



Analysis of Indonesian Government Policies in Response to the Covid-19 Pandemic-Induced Mass Layoffs

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A B S T R A C T

This study intends to evaluate Indonesian government strategies for dealing with the Covid-19 pandemic's high rate of mass layoffs. The labor market has been significantly impacted by the Covid-19 outbreak. This study employs a qualitative methodology, gathering a range of information and relevant sources. Information regarding Indonesian government policies, issues with layoffs and the law there, as well as the country's economic status in light of the COVID-19 pandemic, acquired from literary studies, journals, and other relevant sources. In this essay, the author separates the data into three categories: the instances of layoffs in Indonesia during the Covid-19 outbreak; government policy to address the issue; and implementation of government policy to address the issue. The analysis discovered that the Indonesian government has put repressive and preventive measures in place. Preventative measures, such as offering incentives and lowering working hours and worker compensation, to avoid layoffs. Repressive measures were also put in place to lessen the effects of termination of employment under the pre-employment card program. Although the pre-employment program would be more effective if the training were conducted on-site at the training center, it is less effective because it is conducted online. Programs to manage workforce, enhance quality, and ensure legal protection must be strengthened by the government. The workforce, the government, and business actors must all participate in a complete bottom-top strategy.

INTRODUCTION

Since the first Covid-19 case was discovered in Indonesia in March 2020, the pandemic has become a significant issue for the country. Due of the Covid-19 pandemic's persistent cases, a multifaceted and multisectoral problem has resulted (Pawar, 2020). The pandemic's effects extend beyond the public health field to include the economic, educational, political, and labor arenas (Megasari et al., 2021). This issue motivates the government to implement a number of interventions to lessen the Covid-19 pandemic's effects in several areas. According to the Central Statistics Agency's (BPS) report from August 2020, Indonesia's GDP growth in the second quarter of 2020 was -5.32% (Badan Pusat Statistik, 2020). Prior to this, BPS stated that Indonesia's economy only increased by 2.97 percent in the first quarter of 2020, down from a rise of 5.02 percent in the same period of 2018. The labor market in Indonesia was also impacted by this declining economic performance.

Due to restrictions on how they could conduct their business, the economic crisis and the PSBB resulted in losses for many corporate actors (Bartik et al., 2020). Employer layoffs are one strategy that entrepreneurs must consider in order to minimize losses brought on by the pandemic as a result of this predicament (PHK). As of April 7, 2020, the Covid-19 epidemic had harmed at least 39,977 firms and resulted in at least 137,489 job losses, according to Jakarta's Minister of Manpower Ida Fauziyah (Zuhriyah, 2020). Based on the Central Statistics Agency Report (Badan Pusat Statistik, 2020), 3-4 million workers will experience layoffs in 2020, with 387,000 of them working for small and medium businesses and the tourism industry (MSMEs).

The reasons for laying off work during a pandemic are various. Many employers view the Covid-19 outbreak as a justification for force majeure, which allows them to fire employees in order to save costs associated with the Covid-19 pandemic (Randi, 2020). The government is a key player in addressing Indonesia's high unemployment rate caused by the Covid-19 epidemic. Entrepreneurs were urged not to fire employees by Commission IX of the House of Representatives, particularly in industries that are susceptible to the COVID-19 epidemic (Aprilio, 2021). The Head of Public Policy for the Indonesian Employers' Association acknowledged that the call not to layoffs was difficult to apply in a crisis like this (Sandi, 2020). Moreover, if the company experiences a loss, layoffs are the most likely thing for business actors to reduce the company's financial deficit.

Loss of livelihood (PHK) begins with termination of work. Layoffs can be seen as the start of suffering because workers no longer have their jobs or sources of income to support themselves. A corporation needs to do this in order to avoid layoffs and run efficiently. Dismissal, on the other hand, is defined in Article 1 Point 25 of the Manpower Law as the termination of a working relationship as a result of specific events that result in the termination of rights and obligations between employees and employers (Wibowo & Herawati, 2021). A company can carry out a layoff policy if the worker has violated the work agreement, company regulations, or collective labor agreement. However, before laying off employees, the company is obliged to provide 3 consecutive warning letters to workers. Companies can determine sanctions to workers by the violations that have been committed and the company can issue SP 3 directly or

immediately fire. Due to the fact that each company has its own set of work regulations, all of these items have been covered by the work agreement and corporate regulations (Prameswari & Handayani, 2018).

Apart from the mistakes of the workers themselves, layoffs can be made because the company has carried out efficiency, mergers, or consolidations, and is in a loss situation. Layoffs can occur due to circumstances outside of the company's power, such as national disaster. There is a policy made by the government that defines the COVID 19 pandemic as a national disaster that is felt by people around the world and the government issued some legal regulations to strengthen employers' reasons for notifying that the COVID 19 pandemic is a force majeure because it is categorized as a national non-natural disaster (Juaningsih, 2020). Apart from these reasons, it also makes the reasons for layoffs, whereas in this activity it becomes a problem considering there are two different interpretations of the provisions of Article 164 paragraph (3) of the Manpower Law. According to Widiastiani (2021) Click or tap here to enter text., if based on the draft MK Number 19 / PUU-IX02011, layoffs for efficiency reasons can be carried out by companies affected by COVID 19 if the company is permanently closed and the closure of a company is a form of efficiency.

This paper intends to investigate and analyze how the Indonesian government responded to and dealt with cases of layoffs (PHK) during the Covid-19 pandemic in Indonesia. Three conditions were primarily covered by the research questions. We want to start by examining the instances of layoffs that occurred in Indonesia during the Covid-19 pandemic. Second, in order to address the issue of layoffs during the epidemic, we also attempted to determine government measures. Thirdly, we want to examine how government policies are being implemented to address the issue of layoffs. This study is important as an effort to evaluate government policy and a trigger to discuss among scholars. As we know, the Covid-19 is a blow to Indonesian economy. Although the pandemic is relatively manageable, we don't really know when a similar situation will appear in our lives. Therefore, it is an urgent need to analyze government

policies, so government can provide policy or mechanism that cover the economic damaged for affected workers.

METHOD

The response and regulations of the Indonesian government in handling cases of layoffs during the Covid-19 outbreak are analyzed in this study using a qualitative methodology. The data type is secondary data. Data obtained from literature studies, journals, and other related references about Indonesia government policies, layoffs issues and law in Indonesia, and economic situation of Covid-19 pandemic. In conducting the research, the author then uses three main stages of analysis. First, data reduction. The author sorts out the relevant data. Second, data categorization. In this essay, the author separates the data into three categories: the instances of layoffs in Indonesia during the Covid-19 outbreak; government policy to address the issue; and implementation of government policy to address the issue. Third, data presentation. The author conducts data analysis in accordance with research questions and writing framework.

RESULTS AND DISCUSSION

The Phenomenon of Layoffs in Indonesia during the Covid-19 Pandemic

Layoffs (PHK) and workers who were laid off have been brought on by declining economic activity. According to information from the Ministry of Manpower (Kemnaker), 1.55 million official workers were let go and sent home on April 20, 2020. The existence of Covid-19 demonstrates a rise in the quantity of formally employed individuals who were fired and laid off (see Figure 1). On April 1, 2020, a total of 11.5 thousand formal workers were laid off and sent home. In less than 3 weeks, this number continued to increase to 1.55 million on April 20, 2020. According to data from the Ministry of Manpower as of May 27, 2020, 3.06 million workers had been let go or sent home as a result of COVID-19. In reality, 1,085,284 people were sent home and 380,221 formal workers were laid off.

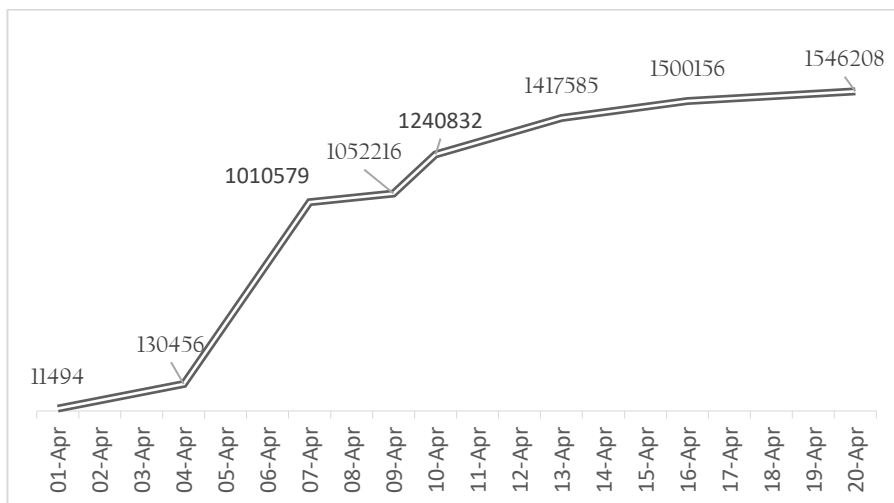


Figure 1. The increase in the number of formal workers who were laid off and laid off
 Sources: (CNBC Indonesia, 2020c, 2020a, 2020b); (Economy Okezone, 2020); (Hadi, 2020); (Kumparan, 2020b, 2020a); (Warta Ekonomi, 2020); (Dewi et al., 2021)

Several reviews were also carried out by various institutions or institutions to show the impact of the Covid-19 pandemic, specifically on employment. An online review conducted based

on cooperation between the Indonesian Institute of Sciences (LIPI), the University of Indonesia (UI), and the Ministry of Manpower concluded that 15.60 percent of respondents were laid

off, most of whom were men. The survey results also concluded that the closure of businesses carried out by entrepreneurs, either temporarily or permanently, has an impact on the lives of workers in Indonesia (LIPI et al., 2020).

In August 2020 the number of labor force in Indonesia reached 138.22 million workers and experienced a decrease of around 2 million workers (1.43 percent) compared to February 2020, namely a total of 140.22 million workers and an increase of

around 2.36 million workers. employment (1.74 percent) compared to August 2019, which was 135.86 million workers. In August 2020 the number of people working was 128.45 million workers, reduced by 4.84 million workers (3.63 percent) when compared to February 2020, which was 133.29 million workers, and a reduction of 310 thousand workers. (0.24 percent) when compared to the situation in August 2019, which was 128.76 million workers (see Figure 2).

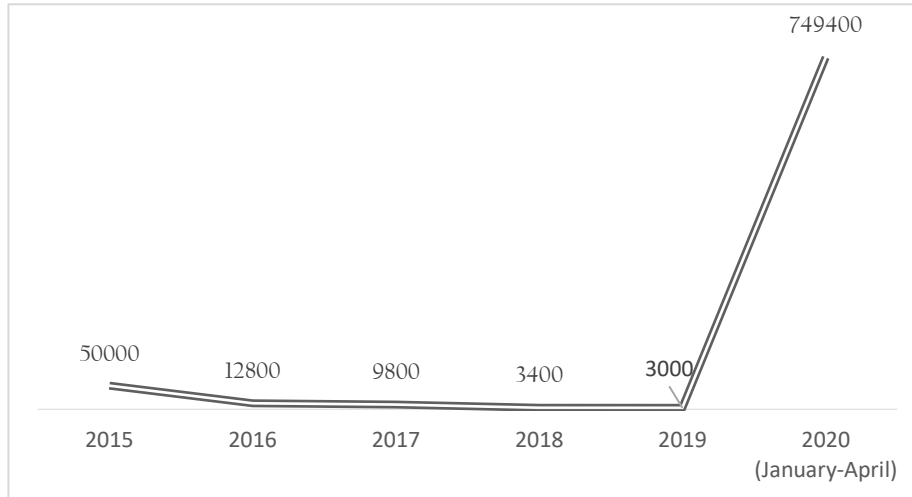


Figure 2. Number of Job Terminations in Indonesia, 2015-2020
Sources: (Badan Pusat Statistik, 2015, 2016, 2017, 2018, 2019, 2020)

According to the Central Statistics Agency (BPS), economic growth in Indonesia year to year (YoY) decreased in the first quarter (Q1) of 2020, which contracted 2.97%. The decline occurred again with a bigger contraction, namely 5.32% in the second quarter (Q2). The decline in the second quarter was the worst since the 1998 crisis with growth of minus 16.5 percent. According to quarter to quarter (QoQ) calculations, Indonesia's economic growth in the first quarter of 2020 was minus 2.41%. Contraction in several components contributed to the declining economic growth in Q2.

Government Response to Addressing the Problem of Layoffs

Government policies to deal with mass layoffs during the COVID-19 pandemic are classified into two based on the timing and nature of their implementation, namely preventive policies and repressive policies. Preventive policies are carried out to prevent mass layoffs by companies during this pandemic. The government implements preventive policies by issuing the provision of severance pay to employees who have been laid off is based on Government Regulation Number 35 of 2021, reducing working hours or wages, as well as providing incentives for micro, small and medium enterprises. Repressive policies are regulated and implemented after the company lays off its employees with the aim of reducing the impact of layoffs. The policy is like a pre-employment card prepared for employees affected by layoffs.

Change of Pre-Employment Card Schemes

One of the government policies to prevent and reduce layoffs of workers in Indonesia is through pre-employment programs for the working-age population who have not worked or who are looking for work. The government changed the pre-employment scheme by President Joko Widodo's direction, namely the pre-employment program for workers affected by layoffs during the Covid-19 pandemic, employees who were laid off, daily workers who lost income, and entrepreneurs of Micro, Small, and Medium

Enterprises (MSMEs) who experience losses, lose turnover, and lose the market.

The pre-employment program provides online training facilities and incentive funds for employees and entrepreneurs affected by Covid-19. The pre-employment card scheme is valid for 4 months as a form of government mitigation to overcome the impact of Covid-19. The government provides incentive assistance of Rp4 million, namely Rp1 million per month for four months. The government hopes that the pre-employment program can help the economy of people affected by the pandemic, improve the quality of skills and knowledge of employees, and help entrepreneurs fund business capital.

The training offered in pre-employment programs is a form of workforce management, namely improving the quality of human resources. The pre-employment program training materials have been prepared and updated according to current market needs. The training aims to provide skills that can be used for industrial and entrepreneurial needs. Some of the training alternatives include how to sell online, become a photographer, master computer applications, language courses, beauty care skills, become a fitness trainer, how to earn income from social media, and so on. Also, the mechanism for implementing training in the pandemic era is carried out online.

In the current pandemic condition, all economic activities are in decline. All industrial sectors are holding back the pace of operations so that it is impossible to conduct training or absorb the participants from the training results. Under these conditions, the pre-employment card budget is considered effective if it is shown directly to workers in sectors that are prone to layoffs or subsidize business sectors prone to layoff policies.

Incentives for MSMEs

The government has released bundles of tax breaks for business owners, as well as budget grants for the small business

sector. For the purpose of boosting the purchasing power of cooperatives and Micro, Small, and Medium Enterprises (MSMEs), the government itself intends to provide a stimulus of Rp2 trillion. The government also offers social incentives to non-formal sector workers who have been laid off or are otherwise unable to find employment. This inducement takes the form of direct aid and fee breaks for government-run facilities (electricity and water). This policy needs to be implemented, followed, and monitored to make sure it is on track. Second, the government also prepares policies for workers who are laid off in the formal sector and participate in BP Jamsostek. The government prepares a scheme through funding from BP Jamsostek in the form of training assistance and incentives for three months totaling Rp3 million and training costs of Rp2 million.

In light of the present Covid-19 pandemic, Sri Mulyani, Minister of Finance, claimed that the MSME incentive policy was a way of bolstering the social safety net. This move is like all other countries today. Both fiscal and monetary instruments are all for public health, protecting victims of layoffs and the MSE sector, as well as preventing the bankruptcy of the business world and spreading to the financial sector. The implementation of the Pre-Work Card program during the current situation of the Covid-19 outbreak tends to be too forced. This is because the focus of the program is to provide training to improve skills (upskilling/reskilling).

Currently, the government is still drafting an incentive scheme for workers who are victims of layoffs. According to the plan, every worker who is laid off will be given an incentive of Rp1 million to Rp5 million for 3 months. Quoted from Kontan (Perwitasari, 2020), Minister of Finance Sri Mulyani Indrawati confirmed that victims of layoffs due to the impact of the corona would receive assistance in the form of compensation as well as training. The compensation provided by BPJamsostek is different from the Pre-Work Card program. One of the measures the government would make, according to Sri Mulyani Indrawati, Minister of Finance, is the issue of special debt securities to offer funding to MSME business actors. This is due to the fact that this industry is among those most negatively impacted by the coronavirus pandemic.

Apart from the People's Business Credit, the government prepares a program to issue bonds that will be issued or able to be channeled to existing MSME customers, or KPR, or motorcycle loans who are experiencing difficulties. The state bonds for MSMEs will later function to increase the liquidity of

business actors. The hope is that employers can continue to pay their employees and there will be no layoffs in that sector. Customers that have trouble with regular financial demands, particularly wage payments so that layoffs can be avoided, will be offered liquidity, or walking capital.

The government will offer insurance and rewards to medical professionals who treat patients with coronavirus (Covid-19). Because medical professionals have been at the forefront of addressing the coronavirus, President Joko Widodo has asked for this. The amount of money set aside for medical staff incentives and insurance varies from Rp3.1 trillion to Rp6.1 trillion. Incentives of Rp15 million are given to specialists, Rp10 million to general practitioners and dentists, Rp7.5 million to midwives and nurses, and Rp5 million to other medical staff.

Certainty of Holiday Allowances (THR)

Another policy to overcome the crisis in the labor sector is through the certainty of giving THR. The THR will be given by Government Regulation (PP) Number 78 of 2015 concerning Wages (Kemerkumham, 2015). In this regulation, it is stipulated that companies are obliged to pay THR for workers or laborer's no later than 7 days before religious celebrations. However, during the outbreak of the coronavirus (Covid-19), the solution is to communicate between employers and workers or laborers because many employers have difficulty paying THR to their employees. Regarding employers having difficulty paying THR to workers, a dialogue mechanism can be determined between employers and workers to agree on the THR payment. This is because paying THR is the company's obligation as stated in the law. THR payments must be given to private (companies) regarding THR is something that is based on the law required and the Ministry of Manpower has prepared things related to THR.

The provision of severance pay to employees who have been laid off is based on Government Regulation Number 35 of 2021

The government stipulates the latest policy in Government Regulation (PP) Number 35 of 2021 concerning Specific Time Work Agreements, Transfer, Working Time and Rest Time, and Termination of Employment (Kemnaker, 2021). This government regulation describes the rights of workers, including workers who are victims of dismissal. As stated in Government Regulation Number 35 the Year 2021, the following is the provision of severance pay for employees who are laid off based on the length of service for each employee:

Table 1. Severance pay for layoffs workers

No.	Working period	Severance pay
1	Less than 1 year	1 month of salary
2	1 year or more but less than 2 years	2 months of salary
3	2 years or more but less than 3 years	3 months of salary
4	3 years or more but less than 4 years	4 months of salary
5	4 years or more but less than 5 years	5 months of salary
6	5 years or more but less than 6 years	6 months of salary
7	6 years or more but less than 7 years	7 months of salary
8	7 years or more but less than 8 years	8 months of salary
9	8 years or more	9 months of salary

Sources: (Kemnaker, 2021)

In addition, there are several criteria under which companies are allowed to reduce the severance pay for layoff victims. One of the regulations stipulated in this regulation is that not all victims of Termination of Employment (PHK) receive full severance pay.

Quoted from Instagram Indonesia Baik, a platform owned by the Ministry of Communication and Information (Kemkominfo), companies are allowed to reduce the amount of severance pay they must pay if; (1) the company goes bankrupt; (2) the company

closed due to force majeure; (3) the company performs efficiently due to company losses; and (4) the company closed down and suffered continuous losses for two years.

Implementation of Government Policies to Address the Problem of Layoffs

On March 17, 2020, a Circular of the Minister of Manpower Number M / 3 / HK.04 / III / 2020 of 2020 concerning Protection of Workers / Laborers and Business Continuity in the Context of Prevention and Overcoming COVID-19 (Kemnaker, 2020). With COVID-19 spreading rapidly throughout various Indonesian provinces, SE Menaker 3/2020 was published in response. It also paid attention to the WHO's formal announcement that COVID-19 had been classified as a global pandemic. The payment of wages for employees is one of the items that SE Menaker 3/2020 regulates, taking into account business continuity, changes to the amount and manner of payment of employees' salaries by the agreement between the employer and the employee.

If a doctor's note stating that you are unable to report to work for up to 14 days or in accordance with the Ministry of Health's guidelines is provided for workers/laborers who are classified as People Under Monitoring (ODP), then the full wage is paid. The pay of employees or laborers who are labeled as suspected COVID-19 cases and are quarantined or isolated in accordance with a doctor's statement are paid in full during this time.

Additionally, wages are paid in accordance with laws and regulations for workers/laborers who miss work due to COVID-19 illness and it is verified by a doctor's declaration. Finally, changes will be made to the amount and method of payment of worker/labor wages for businesses that limit their business operations as a result of government policies in their respective regions for the prevention and control of COVID-19, causing some or all of their workers/laborers to miss work. This is done to ensure business continuity by the terms of the contract between the employer and the employee.

Despite the fact that President Joko "Jokowi" Widodo has requested that employers refrain from firing their employees (PHK), it is believed that this course of action will nonetheless be taken in light of the current crisis. Due to COVID-19, 162,416 workers in Jakarta alone have been fired and sent home without pay. Because companies must drastically cut operating costs as a result of the current crisis, entrepreneurs may be forced to fire employees. Layoffs should be the final resort, according to Law (UU) No. 13 of 2003 Governing Manpower. The Manpower Law specifies how the government, labor unions, companies, and employees must collaborate in order to avoid layoffs.

According to data from BAPPENAS 2020, the number of unemployed persons would rise by 4-5.5 million (Putra, 2020). The Pre-Employment Card is one of the initiatives the government has undertaken to prepare skilled and competitive human resources. The industrial sector is pushed to be flexible and imaginative in managing talent within the organization during a pandemic in addition to relying on the government.

Several workers installed new rail pads on the railroad tracks. Pandemic Covid-19 changed national employment development to be more complex. This is because several new challenges have emerged. This was revealed by the Minister of Manpower, Ida Fuaziyah. Data from the Ministry of Manpower as of May 27 shows that 3 million workers have been affected by the pandemic. Formal and informal workers are forced to become unemployed. "The covid-19 outbreak has made the challenges of manpower development more complex. We all hope and work hard so that

the unemployment rate does not increase," Ida said in a virtual discussion. Also read Ministry of Manpower: 1.7 million people experience layoffs and are sent home due to a pandemic. The next challenge is the technological revolution. According to him, the world is forced to adopt technology-based on automation and fast data exchange. The use of technology is closely related to the impact of a pandemic. Almost all aspects of life, including economic activity, have shifted to relying on technology. "The technological revolution is marked by the use of automation and fast data exchange technology in all aspects. The impact of a pandemic also needs to take advantage of technology," added Ida. To face these challenges, he continued, the superior quality of human resources (HR) is needed. However, the Indonesian workforce still has relatively low levels of education. This is homework for the central and local governments. Both must work together to improve the quality of employment in the country.

When there is a public health emergency, some businesses worry that they won't be able to pay their employees' wages since restricting business and personnel activities will result in lower revenue or turnover. firm earnings. Companies are not permitted to instantly fire their employees or stop paying their salaries if they are unable to pay their employees' wages.

Companies may approach the Governor with requests to delay the payment of salaries in accordance with the UMP (Provincial Minimum Wage). Article 90 of Law No. 13 of 2003 Concerning Manpower, the Minister of Manpower and Transmigration's Decree No. KEP-231 / MEN / 2003 Concerning Procedures for Postponing the Implementation of Minimum Wages, and the Governor of DKI Jakarta's Regulation No. 42 of 2007 Concerning Procedures for Postponing the Implementation of Provincial Minimum Wages all contain provisions governing the company's attempts to defer wages (Kemenperin, 2003). By opening its Company's Financial Statements and submitting efforts to postpone salaries to the Governor, a company is required to demonstrate that it is unable to pay its employees' wages in accordance with the minimum wage requirement, according to these provisions.

If the effort to postpone the wages is approved, the governor will write it down in the stipulation of the Governor's Decree. The employer is permitted to pay its employees less than the minimum wage if it is specified in a governor's decree. However, the business is still obligated to make up the underpayment of workers' wages in accordance with the UMP the following year. In any situation, including a public health emergency, businesses are not permitted to terminate their employees/laborers without cause. According to Law No. 13 of 2003 concerning Manpower's Article 151, Paragraph 1, it has been declared that every effort must be made by the employer, labor unions, and employees to prevent termination of employment.

However, if the business still intends to implement layoffs notwithstanding the public health emergency caused by the COVID-19 viral pandemic outbreak, either for the following reasons: (1) "Force Majeure / Force Majeure which is against the will of the company/worker/labor union/state/community", as well as for reasons of (2) "efficiency", the company is obliged to prove these reasons with financial reports for the last 2 (two) years that have been audited by a public accountant who shows that the company has suffered a loss.

Force majeure during a crisis has been regulated in the provisions of Article 164 paragraph 1 and paragraph 2 of Law No. 13 of 2003 concerning Manpower. If the company has obtained

evidence in the form of financial reports for the last 2 (two) years that have been audited by a public accountant which shows that the company has suffered losses, then the company can terminate its employees on the grounds of "Force Majeure", by proving first if the incident that occurred (which led to a coercive situation) was not due to his fault and was beyond the company's control. Meanwhile, in terms of carrying out "efficiency", companies must put layoffs as a last resort. This refers to the provisions of Article 164 paragraph (3) of Law No. 13 of 2003 jo. Constitutional Court Decision No: 19 / PUU-IX / 2011 which stated: "Employers can only lay off workers for reasons of efficiency which must be interpreted as a company that is permanently closed or the company is not temporarily closed".

Based on the aforementioned provisions, the Constitutional Court's Decision No. 19 / PUU-IX / 2011 stated that dismissal for efficiency reasons should only be used as a last resort after other measures, such as lowering wages and benefits for upper-level employees and employment levels, have been taken. Managers and directors; shift reduction; restrictions on or elimination of overtime; shortened workdays; temporary layoffs of workers/laborers; refusal to renew contracts for individuals whose contracts have ended; provision of pensions for those who have satisfied the conditions.

Furthermore, the government needs to take manpower policy planning steps that involve employers and workers through various strategies. First, two-way or bipartite dialogue. In order to prepare for changing working conditions as a result of the COVID-19 epidemic, unions, employers, and employees must have an open communication starting at a young age. Businesses that are industrial in nature and require employee presence must control work practices by giving occupational safety and health first priority. In addition, the bipartite discourse must cover how to prepare for the worst-case scenarios of their working relationship, including efficiency, scheduling, and labor allocation. This conversation is the key to creating a shared understanding of how to deal with the COVID-19 pandemic's effects on businesses and employees.

Second, create employment policies in the context of the COVID-19 pandemic. Any modifications to the employee work system brought on by the COVID-19 epidemic must be addressed under this policy. These adjustments include the use of a work-from-home system, social seclusion, limitations on the use of public transit, and restricted lockdowns, all of which are currently being adopted by a number of local governments. Currently, 9 locations have been given the go-ahead to enact large-scale social restrictions (PSBB), such as South Tangerang in Banten and Bogor in West Java. The government, in this case the Ministry of Manpower, must actively participate in providing workers with policy information and regularly reviewing existing policies. Policies that can be put into place include those that limit working days and hours, fire or lay off employees, and more. Additionally, in light of a worsening employment situation brought on by the economic crisis brought on by the COVID-19 pandemic, the government needs to implement an employment mitigation plan. This can be achieved by putting in place government programs that can accommodate a sizable workforce and programs that assist the development of skills, such the distribution of Pre-Employment Cards to recent graduates looking for employment.

Third, recognize and monitor on the implementation of incentive plans for businesses and employees. The government has released bundles of tax breaks for business owners, as well as

budget grants for the small business sector. For the purpose of boosting the purchasing power of cooperatives and Micro, Small, and Medium Enterprises, the government itself intends to provide a stimulus of Rp2 trillion (MSMEs). Additionally, the government offers social incentives to non-formal sector workers who have been laid off or are otherwise unable to find employment. This inducement takes the form of direct aid and fee breaks for government-run facilities (electricity and water). This policy needs to be implemented, followed, and monitored to make sure it is on track.

Fourth, a three-way conversation (tripartite) involving the government, labor unions, and employers. In addition to offering incentive packages to firms and employees, the government in this challenging position must also be the party capable of mediating talks between employers and employees as well as trade unions to avoid layoffs. In particular, if layoffs are inevitable, the government can act as a mediator to find a solution that is acceptable to both parties, ensuring that workers' rights are upheld. In this situation, the government can establish a Task Force for Handling Layoffs so that problems faced by companies and employees during this epidemic can be anticipated and addressed early on.

Organizational management by employers is carried out in various ways. First, lowering production costs from private companies, by dismissing workers while still paying full wages. To keep production going, a rotating holiday scheme can be arranged. So that there is savings in electricity, cetering, and others. Second, the Government controls fiscal and monetary policies so that the rupiah exchange rate does not weaken and the composite stock index does not drop. Third, if the problem is that raw materials are not available because the supplier country is on lockdown due to corona, the government is advised to immediately make regulations in the form of easy import of raw materials. With a note as long as these raw materials are not available in Indonesia, especially for labor-intensive industries. "For example, by applying zero rupiah import duty and there is no burden of any fees on imported goods. Because it could be that, in this difficult situation, the industry will look for raw materials from countries that have not been hit by Covid-19. Fourth, assist in the form of cash in cash. to workers, online transportation drivers, and other small communities. This is as done in the UK. On the other hand, will help the business world, because part of the workers' wages are subsidized by the government. Fifth, provide incentives to the tourism, retail and industry other industries affected, so that they can survive during the corona pandemic, for example by eliminating bank loan interest for entrepreneurs in the tourism sector or abolishing tourism taxes, providing loan installments to delay for a year without paying installments. Sixth, lowering the price of premium fuel. so that the middle to lower class society, including the workers, increase their purchasing power. Besides, the price immediately lowered industrial gas, so that factory production costs can go down.

CONCLUSION

To minimize the amount of layoffs during the Covid-19 outbreak, the government implemented a number of employment-related initiatives. Through a variety of online skill training courses, the pre-employment card program optimizes the human resource management program. The goal of human resource management is to create a knowledgeable and competent workforce. More stakeholders, including the government, corporate actors, and labor, need to be involved in

the development of government policy using a bottom-up strategy that is more comprehensive. In order to survive this crisis moment, the program's execution must be reinforced, and the monitoring of incentive package implementation must be increased.

The limitation of this research is the method of reviewing the layoff case literature (in general) in Indonesia. The literature review does not disaggregate the details of layoff cases in each of the different sectors. The literature reviewed relates to layoff rates across all industries. The research will be more valid and varied if it details data on a variety of different sectors, for example the manufacturing, service, retail, food and beverage industries, and so on. The impact of the pandemic varies in each sector, as well as the policies of each sector in carrying out layoffs. Tambahkan limitasi

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