

## STRATEGY TO INCREASE PARTICIPATION OF PALM OIL ENTERPRISES IN REGISTERING CASUAL LABORERS TO LABOR SOCIAL SECURITY PROGRAM

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**Abstract:** Many new positions in palm oil plantations and mills are for casual laborers who are particularly vulnerable to poor earnings, lack of social security, and limited legal support. This study purpose is to identify the alternative strategy that can be taken by BPJS Ketenagakerjaan to increase the number of casual laborers in oil palm plantations who enroll in the labor social security program. Purposive sampling is utilized to collect primary data for this study. Respondents are interviewed and given paper-based questionnaires. The respondents are five experts involved in BPJS Ketenagakerjaan's planning and strategy decision-making processes, specifically the Investigating Supervisory Officer (Petugas Pengawas Pemeriksa), Head of Branch Office, Deputy Director of DKI Jakarta Region, Deputy Director for Corporate and Institutional Membership, and Deputy Director for Special Membership. The results of the questionnaire were processed using Expert Choice 11, based on Analytic Hierarchy Process (AHP) as the analytical tool for this study. The results of this study suggest that BPJS Ketenagakerjaan can employ a law enforcement strategy to increase company compliance as an alternative strategy so that casual laborers are able to enroll in the labor social security program.

**Keywords:** AHP, BPJS Ketenagakerjaan, casual laborers, labor social security, oil palm plantation

**Abstrak:** Sebagian besar posisi pekerjaan di perkebunan dan pabrik kelapa sawit saat ini diperuntukkan untuk pekerja harian lepas. Pekerja lepas di perkebunan sangat rentan terhadap upah yang rendah, tidak dilindungi jaminan sosial, dan akses terbatas atas bantuan hukum. Tujuan penelitian ini adalah untuk mengidentifikasi strategi alternatif yang dapat dilakukan oleh BPJS Ketenagakerjaan untuk meningkatkan jumlah pekerja harian lepas di perkebunan kelapa sawit yang terdaftar di program jaminan sosial ketenagakerjaan. Penelitian ini menggunakan data primer melalui proses sampling dengan "purposive sampling method" untuk menentukan responden yang berpartisipasi pada penelitian ini. Para responden kemudian diwawancara dan diminta untuk mengisi kuesioner tertulis yang sudah disiapkan. Responden dalam penelitian ini adalah para ahli dari BPJS Ketenagakerjaan yang terlibat dalam proses perencanaan dan pembuatan keputusan strategis. Para responden kemudian dijabarkan lebih detail sebagai berikut: Petugas Pengawas Pemeriksa, Kepala Kantor Cabang, Deputi Direktur Kantor Wilayah DKI Jakarta, Deputi Direktur Bidang Kepesertaan Korporasi dan Institusi, dan Deputi Direktur Bidang Kepesertaan Program Khusus. Data yang sudah dikumpulkan dengan kuesioner kemudian diolah dengan menggunakan Expert Choice 11 sebagai bagian dari metode penelitian Analytic Hierarchy Process (AHP) sebagai alat analisis penelitian ini. Hasil penelitian ini menyarankan agar BPJS Ketenagakerjaan dapat melakukan strategi penegakan hukum untuk meningkatkan kepatuhan perusahaan supaya pekerja harian lepas didaftarkan pada program jaminan sosial ketenagakerjaan.

**Kata kunci:** AHP, BPJS Ketenagakerjaan, jaminan sosial ketenagakerjaan, pekerja harian lepas, perkebunan kelapa sawit

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## INTRODUCTION

The expansion of oil palm cultivation has contributed significantly to economic development, but it has also faced criticism for its negative social and environmental impacts (Qaim et al. 2020). The cultivation of palm oil provides significant opportunities to escape poverty for many people (McCarthy et al. 2012) and contributes to achieving the United Nations' Sustainable Development Goals (SDGs), such as no poverty, zero hunger, and decent work and economic growth (Ayompe et al. 2021). More than 80% of global palm oil production takes place in Indonesia and Malaysia, making these two countries the world's largest producers (Santika et al. 2019). Additionally, Indonesia is the top producer of the most-traded vegetable oil in the world and has linked oil palm development to this production (McCarthy et al. 2012). Oil palm is more productive than other common oil seeds in terms of land use and yield, and the climate and soil in Indonesia are ideal for its cultivation (Shahputra et al. 2018).

In 2017, an estimated 3.8 million Indonesians were employed in the oil palm industry (Santika et al. 2019). However, some communities have benefited more than others from the growth of the industry, mainly due to the emergence of wealthy farmers and skilled migrants (Obidzinski et al. 2012). The expansion of oil palm in Southeast Asia, particularly in Indonesia, has contributed significantly to rural development and the eradication of poverty despite negative environmental impacts, land disputes, and ongoing social issues (Ruml et al. 2022). A study found that palm oil cultivation has made farmers in Kalimantan wealthy, but it has also resulted in significant social inequality (Semedi, 2014). Despite its positive effects on household income and consumption, local development, and employment, multiple social and environmental costs of oil palm have been reported (Santika et al. 2019). The expansion of oil palm plantations and processing factories will affect environmental, societal, and economic systems. Consequently, addressing problems in oil palm plantations will require extensive measures to mitigate their impacts (Sjahza et al. 2019).

Despite the rapidly expanding oil palm sector, the employment and financial conditions of oil palm plantation workers in Indonesia remain dismal (Sinaga, 2013). Workers on oil palm plantations face different social, economic, and political challenges due to management practices and policies that contribute to or

affect these conditions, such as work relations, welfare facilities, the right to association, social protection, and their political status as citizens of a region. Many social impacts related to workers' well-being, unlike environmental impacts, are not commonly measurable. The employment of day labor is prevalent in the oil palm plantation industry of Indonesia. Day labor typically performs maintenance job functions. In addition to not having sufficient income, casual workers also lack sufficient workdays per month to meet their basic needs (Backhouse et al. 2020).

There are concerns about working conditions in the palm oil industry, as many new jobs in plantations and mills are for casual laborers who are especially susceptible to low wages, no social protection, and very little legal support (Manik et al. 2013). A well-rounded social protection system could include social security and welfare programs, as well as government- and participant-funded aid and guarantee schemes (Pratiwi, 2020). Social security refers to government-run programs that compensate for economic hardships caused by unemployment, illness, disability, old age, and death. To achieve sustainable growth in the palm oil industry, regulations attributed to casual laborers could be reinforced, including wage and other social benefit optimizations, health and safety standards, and rights to collective bargaining (Manik et al. 2013). In 2018, there were 7,099,457 people employed in palm oil plantations, but only 1,976,128 of them (or 28 percent) were registered with the BPJS Ketenagakerjaan program (Pratiwi, 2020).

Policies have been put in place to ensure that those who work in oil palm plantations are afforded basic protections, such as the right to a safe and healthy workplace, and the freedom to organize and associate with others. Both the Indonesian Plantation Law No. 39 of 2014 and the Indonesian Manpower Law No. 13 of 2003 detail the rights and benefits of oil palm plantation workers. Workers in the oil palm industry have the same rights to social security as any other citizen under Law No. 40 of 2004, which governs the country's national social security program. However, these laws and policies are inadequate in addressing the complexity of living and working conditions for oil palm plantation workers. This research was motivated by the aforementioned issue and aims to identify alternative strategies that can be taken by BPJS Ketenagakerjaan to increase the number of casual laborers in oil palm plantations who enroll in the labor social security program.

## METHODS

The Analytical Hierarchy Process (AHP) is used to help decision-makers select the alternative that provides the closest outcome to the goal and to analyze the risk constructs measures and decision-making instruments. Priority scales are obtained from measurements based on pairwise comparisons and rely on experts' judgments (Saaty, 2008). The research object used as a data source in this study is BPJS Ketenagakerjaan. Therefore, this research is conducted in Jakarta from June to July 2022. Purposive sampling is utilized to collect primary data for this study. To collect primary data, respondents are interviewed and given paper-based questionnaires to complete. This study's respondents are five experts involved in BPJS Ketenagakerjaan's planning and strategy decision-making processes. The institution has chosen the following respondents for this study: the Investigating Supervisory Officer (*Petugas Pengawas Pemeriksa*), the Head of Branch Office, the Deputy Director of DKI Jakarta Region, the Deputy Director for Corporate and Institutional Membership, and the Deputy Director for Special Membership.

BPJS Ketenagakerjaan must establish decisions and strategies to increase the ratio of oil palm plantation casual daily workers participating in the labor social security program by identifying the variables that attract firms to enroll their daily employees. This research utilizes the Analytical Hierarchy Process (AHP) to make the best and most appropriate strategy-related decisions. The research structure is depicted in Figure 1.

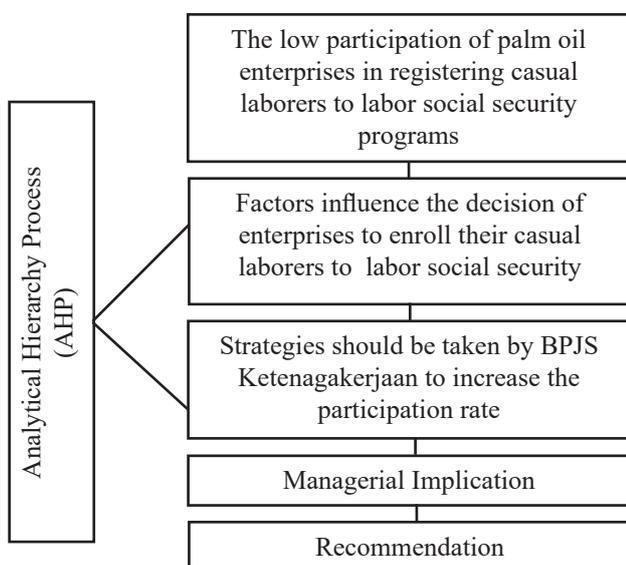


Figure 1. Research framework

The research object used as a data source in this study is BPJS Ketenagakerjaan. Therefore, this research is conducted in Jakarta and is done from June to July 2022. The purposive sampling is utilized to collect the primary data for this study. To collect primary data, respondents are interviewed and then given paper-based questionnaires to complete. This study's respondents are five experts involved in BPJS Ketenagakerjaan's planning and strategy decision-making processes. For this study, there are five respondents. These are the institution's chosen respondents: the Investigating Supervisory Officer (*Petugas Pengawas Pemeriksa*), the Head of Branch Office, the Deputy Director of DKI Jakarta Region, the Deputy Director for Corporate and Institutional Membership, and the Deputy Director for Special Membership.

The AHP approach used in this study is important for solving complex problems by first segmenting the problem into manageable sections, then arranging the parts or variables in a hierarchical order, assigning numerical values based on the assessments of the importance for each variable, and finally synthesizing the results to determine the most influential variable or alternative strategy. The importance scales are presented in Table 1, and the AHP structure is illustrated in Figure 2. The structure or hierarchical diagram of the model is created based on the purpose, factors, actors, criteria, and alternatives from existing research, which are adjusted to the decision level classification.

Table 1. The scale of importance

Intensity of Importance	Definition
1	Equal importance
3	Somewhat more important (Moderate)
5	Much more important (Strong)
7	Very much more important (Very Strong)
9	Absolutely more important (Extreme)
2,4,6,8	Intermediate values

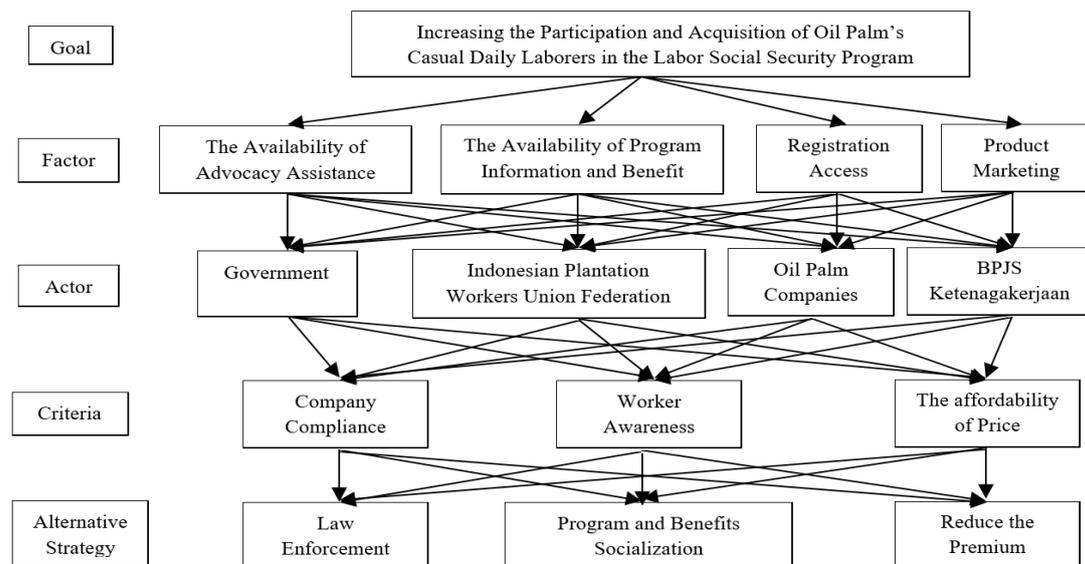


Figure 2. The AHP Structure

Several theories can be created in an effort to solve this research topic based on the AHP structure depicted in Figure 2. Consideration is given to how each aspect at each level influences other factors in the hierarchical structure, which will then produce a strategy or decision for achieving the objective. This study aims to promote the enrollment and acquisition of freelance daily employees in oil palm plantations into the labor social security program. Several factors influence the participation rate of oil palm plantation casual daily workers in the employment social security program, according to the hypothesis that may be advanced in this instance. Additional information regarding each hierarchical level of the AHP structure is determined as follows:

#### First level (goal)

The goal of this decision-making process is to find the best strategies to increase the level of casual labor participation in the social security program.

#### Second Levels (Factors)

The large percentage of palm oil companies are currently not endeavoring to register their casual laborers for the social security scheme. This is due to several factors that are believed to affect the participation rate of businesses in the labor social security program. Several factors that may influence the enrollment of temporary employees in the social security program are as follows:

a. The availability of advocacy: public endorsement

or assistance for a particular cause in employment policy in oil palm company.

- b. The availability of information: sufficient information provided to assist workers in comprehending the BPJS Ketenagakerjaan registration requirements and associated benefits.
- c. Registration access: accessibility of registration channels that are conveniently located near company operations.
- d. Product marketing: diverse marketing strategies and expansion of acquisition.

#### Third Level (Actors)

In order to increase the number of day laborers enrolled in the labor social security program, various actors must be involved. Each actor has its own role, but they are interconnected. The principal actor, who is deemed highly significant, will play a part in establishing the criteria that must be prioritized to determine alternative strategies for achieving the goals. The actors are explained as follows:

- a. Government: This includes all parties involved at the government level, including the national and state governments, the Ministry of Labor, and other stakeholders.
- b. Indonesian Plantation Workers Union Federation: This organization assists oil palm plantation workers in securing their rights.
- c. Palm oil companies: These companies should be aware of and capable of fulfilling their obligations

to register employees with the labor social security program.

- d. BPJS Ketenagakerjaan: This institution is responsible for implementing the program and providing social protection for workers, as well as ensuring optimal benefits.

#### Forth Level (Criteria)

Some of the criteria outlined here require an examination of a variety of variables that are directly tied to the circumstances and actions of the actors. These criteria serve as a guide for determining alternative strategies to achieve a goal. The synthesis of priorities is derived by multiplying local priorities by the applicable criteria's priorities at the top level and then adding the results to each element at the level affected by the criteria. The criteria for the AHP structure are described as follows:

- a. Company compliance: This includes intentional elements, responsibilities negligence.
- b. Workers' awareness: This refers to the importance of social security for casual workers and businesses.
- c. Affordability of price: This criterion considers the amount of the contribution rate and the minimum value for reporting wages.

#### Fifth Level (Alternatives)

Alternative strategies are the decisions and actions required to achieve objectives. The priority value of each strategy can be determined by using the paired-with matrix. Below are the alternative strategies for this structure:

- a. Law enforcement: collaborating with appropriate agencies (Ministry of Manpower, prosecutors, local government, and reinforcing legal instruments such laws and regulations).
- b. Socialization of programs and its benefit: benefits socialization and regular visits to the plantation site by BPJS Ketenagakerjaan.
- c. Premium reduction: Two options for reducing contribution premiums are lowering contribution rates or offering premium discounts.

To achieve the desired outcome, it is essential to conduct pairwise comparisons at each level of factors, actors, criteria, and alternative strategies. Ratings are assigned to each criterion under consideration and are then ranked using a preference matrix. When evaluating alternative solutions, each criterion must be

weighted, and an appropriate rating category selected. Expert Choice 11 can be used to modify the relative comparison values of each alternative set of criteria based on a predetermined evaluation, to generate weights and rankings. The use of pairwise comparisons in calculating AHP with Expert Choice 11 enables the attainment of a relatively accurate priority scale ratio, which is a significant advantage (Hartati et al. 2012).

## RESULTS

The result analysis from the AHP structure is shown in the provided tables, illustrating the priorities in making decisions to promote the participation and acquisition of casual laborers in oil palm plantations in the BPJS Ketenagakerjaan program, based on the data obtained from the questionnaires and interviews with selected respondents. Priorities are explained at each level in the AHP structure that has been created. After inputting data from the questionnaires related to all levels and sub-levels in the AHP structure (factors, actors, criteria, and alternatives), the calculation results for the overall alternative strategy are generated. The value for each priority action in each level is ordered by their respective values. The value in each set at the highest level becomes a priority for decision-making criteria that can be prioritized. The inconsistency ratio in all tables resulting from data processing and synthesis with Expert Choice 11 is less than 0.1, indicating that the calculations and preferences of respondents are consistent.

As shown in Table 2, The Availability of Program Information and Benefit is the most impactful factor in achieving the goal of increasing the number of casual laborers enrolled in the BPJS Ketenagakerjaan program, with a value of 0.445. Similar to the previously identified factors that cause the low participation of workers in the BPJS Ketenagakerjaan program, this factor refers to the idea that workers are not aware of the benefits the program provides. Uncertainty derives partly from a lack of background information. Information about the BPJS Ketenagakerjaan benefit program has not yet reached all businesses, despite efforts to increase awareness of the program. Participants (mostly workers in the informal sector) in a study were found to have little to no knowledge of the social security system (Ngo et al. 2020).

Achieving the goals will be profoundly impacted by the roles played by the actors. It is important to explain the part each actor contributes to creating the conditions that lead to low participation of casual laborers. Table 3 shows that BPJS Ketenagakerjaan has a score of 0.476 based on responses indicating the need for active involvement in increasing support for advocacy availability. Consistent with previous research, BPJS Ketenagakerjaan is mandated to conduct advocacy support in collaboration with companies to assist workers in obtaining support (Ramdani et al. 2020). The objective of providing advocacy assistance is to promote optimal shifts in the low participation of casual workers in social security programs. In practice, advocacy focuses on expected objectives, namely the public policies crafted by authorities and relevant stakeholders. Workers in oil palm plantations have the right to freely mandate the implementation of their rights to better labor social security benefits if they receive advocacy support. Conflicts between employees and employers can be mitigated with the aid of relevant stakeholders who can provide legal support, assistance, and oversight of labor practices on oil palm plantations.

Based on Table 4, BPJS Ketenagakerjaan is expected to be more proactive in providing program and benefit information with a value of 0.460. Perfect information will help employers and employees avoid conflicts in labor markets, specifically the intention to minimize employment-related costs towards enrolling in the mandated social security program (ILO, 2019). There is a correlation between casual workers' lack of interest in enrolling in the labor social security program and their misunderstanding of the program's information and benefits. It is important to consider factors such as the availability and quality of information that workers can obtain. BPJS Ketenagakerjaan must increase its efforts to improve infrastructure that can be used to make information more accessible. As oil palm plantations are often located in remote areas, it is crucial to reconsider the information dissemination strategy. A more conventional approach will be advantageous when dealing with digital technology constraints resulting from inadequate facilities. Through the membership agent team, BPJS Ketenagakerjaan can engage in consistent socialization with workers. Palm oil enterprises should provide laborers with access to human resources departments that can respond to questions about the programs and benefits to which they are entitled. With the aid of updated checklists, human resources (HR) can be regularly updated.

Table 2. Priorities of factors

Factors Priorities with respect to Goal	
The Availability of Program Information and Benefit	0.445
Registration Access	0.238
The availability of Advocacy Assistance	0.208
Product Marketing	0.110
Inconsistency = 0.00418	

Table 3. Actors in the availability of advocacy support

Priorities with respect to: Provide Advocacy Support	
BPJS Ketenagakerjaan	0.476
Government	0.295
Oil Palm Companies	0.170
Indonesian Plantation Workers Union Federation	0.059
Inconsistency = 0.01	

Furthermore, BPJS Ketenagakerjaan is a main actor in facilitating registration access, as shown in Table 5 with a value of 0.398, and social security product promotion, as shown in Table 6 with a value of 0.588. Labor markets can be restrictive and uncertain, leading to a trade-off between the costs of employer-provided social protection and the benefits accrued through improved working conditions. Therefore, simplifying contribution regulations and reporting and payment procedures can streamline administrative processes, followed by a solid marketing campaign to back up the data provided to the participants (Mediaty et al. 2015). BPJS Ketenagakerjaan is able to provide registration access and program promotion strategies simultaneously. The location of oil palm plantations is one of the constraints that make it challenging to provide registration access for casual laborers. In the current digital era, it is only natural for BPJS Ketenagakerjaan to endorse a more agile registration strategy and program promotion, such as digitalization. Due to rapid advances in technology, every enterprise is expected to be capable of managing all human resources that affect the completion of daily tasks (Ramadhinta et al. 2022), including the provision of labor social security information. Currently, access to labor social security registration is available via online submission, which is an appropriate solution for casual worker registration. This registration access can be accessed by HR for wage earners; in this case, registration of casual laborers on oil palm plantations is also feasible.

Table 4. Actors in the availability of program information and benefit

Priorities with respect to: Provide Program and Benefits Information	
BPJS Ketenagakerjaan	0.460
Oil Palm Companies	0.313
Government	0.173
Indonesian Plantation Workers Union Federation	0.053
Inconsistency = 0.03	

Table 5. Actors in registration access factor

Priorities with respect to: Provide Registration Access	
BPJS Ketenagakerjaan	0.398
Oil Palm Companies	0.386
Government	0.167
Indonesian Plantation Workers Union Federation	0.049
Inconsistency = 0.05	

Table 6. Actors in product marketing factor

Priorities with respect to: Do Product Marketing	
BPJS Ketenagakerjaan	0.588
Oil Palm Companies	0.185
Government	0.171
Indonesian Plantation Workers Union Federation	0.056
Inconsistency = 0.01	

Each actor that plays a role has its own set of action priorities. The government, through its role, is expected to increase corporate compliance, as indicated by the value of 0.576 in Table 7. Employer avoidance is the nonpayment or underpayment of required social security contributions. Despite the significance of social security protection for casual laborers, the government has not yet affirmed their social protection rights, leading to violations of these rights. Avoidance occurs when employers fail to register themselves and some or all of their employees (Bailey et al. 1997).

Table 8, with a value of 0.581, indicates that the Indonesian Plantation Workers Union Federation, or labor union, must play a role in increasing workers' awareness of the importance of enrolling in labor social security. Labor union advocacy often fails to involve the beneficiary group, namely casual laborers, due to their general lack of awareness of the relevance of

social security to employment. The establishment of a trade union enables workers to obtain safety and moral support for the implementation of fundamental rights while working as laborers on oil palm plantations. With this association, employment-related issues can be escalated quickly to parties with authority. The union's tasks are to negotiate and serve as representatives for submitting worker concerns. As a fundamental right, the government and employers must encourage the right of association. As a form of social equality and the right to organize, life in oil palm plantations must be supported by interactional forums between workers.

According to Table 9, oil palm companies are expected to prioritize company compliance, with a value of 0.496. Meanwhile, BPJS Ketenagakerjaan considers increasing company compliance as its top priority, as shown in Table 10 with a value of 0.614. BPJS Ketenagakerjaan and oil palm plantation companies are interrelated in providing labor social security program benefits for casual laborers. To avail of these benefits, the company must comply with applicable laws and government regulations. It is the company's responsibility to register all its laborers, including casual workers, with full awareness and accountability.

Additionally, alternative strategies for each criterion can be implemented. Respondents consider law enforcement, an alternative strategy with a value of 0.639, to be more important than the other strategies listed in Table 11 for enhancing company compliance. The company's sustainability initiatives are inevitably followed by rules relating to sanctions for employers who fail to comply. Companies that disregard regulatory obligations will be subject to administrative sanctions if they fail to comply. Failure to comply on the part of a business can result in the loss of workers' rights that should be obtained and create difficulties for employees who receive social benefits. Companies that do not comply must be strongly warned, and a law enforcement strategy is required so that workers' rights, which should belong to them, can be protected and the labor system can function effectively.

Casual laborers are still unaware of the importance of social security and social assistance for their well-being and legally protected rights as employees (Pratiwi, 2020). To raise workers' awareness of the significance of labor social security, it is possible to socialize programs and benefits. With a value of 0.62 in Table 12, BPJS Ketenagakerjaan can implement this strategy.

Due to a lack of knowledge and awareness about the relevance of the labor social security program in the oil palm sector, a significant number of casual laborers have not enrolled as BPJS Ketenagakerjaan participants. Socializing through diverse approaches and activities with groups of workers and oil palm companies is one of the suitable interventions. The flow of program information details and benefits will magnify workers' awareness. This action can be taken in collaboration with various parties, including local governments, the manpower bureau, labor unions, oil palm companies, and all relevant authorities. This action can help raise public awareness of the importance of social security for oil palm plantation workers.

Regarding price affordability, which is one of the reasons for the low number of daily laborers enrolled in the labor social security program, the size of the practice is generally estimated based on the size of the labor force and average wages. The estimated accumulated contribution responsibility is then compared to the actual payments (Nyland et al. 2006). According to Table 13, a more suitable alternative strategy is to socialize the program and its benefits with a value of 0.589. This is done to provide the public and the company with an understanding of the relationship between the value of the premium and the benefits that workers and the company will receive in the event of a future risk.

In line with the findings of a study in Kalimantan, numerous oil palm plantations employ this vast daily worker's practice. Due to the lack of labor inspections, many companies continue to use casual laborers, including to evade violations of the law. The business employs a variety of methods, starting with the implementation of an apprenticeship program and the hiring of casual laborers through an outsourcing system (Pratiwi, 2020). Therefore, Table 14 outlines the overall alternative strategy for achieving the desired outcome, notably increasing enterprise participation to register casual laborers in oil palm plantations to the labor social security program. Law enforcement with a score of 0.487% becomes a priority alternative. BPJS Ketenagakerjaan is concerned about the incidence of violations involving the avoidance of this requirement. Businesses that fail to disclose and register their employees with the BPJS Ketenagakerjaan program are subject to administrative and legal sanctions. Irresponsible companies may face sanctions such as written warning/notification of violation, a fine, and the

rejection of certain public services. In carrying out this law enforcement action, BPJS Ketenagakerjaan may collaborate with other law enforcement agencies and institutions, such as the state prosecutor, the Ministry of Manpower, the Ministry of Agriculture, as well as the central and local governments. With values that are not too different, program socialization and benefits with a value of 0.43 can also be an alternative strategy with a more persuasive approach. Efforts to improve public policy by paying attention to national and international concerns are regarded as an important strategy for problem-solving (Ardian et al. 2018).

Table 7. Criteria prioritization in the role of government

Priorities with respect to: Government's Role	
Company Compliance	0.576
Worker Awareness	0.357
The Affordability of Price	0.066
Inconsistency = 0.03	
With 0 missing judgments	

Table 8. Criteria prioritization in the role of Indonesian Plantation Workers Union Federation

Priorities with respect to: Indonesian Plantation Workers Union Federation's Role	
Worker Awareness	0.581
Company Compliance	0.341
The Affordability of Price	0.078
Inconsistency = 0.02	

Table 9. Criteria prioritization in the role of palm oil companies

Priorities with respect to: Palm Oil Companies' Role	
Company Compliance	0.496
Worker Awareness	0.375
The Affordability of Price	0.129
Inconsistency = 0.00161	

Table 10. Criteria prioritization in the role of BPJS Ketenagakerjaan

Priorities with respect to: BPJS Ketenagakerjaan's Role	
Company Compliance	0.614
Worker Awareness	0.324
The Affordability of Price	0.062
Inconsistency = 0.04	

Table 11. Alternative strategy priorities in increasing company's compliance

Priorities with respect to: Company's Compliance	
Law Enforcement	0.639
Program and Benefits Socialization	0.286
Premium Reduction	0.075
Inconsistency = 0.04	

Table 12. Alternative strategy priorities in increasing worker awareness

Priorities with respect to: Worker Awareness	
Program and Benefits Socialization	0.621
Law Enforcement	0.300
Premium Resduction	0.079
Inconsistency = 0.04	

Table 13. Alternative strategy priorities in affordability of price

Priorities with respect to: The Affordability of Price	
Program and Benefits Socialization	0.589
Law Enforcement	0.315
Premium Resduction	0.097
Inconsistency = 0.04	

Table 14. Priorities of the overall alternative strategy

Priorities with respect to: To Increase the Participation and Acquisition of Casual laborers in Oil Palm Plantations in the BPJS Ketenagakerjaan	
Law Enforcement	0.487
Program and Benefits Socialization	0.435
Premium Reduction	0.078

### Managerial Implications

As part of its responsibilities, BPJS Ketenagakerjaan has undertaken a number of efforts to increase enterprise participation in the social security labor program registration of casual laborers. However, this enforcement effort is not yet optimal, given that there are still a considerable number of workers who are not covered by this social benefit scheme. Oil palm plantation enterprises, as users of casual daily labor, are still not ideal at enrolling these employees in the social security system due to the company's lack of awareness and carelessness. As a result, the workforce is still excluded from social welfare. Relevant agencies such as the Ministry of Manpower are likewise unable to manage this situation, and the role of trade unions

in overseeing the implementation of the social balance of workers on oil palm plantations is still deemed insufficient. It is hoped that BPJS Ketenagakerjaan will serve a more impactful role in carrying out the state's mandate to ensure the welfare of all workers without marginalization. BPJS Ketenagakerjaan is expected to be supported by relevant authorities such as the Ministry of Manpower, associations of oil palm plantation workers, associations of entrepreneurs in Indonesia, the State Attorney General's office as the organizer of legal instruments, and other authorities to carry out law enforcement effectively. One of the reasons for companies' low participation in labor social security registration is a lack of awareness among employers and employees. Therefore, increased awareness and knowledge of the risks of uncertainty in social and economic aspects such as unemployment, primary earner death, and other occupational risks such as occupational accidents are required. This is done so that workers consider not only temporary things like daily needs met by salary but also long-term goals like life welfare and avoiding the mentioned social risks.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Despite the existence of social protection policies, their implementation is not constantly supervised, and casual laborers in oil palm plantations are often omitted from receiving social assistance and other forms of social protection due to their remote work location. Therefore, several factors have been identified in this study that BPJS Ketenagakerjaan should carefully consider, and one of these factors is the availability of program information and benefits. It is essential to provide companies and employees with a thorough view of labor social security and its benefits to increase their awareness and participation in the BPJS Ketenagakerjaan program. It is expected that the involved parties will contribute more to increasing the awareness and participation of daily workers in this welfare system if they are reached through proper information technology and a variety of approaches. Additionally, BPJS Ketenagakerjaan can employ law enforcement to enhance the compliance of companies and employees. This is an alternative strategy to increase awareness and compliance for both employers and employees. The existing manpower policies have not been fully implemented and supervised due to

a lack of cooperation and communication between BPJS Ketenagakerjaan and other legal authorities. This unreliable collaboration tends to make palm oil firms feel righteous when they fail to discharge their responsibilities. Meanwhile, the state's legal instruments should be executed as efficiently as possible, considering the sanctions that have been legalized and regulated in relevant laws and government regulations. Casual laborers on oil palm plantations are vulnerable, but the supervisory system that should be conducted at the regional/provincial level does not work and disregards this fact. When a business is proven to be negligent, consequences for such offenses must be taken, and they cannot be avoided to strengthen the compliance and consistency of enterprises in complying with the laws and obligations when conducting business in Indonesia.

### Recommendations

This study has several limitations, including the involvement of only one expert and respondents from internal BPJS Ketenagakerjaan. To avoid bias in the process of determining alternative strategies to be implemented, the perspectives of trade unions, company executives, representatives of interrelated stakeholders, and legal authorities should also be incorporated into the strategy and decision-making process. Future research using a more comprehensive AHP structure can address and resolve the limitations of this study.

The government authorities and BPJS Ketenagakerjaan are responsible for ensuring that palm oil enterprises provide labor social security to all workers, including casual laborers. To determine whether a company has implemented regulations to achieve palm oil sustainability in Indonesia, including worker welfare, regulations and standards from agencies and organizations such as the Indonesian Sustainable Palm Oil (ISPO), the Roundtable on Sustainable Palm Oil (RSPO), and the International Labour Organization (ILO) can be adopted as tools.

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