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IMPLEMENTATION OF AUTOMATION ON EMPLOYEE RIGHTS IN TERMINATION OF EMPLOYMENT

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Abstract

The implementation of technological advancements has significantly impacted the labour sector, particularly in employment relations. Automation enhances efficiency and productivity, leading to job termination (layoffs) for affected workers. This study analyzes the impact of automation on employment relations and the fulfillment of workers' rights after layoffs in Indonesia and Malaysia. The research method used is normative juridical research, utilizing secondary data and case studies. The findings indicate that although labour regulations in Indonesia govern the mechanisms of employment termination and workers' rights, practical implementation still faces challenges. The case study of PT Jasa Marga (Persero) Tbk in 2017 demonstrates the company's commitment to justice and employee welfare by avoiding forced layoffs and instead providing a career transition program. In contrast, the case of layoffs conducted by TikTok in Malaysia in 2024 highlights the lack of worker protection, lower compensation, and minimal transition programs. This comparison shows that PT Jasa Marga in Indonesia prioritizes worker protection through dialogue and transition policies, whereas the Malaysian case emphasizes efficiency over worker welfare. Therefore, more adaptive labour policies are needed to balance industrial efficiency and workers' rights protection in response to technological advancements.

Keywords: Automation, Legal Protection, Employee Rights, Termination of Employment

Introduction

Technological developments significantly impact various sectors, including the industrial world. This will undoubtedly impact employment, especially changes in employment relations. Even society or the state cannot prevent or hinder technological development. This development can provide changes in society, both positive and negative. Technology can offer a variety of conveniences to increase productivity.(Ahadiyah, 2024; Cholik, 2021; David, 2021; Farhatun Nisaul Ahadiyah, 2023; Muhammad Rusli et al., 2020; Wiryany et al., 2022)

Based on data obtained from the Central Statistics Agency (BPS) in 2023, it is said that the Open Unemployment Rate (TPT) in August 2023 is 5.32 percent or 7.86 million unemployed people. In this case, the government has made various efforts to deal with this problem. However, the problem of unemployment is a very complex problem involving multiple aspects, such as the aspect of Human Resources (HR) itself. The lack of expertise or (Statistics, 2022). The development of this technology especially affects

the skills of workers who are not in line or unable to adapt to the rapid pace of change in the industrial world.

One of the impacts of technological developments in the industrial world is the replacement of workers or laborers who can be replaced by machines/technology. Efforts to expand job opportunities can be carried out through technology transfer and the application of job creation technology. Therefore, the community must be prepared to face technological developments—the needs of contemporary lifestyle demand that everything runs quickly, carefully, and precisely. In today's increasingly sophisticated and automated era, this raises the question of whether this automation will result in more unemployment than before.

The Industrial Revolution 4.0 is a new era that began with globalization and describes the changes that have occurred in the industrial world. Klaus Shwab through (2016) The Fourth Industrial Revolution states that the world has experienced four stages of revolution (Stuttgart & Trisyanti, n.d.).

Automation is a sign of the current industrial revolution 4.0, which began in 2010 with intelligent engineering and the internet of things as the basis of movement and connection between humans and machines. The fourth phase (4.0) includes the digitalization and automation of integrating the internet with manufacturing. One idea about the industrial revolution is that companies can act as industry players because they are organizations that make or provide goods or services to consumers. One of the components of the economy that contributes to job creation is industry. The number of job opportunities created will influence economic growth. The establishment of a business will have a significant impact on the growth and progress of the economy and the welfare of the surrounding community. All areas of life require economic growth, and governments and industry owners are responsible for ensuring that industries thrive equally (Helmi, 2019; Lazuardi & Gunawan, 2024; Mukhlasin, 2019)(Suwardana, 2018).

The McKinsey Global Institute 2017 projected that at least 400 to 800 million people will lose their jobs by 2030 due to being replaced by robots and Artificial Intelligence (AI). According to an International Labour Organization (ILO) study on ASEAN (2016) Over 60 percent of wage jobs in the electronics, automotive, textile, and apparel industries are threatened and may be lost due to automation. In retail trade, the percentage of at-risk jobs now reaches 85 percent. Overall, the study shows that all employment in ASEAN-5 (Cambodia, Indonesia, Thailand, the Philippines, and Vietnam) will be automated in the next few decades. Of the five countries, Vietnam has the highest occupational risk at 70%, followed by the Philippines at 57% and Indonesia at 56%.

This rapid change poses real challenges in the employment sector. This is increasingly relevant in the realm of employment law, which plays a direct role in regulating issues related to employment opportunities and the employment relationship itself. Therefore, labor law must continue to adapt to the dynamics of the times, especially in responding to the impact of automation. In the future, legal protection for workers will

be regulated further than just wages, leave, health insurance, and so on, as regulated in the current Job Creation Law. Furthermore, regulations will provide legal protection for those who lose their jobs due to the use of technology or machinery.

The implementation of automation in Indonesia started a few years ago to make work easier and in line with the government's Nawacita program. Automation movements as implemented by PT. Jasa Marga (Persero) Tbk is implementing toll gate automation by replacing toll guard officers with Automatic Toll Booth (GTO) machines. This impacts toll gate guards so that they are threatened with losing their jobs. The application of automation is a pretty complicated case in Indonesia. Based on the description and existing problems, the author sees an urgency in this problem to be further researched.

Implementing this technology has led to significant changes in employment relations that can lead to termination of employment (PHK) for several employees and raise questions about fulfilling the rights of affected workers. Layoffs due to automation not only impact the economic aspects of workers but also have legal implications related to protecting their rights. Based on the Labor Law, workers who are laid off have certain rights that must be fulfilled by the company, such as severance pay, service award money, and reimbursement money. However, there is often a discrepancy between legal provisions and their realization in the field. This study is essential to provide an overview of the effectiveness of legal protection for workers in the digital era and provide recommendations for improving employment policies in the future.

Research on the impact of automation on employment has been done before. For example, research by Arntz, Gregory, and Zierahn shows that jobs with high routines are more vulnerable to automation, particularly in the manufacturing and service sectors. On the other hand, a study by Frey and Osborne projects that about 47% of jobs in the United States are at high risk of being automated in the next two decades. In the Indonesian context, research by Pradana and Aulia highlights that the implementation of automation technology significantly reduces the workforce in the transportation and logistics sectors. Still, there has not been much discussion about legal certainty and protecting the rights of affected workers. Therefore, the novelty of this research lies in the approach of labor law in responding to automation in the era of the Industrial Revolution 4.0, especially related to the termination of employment (PHK) and the fulfillment of the rights of affected workers in Indonesia. The study also compares policies in other countries to provide constructive input on regulatory development in IndMcKinseynesia to be more adaptive to rapid technological changes.(2016)(2017)(Nasution, 2024)

This study aims to analyze the impact of automation on the continuity of employment relationships and examine the implementation of the fulfillment of workers' rights after termination of employment (PHK) due to automation in Indonesia, in addition to comparing similar practices in other countries.

Research Methods

In legal research, there are several research methods based on how data is collected. These research methods are doctrinal, non-doctrinal and a combination of both

methods. This research uses doctrinal research methods. Doctrinal research methods focus researchers on doctrine which is a synthesis of rules, principles, and norms, or interpretive guidelines, and values.

Based on the object that is the study of this research, it is classified as normative law research. It is carried out by researching literature materials (secondary data) referring to the legal norms of laws and regulations. The secondary data used includes primary and secondary legal materials. Undang-Undang Dasar Negara Republik Indonesia 1945 and other laws and regulations related to employment and automation at PT Jasa Marga (Persero) Tbk. Include Law Number 13 of 2003 concerning Manpower, Law of the Republic of Indonesia Number 6 of 2023 concerning the Stipulation of Government Regulations instead of Law Number 2 of 2022 concerning Job Creation into Laws and Regulations of the Minister of Public Works and Public Housing Number 16/PRT/M/2017 Year 2017 concerning Non-Cash Toll Transactions on Toll Roads (Permen PUPR 16/2017). Secondary legal materials used in this study include books and legal literature, journals, and legal articles. The tertiary legal materials used in this study are the Great Dictionary of the Indonesian Language (KBBI) and the Oxford Dictionary.

Results and discussion

The Impact of Automation on Employment Relations

Based on Article 27, paragraph 2 of Undang-Undang Dasar Negara Republik Indonesia 1945, the state has guaranteed its citizens constitutional rights, namely the right to work and a decent livelihood. On this basis, the state is responsible for the availability of jobs for every Indonesian citizen. However, various polemics often decorate the employment sector in Indonesia. One of them is the implementation of technological developments, namely automation, which causes significant changes in employment relations that have the potential to end in termination of employment (PHK).

Based on the literature studies that have been conducted, no specific definition of automation has been found in Law Number 13 of 2013 concerning Manpower and Law of the Republic of Indonesia Number 6 of 2023 concerning the Stipulation of Government Regulations, instead of Law Number 2 of 2022 concerning Job Creation into Law. However, the word automation can be found in the general explanation of Law Number 12 of 1964 which says that "Likewise, the termination of employment due to modernization, automation, efficiency and rationalization approved by the government receives the government's full attention by actively trying to distribute the workers to other companies/projects".

The Oxford Dictionary defines automation as "the action or process of introducing automatic equipment or devices into a manufacturing or other process or facility; (also) the fact of making". So, in this case, efficiency is an effort made by the company with economic considerations, where efficiency is not always related to reducing the number of workers.

Labor regulations in Indonesia have not fully accommodated the challenges of the digital transformation era related to worker protection against the Termination of

Employment (PHK) due to automation. If analyzed in the employment relationship, automation raises at least two possibilities. First, there is a process of job transfer, in which workers or laborers are transferred to another job position because a machine or robot has replaced the previous task. The second possibility is a Termination of Employment (PHK) between employers and workers. The law requires that layoffs be avoided with all efforts. However, if layoffs cannot be avoided, the implementation must be in accordance with the methods that have been determined by law.(Della et al., 2021)

Regulations regarding Termination of Employment (PHK) in Indonesia are regulated in Law Number 13 of 2003 concerning Manpower. This law is the primary basis that regulates employment relations, including layoff procedures and fulfilling affected workers' rights. Layoffs for efficiency reasons, including due to automation, are regulated in Article 164 paragraph (3) of the Manpower Law.

> "“Employers can terminate the employment of workers/laborers because the company closes not because it suffers a loss of 2 (two) consecutive years or not because of force majeure but the company is making efficiency, provided that workers/laborers are entitled to severance pay amounting to 2 (two) times the provisions of Article 156 paragraph (2), long service pay amounting to 1 (one) time the provisions of Article 156 paragraph (3) and compensation pay in accordance with the provisions of Article 156 paragraph (4).”

In this provision, it is stated that companies can lay off workers due to efficiency to prevent losses, with the obligation to pay compensation in the form of:

1. Severance Pay
2. Service award money
3. Reimbursement of rights according to the provisions

Regulations regarding layoffs are specifically contained in the Decree of the Minister of Manpower Number Kep-150/Men/2000. In the event of layoffs, the fulfillment of labor rights/workers can be seen in Article 1 of the Decree of the Minister of Manpower Number Kep-150/Men/2000, which is outlined in the form of: severance pay, service period award money, and monetary compensation. The layoff process must go through strict procedures, including notification to workers, bipartite efforts, mediation, and ratification from industrial relations dispute settlement institutions if there is a dispute (Cristoforus, 2017).

Since the enactment of Law Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2022 concerning Job Creation into Law and its derivative regulations, there have been changes in the regulation of workers' rights affected by layoffs in Indonesia.

- Severance pays: Law Number 13 of 2003 states that workers are entitled to severance pay based on the service period, with explicit provisions regarding the minimum amount of severance pay for various durations of the working period. Meanwhile, Law Number 6 of 2023 amends the severance provisions by eliminating the phrase "at least" in determining the amount of severance pay, which can potentially reduce the amount of severance pay received by workers.

- Work award money and change of rights: Law Number 13 of 2003 provides clear protection regarding the rights of workers to receive service award money and reimbursement. Meanwhile, Law Number 6 of 2023 reaffirms these rights but with more flexible provisions, including reimbursement for annual leave that has not been taken and the cost of returning to work.
- In addition, through Law Number 6 of 2023, the seventh part of Article 46A–46E, Workers who experience termination of employment (PHK) are entitled to Job Loss Insurance (JKP). The government guarantees that JKP does not require workers and employers to make additional contributions every month (CNN Indonesia, 2020). Job Loss Guarantee (JKP) is a guarantee in the form of monthly cash until getting a new job, debriefing with training and skill development, and information facilities to help get a new job (Hidayat, 2020).

Implementation of Workers' Rights Fulfillment after Layoffs Due to Automation: A Practical Study in Indonesia and Other Countries

1. Indonesia

Along with the government's Nawacita program, the implementation of automation in Indonesia started a few years ago to make work easier. In 2017, Jasa Marga enforced non-cash transactions at all Jasa Marga toll gates by the instructions of the Ministry of PUPR and Bank Indonesia through the Regulation of the Minister of Public Works and Public Housing of the Republic of Indonesia No. 16/PRT/M/2017 concerning Non-Cash Toll Transactions on Toll Roads (Jasa Marga, 2017). This enactment also affects the structure of employees who work in the field. In this case, the company tries its best to avoid termination of employment. In this Ministerial Regulation, there is a time for the implementation of fully non-cash transactions on all toll roads as of October 31, 2017, and the implementation of transactions that are entirely using contactless-based technology as of December 31, 2018 (Kementerian PUPR, 2022).

The Bipartite Minutes of Management of PT Jasa Marga (Persero) Tbk with the Jasa Marga Employees Union Number: 11/BA-KESEPAKATAN/2017 is the result of a bipartite agreement between the Jasa Marga Employees Union and the Jasa Marga Management which contains an agreement on things that need to be done in dealing with problems that arise due to automation, which includes an agreement not to reduce employees, forced termination of employment, and details regarding the A-Life program such as the number of severance packages by Law No. 13 of 2003 plus additional packages provided by the Jasa Marga company (Akbar, 2019).

Jasa Marga initiated a solution program for employees affected by work electrification: the Profession Transfer Program, also known as A-Life. The A-Life program shows that Jasa Marga does not sacrifice employees' interests in implementing work modernization by providing opportunities for employees to develop and improve new experiences according to their abilities and interests.

The A-Life program is divided into several types of professions. The following table explains the types of professional transfer programs A-Life sourced from the

Bipartite Management Minutes of PT Jasa Marga (Persero) Tbk. with the Jasa Marga Employee Union with Number: 11/BA-KESEPAKATAN/2017, Copy of Minutes of the Meeting of the Board of Directors Number 39 of 2017, Copy of the Minutes of the Meeting of the Board of Directors Number 40 of 2017: (Jasa Marga, 2017)

a. A-Life 1: Continue to work at the Jasa Marga Head Office as an Officer or Senior Officer and be given training by Jasa Marga Learning Institute. (Still in working relationship with Jasa Marga Central)
b. A-Life 2: Switch professions and work at APJT (Toll Road Subsidiary) as a Staff through an early retirement program from PT Jasa Marga (Persero) Tbk and be given training by Jasa Marga Learning Institute. (Termination of employment relationship with Central Jasa Marga, new employment relationship with APJT).
c. A-Life 3: Switch professions and work at APUL (Other Business Subsidiaries) as a Staff through an early retirement program from PT Jasa Marga (Persero) Tbk and be given training by Jasa Marga Learning Institute. (Termination of employment relationship with Jasa Marga Central. New working relationship with APUL).
d. A-Life 4: Leave Jasa Marga (both central and subsidiary) and become a CDP (Community Development Program) or JMP (Jasa Marga Properti) Program Entrepreneur with an additional severance package and be given training by the Jasa Marga Learning Institute. (Termination of employment with Jasa Marga Central, given severance pay with additional investment package.)
e. A-Life 5: Leave Jasa Marga (both central and subsidiary) and become an independent Entrepreneur with a severance package and provided with training by Jasa Marga Learning Institute. (Termination of employment relationship with Jasa Marga Central, given severance pay with additional investment packages.)

(Source: Copy of the Minutes of the Board of Directors Meeting Number 40/2017 (2017))

This A-Life program results from a Bipartite LKS between the management of PT. Jasa Marga (Persero) Tbk. with the Jasa Marga Employees Union (SKJM) listed in the submission of the results of the bipartite minutes of EA number. TR05.1757 dated October 26, 2017. In points 3-5 of the content of the bipartite event, it is stated that:

1. Employees who do not choose the A-Life program as referred to in point 2 will be placed according to the company's needs based on the company's authority and PKB 2017-2019
2. Option 4 and 5, as intended in point 2 above, are prioritized for toll collection officers, provided that the employee is at least 46 or 53 years old and has worked for at least 24 years.
3. The personnel rights that employees will receive, as listed in the Attachment to these Bipartite Minutes.

So, it can be concluded that the bipartite's main decision is that PT Jasa Marga's management does not lay off employees affected by automation and prepares a voluntary professional transfer program (A-Life).

Table 1.

Status	2015		2016		2017		2018	
	Sum (Person)	Propose (%)	Sum (Person)	Propose (%)	Sum (Person)	Propose (%)	Sum (Person)	Propose (%)
Top Management	100	1,08	127	1,35	106	1,17	79	0.94
Associate Management	199	2,15	236	2,52	221	2,43	210	2.49
Basic Management	605	6,55	589	6,28	490	5,40	339	4.03
Executive	8.249	90,21	8.424	89,25	8.263	91,00	7.790	92.54
Total	**9.153**	**100,00**	**9.376**	**100,00**	**9.080**	**100,00**	**8.418**	**100,00**

Source: Annual Report 2017 of PT Jasa Marga (Persero) Tbk. and
Annual Report 2018 of PT Jasa Marga (Persero) Tbk.

Based on the table above, this data proves that automation impacts the reduction of the number of workers.

In a copy of the board of directors meeting number 39 of 2017, the A-Life program provides the following protections:

1. A-Life 1: No severance package because the employment relationship is not broken
2. A-Life 2:
    a. BPJS Employment
    b. Retirement Benefits: JHT Program (Old Age Security), JP Program (Retirement Security)
    c. Program Purna Karya
    d. Other awards in accordance with the applicable company regulations
    e. Benefits by Law Number 13 of 2003 and Decree 56.1/KPTS/2011
        1) 2 times severance pay
        2) Service award money
        3) Reimbursement (15% (a+b))
    f. Assistance for the purchase of transportation equipment worth IDR 60,000,000 (sixty million), given in cash (Lumpsum)
    g. Employed as a permanent employee in a subsidiary (APJT/APUL)

3. A-Life 3:
    a. BPJS Employment
    b. Retirement Benefits: JHT Program (Old Age Security), JP Program (Retirement Security)
    c. Program Purna Karya
    d. Other awards in accordance with the applicable company regulations
    e. Benefits by Law Number 13 of 2003 and Decree 56.1/KPTS/2011
        1) 2 times severance pay
        2) Service award money

3) Reimbursement (15% (a+b))

f. Assistance for the purchase of transportation equipment worth IDR 60,000,000 (sixty million), given in cash (Lumpsum)
g. Employed as a permanent employee in a subsidiary (APJT/APUL)

4. A-life 4:
   a. BPJS Employment
   b. Retirement Benefits: JHT Program (Old Age Security), JP Program (Retirement Security)
   c. Program Purna Karya
      1) Other awards in accordance with the applicable company regulations
      2) Benefits by Law Number 13 of 2003 and Decree 56.1/KPTS/2011
         a. 2 times severance pay
         b. Service award money
         c. Reimbursement (15% (a+b))
      3) Investment Package

Tenure	Investment Package
>16 years old	IDR 100.000.000,-
>16-20 years old	IDR 120.000.000,-
>20-24 years old	IDR 140,000,000,-
>24-28 years old	IDR 160,000,000,-
>28-32 years old	IDR 180.000.000,-
>32 years old	IDR 200.000.000,-

      4) The Health Package is in the form of BPJS Kesehatan Contributions for a maximum of 5 family members (K/3) for 15 years, and is given in cash (lumpsum).

5. A-Life 5:
   a. BPJS Employment
   b. Retirement Benefits: JHT Program (Old Age Security), JP Program (Retirement Security)
   c. Program Purna Karya
   d. Other awards in accordance with the applicable company regulations
   e. Benefits by Law No. 13 of 2003 and Decree 56.1/KPTS/2011
      1) 2 times severance pay
      2) Service award money
      3) Reimbursement (15% (a+b))
   f. Investment Package
   g. Tenure Investment Package

Tenure	Investment Package
>16 years old	IDR 100.000.000,-
>16-20 years old	IDR 120.000.000,-
>20-24 years old	IDR 140.000.000,-

>24-28 years old	IDR 160.000.000,-
>28-32 years old	IDR 180.000.000,-
>32 years old	IDR 200.000.000,-

h. The Health Package is in the form of BPJS Health Contributions for a maximum of 5 family members (K/3) for 15 years, and is given in cash (lumpsum).

The following data from the A-Life program shows that several workers affected by automation were absorbed, which is an alternative to the Company terminating their employment.

Table 2. A-Life Program Data for Workers Affected by Automation

Program	Registrar	Admission Selection (%)
A-Life 1	946	55.91
A-Life 2	128	7.56
A-Life 3	208	12.29
A-Life 3	208	0.82
A-Life 4	396	23.40
Total	1.692	100

Source: PT Jasa Marga (Persero) Tbk (data processed 2018)
Risha, Evaluation of the A-Life Program in the Context of Professional Transfer for Frontliners at PT Jasa Marga, Thesis, IPB 2018

The A-Life program is a program that is offered without coercion to workers to participate in the program and workers are allowed not to participate in the program, as a bipartite result that workers who do not choose the A-Life program will be placed according to the company's needs based on the company's authority and PKB 2017-2019. The authority in question is stated in article 6 of the PKB between PT Jasa Marga and the Jasa Marga Employees Union (SKJM) which stipulates that the Board of Directors has full authority over the management to manage, regulate, control, supervise, and develop the company including its employees, by the Company's intentions and objectives within the limits determined by laws and regulations and the Company's Articles of Association (Akbar, 2019).

2. Malaysia

Malaysia, one of the fastest-growing developing countries in the technology and digital sectors, also faces challenges in managing the impact of automation on the workforce. Along with increasing investment in the artificial intelligence (AI) and automation sector, several multinational companies in Malaysia have undergone workforce restructuring that has resulted in Layoffs.

TikTok laid off hundreds of employees globally, including many staff in Malaysia. This happens because companies will focus more on using AI in content moderation (Rakhmayanti, 2024). In 2024, TikTok will undergo a global restructuring, including TikTok Malaysia. This will impact hundreds of employees, mainly in the content moderation and customer service divisions, where many tasks previously performed by humans are now being replaced by automated technology.

On Friday (11/10), TikTok, owned by China-based ByteDance, said it would cut hundreds of jobs worldwide without providing details of the number of cuts by country.

Significant job cuts will be implemented in Malaysia, where the number is estimated to be less than 500 (VOA, 2024).

Termination of employment (PHK) is part of efforts to improve content moderation. "We expect to invest $2 billion globally in trust and safety by 2024 alone and continue to improve the effectiveness of our efforts, with 80 percent of infringing content now removed by automated technology," the spokesperson said in a brief statement (VOA, 2024). The layoffs come as the tech giant faces increasing regulatory pressure in Malaysia.

The termination of employment (PHK) has caused debate among workers and trade unions in Malaysia, especially related to the certainty of fulfilling the rights of affected workers. Some of the problems in this case include many workers who feel that the layoff decision was made suddenly, which means a lack of transparency in layoff communication. Then, the compensation component provided is lower than the industry standard for mass layoffs, and there are limitations in transition programs for affected workers. Although companies offer severance pay, there is no adequate skills training program for those who have lost their jobs.

Conclusion

The impact of automation on labor relations is inevitable due to technological developments. While automation can improve efficiency and productivity, its implementation also has the potential to significantly change employment relationships, ranging from task shifting to termination of employment. Although the term “automation” is not specifically regulated in the Manpower Law, the concept is relevant in the context of layoffs due to efficiency as stipulated in Article 164 paragraph (3) Number 13 Year 2003 on Manpower and related provisions in Number 6 Year 2023 on Job Creation. These regulatory changes indicate a shift in the protection of workers' rights, especially regarding the amount of severance pay, long service awards, and change of rights. The addition of the JKP scheme is also a new form of protection that aims to provide financial security and access to job training for workers affected by termination of employment.

The implementation of the fulfillment of workers' rights after termination of employment due to automation in Indonesia and Malaysia shows different approaches, strategies and policies in dealing with the impact of technology. In Indonesia, the implementation of automation by PT Jasa Marga in 2017 shows the company's efforts to minimize the negative impact on employees. Through a bipartite agreement with the Jasa Marga Employees Union. PT Jasa Marga chose not to carry out forced termination of employment. PT Jasa Marga's efforts to protect workers' rights show the company's commitment to implementing the principles of justice and welfare for employees. In Malaysia, the termination of employment (PHK) by Tiktok was carried out suddenly with less transparent communication, relatively low severance pay, and lack of transition programs or skills training for affected workers.

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