-kerja.

[29] ALSALC UGM. *Ibid.*

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government is trying to create clearer regulations and provide legal certainty. This regulation not only aims to ensure that Fixed-Time Work Agreement workers get their rights, but also to balance the interests between workers and companies in the ever-evolving labor dynamics, even if companies face economic challenges, such as boycotts or other factors, they ensure that the fulfillment of workers' rights remains an obligation that should not be ignored. Fixed-Time Employment Agreement workers who experience Termination of Employment before the end of their contract period are still entitled to compensation in accordance with the provisions of the law. The difficult situation faced by the company cannot be used as an excuse to avoid responsibility for the workers who have contributed.

In particular, for Fixed-Time Employment Agreement workers who experience Termination of Employment before the contract period ends, the company is obliged to fulfill several rights regulated in laws and regulations. The following are the rights that Fixed-Time Work Agreement workers have under these conditions:

1. Right to Compensation Money

Fixed-Time Employment Agreement workers who experience termination before their contracts end are entitled to compensation money, as stipulated in Article 15 of Government Regulation Number 35 of 2021.[30] This compensation money is given as a form of compensation for the Termination of Employment that occurs before the time that has been agreed in the contract. The amount of compensation money is calculated proportionally based on the length of the worker's working period with the formula: "Working Period (Months) / 12 X 1 Month of Wage". Further provisions regarding the amount of compensation money are regulated in Article 16 of Government Regulation Number 35 of 2021. that is:[31]

Table 1. Amount of Compensation

Employment Period Employee Employment Agreement Specific Time	Amount of Compensation
12 Months continuously	1 Month's Wage

[30] JDIH Kabupaten Sukoharjo, "Karyawan Kontrak Resign, Berhak Dapat Uang Kompensasi?," jdih.sukoharjokab.go.id, n.d., https://jdih.sukoharjokab.go.id/berita/detail/karyawan-kontrak-resign-berhak-dapat-uang-kompensasi.

[31] Makadolang, Maramis, and Siar, "Perlindungan Hukum Terhadap Pekerja Pada Perjanjian Kerja Waktu Tertentu (PKWT) Yang Di Berhentikan Sebelum Waktunya."p. 8.

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Less than 12 Months	Calculated proportionally based on the applicable formula
More than 12 Months	Calculated proportionally according to the total service period

Source: hukumonline.com

It should be noted that this compensation money is still awarded even if the termination of employment is made on the basis of mutual agreement, except in certain conditions excluded by the regulations.

2. Entitlement to Severance Pay and/or Service Award Money

Although in general Fixed-Time Work Agreement workers do not get severance pay, there are exceptions if the Termination of Employment is carried out before the expiration of the employment agreement without a valid reason from the employer, Fixed-Time Work Agreement workers can obtain similar rights to permanent workers, as stipulated in Article 40 of Government Regulation Number 35 of 2021. The provisions regarding severance pay based on the length of service are as follows:[32]

Table 2. Entitlement to Severance Pay

Tenure	Severance Pay
< 1 year	1 Month's Wage
1 – 2 Years	2 Months of Wages
2 – 3 Years	3 Month of wages
3 – 4 Years	4 Month of wages
4 – 5 Years	5 Month of wages
5 – 6 Years	6 Month of wages

The Lifetime Award Money is compensation given to workers who have worked for a certain period of time as a form of appreciation for their loyalty and devotion to the company. The amount of the Service Period Award is usually calculated based on the worker's working period, with calculations that have been regulated in the applicable regulations. The Lifetime Award aims to provide economic protection for workers who have experienced Termination of Employment and encourage fairer and more sustainable industrial relations. Further

[32] Renata Christha Auli, "Cara Hitung Pesangon Berdasarkan UU Cipta Kerja," hukumonline.com, 2024, https://www.hukumonline.com/klinik/a/cara-hitung-pesangon-lt515b7ec90fe0c/.

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provisions regarding the amount of Service Period Award Money can be seen in the following table:

Table 3. Entitlement to Service Award Money

Masa Kerja	Besaran Uang Penghargaan Masa Kerja
3 Years or more, but less than 6 Years	2 Month of wages
6 Years or more, but less than 9 Years	3 Month of wages
9 Years or more, but less than 12 Years	4 Month of wages
12 Years or more, but less than 15 Years	5 Month of wages
15 Years or more, but less than 18 Years	6 Month of wages
18 Years or more, but less than 21 Years	7 Month of wages
21 Years or more, but less than 24 Years	8 Month of wages
24 Years or more	10 Month of wages

Source: hukumonline.com

3. Right to Reimbursement of Other Rights Not Granted

In addition to compensation and severance pay, Fixed-Time Work Agreement workers who are dismissed prematurely are also entitled to reimbursement for other rights that have not been granted by the company. These rights include:

Table 4. Right to Reimbursement of Other Rights Not Granted

Types of Rights	Information
Annual leave that has not been taken	Workers are entitled to reimbursement of unused and unexpired annual leave in accordance with applicable provisions
Return fees or costs	If the work location is different from the place of origin, the company is obliged to bear the cost of returning the worker
Other rights agreed in the agreement	Additional rights that have been contained in the employment agreement, company regulations, or collective bargaining agreement must still be fulfilled by the company.

Source: hukumonline.com

This provision is regulated in Article 40 of Government Regulation Number 35 of 2021, which requires employers to fulfill all workers' rights that have been previously regulated before termination of employment is carried out. The Company has an obligation to fulfill the rights of a Fixed-Time Employment Agreement employee who is dismissed before the end of his contract, in accordance with the provisions of applicable law. The fulfillment of these rights

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aims to protect workers from potential losses due to termination of employment that is not in accordance with the established procedures. However, in its implementation, there are still many companies that ignore this obligation, so workers often have to go through the mechanism of resolving industrial relations disputes in order to obtain the rights they should receive.

If a Fixed-Time Employment Agreement worker who experiences a Termination of Employment before the end of his contract period does not obtain his rights in accordance with the applicable provisions, then they can apply for dispute resolution through the industrial relations mechanism. This has been regulated in Law Number 2 of 2004 concerning the Settlement of Industrial Relations Disputes, which provides a legal basis for workers to claim their rights legally.[33] Actionable dispute resolution procedures include:

Table 5. Dispute Resolution Procedure

Stages	Process	Result
Bipartite Negotiations	Workers and employers negotiate directly to reach an agreement	1. If successful: The agreement is legally binding. 1) If it fails: Proceeds to mediation/conciliation.
Mediation/Conciliation	Manpower Office facilitates dispute resolution	1. If an agreement is reached: A binding settlement is recommended 1) If failed: The dispute was taken to the Industrial Relations Court.
Industrial Relations Court	The dispute was submitted to the Industrial Relations Court for a legal ruling	The decision of the Industrial Relations Court is binding and must be carried out by both parties

Source: hukumonline.com

It is important for Fixed-Time Work Agreement workers to understand their rights in order to take appropriate steps in the face of injustice. Although regulations on the protection of Fixed-Time Work Agreements are in place, their implementation in the field still faces various obstacles, such as a lack of corporate compliance and limited workers' access to information

[33] Chezia Maharany, "Perlindungan Hukum Terhadap Pekerja PKWT Atas Pemutusan Hubungan Kerja Sepihak Sebelum Masa Kontrak Berakhir," *Media Hukum Indonesia (MHI)* 2, no. 3 (2024): 332–39, https://doi.org/10.5281/zenodo.12174047.

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and dispute resolution mechanisms. Therefore, stricter steps are needed in law enforcement, including sanctions for companies that do not fulfill their obligations. In addition, the role of trade unions, labor advocates, and related agencies needs to be strengthened to provide legal assistance for Fixed-Time Work Agreement workers, with higher awareness and better access to legal protection, it is hoped that Fixed-Time Work Agreement workers can obtain their rights fairly and properly.[34]

CONCLUSION

This study shows that the boycott of Starbucks in Semarang has a significant impact on Fixed-Time Work Agreement workers. The decline in corporate income due to the boycott led to reduced working hours and early termination of employment, which directly affected the economic stability of workers. Although various regulations have provided protection for Fixed-Time Work Agreement workers, this condition shows that the employment mechanism in certain situations is still not fully able to provide guarantees to workers affected by external factors such as consumer boycotts. These findings confirm that employment policies must be more adaptive in facing challenges arising from economic and social dynamics. The significant impact of the boycott on various sectors, particularly at Starbucks Semarang, indicates the need for a more comprehensive approach in protecting Fixed-Time Work Agreement workers. Business sustainability does not only depend on the company's strategy, but also on labor regulations that are able to accommodate unforeseen conditions. Therefore, the role of the government is crucial in ensuring supervision of the implementation of labor policies to be more optimal. Thus, this study emphasizes the importance of balancing business interests and workers' rights in an unstable economic situation. Optimizing labor supervision, improving compensation policies, and collaboration between governments, companies, and unions are important steps to improve protection for workers affected by external factors. Industrial sustainability must be accompanied by policies that are able to ensure the welfare of the workforce without hindering economic growth.

[34] Zaeni Asyhadie, Lalu Hadi Adha, and Rahmawati Kusuma, "Peranan San Tanggung Jawab Serikat Pekerja Dalam Menciptakan Hubungan Kerja Yang Harmonis," *Privat Law* 1, no. 2 (2021): 320–38, https://doi.org/10.29303/prlw.v1i2.716.

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