



The Effectiveness of Legal Protection For Daily Wage Workers in The Property Sector: A Substantive Justice Perspective

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Abstract: This study aims to analyze the effectiveness of legal protection for daily wage workers in the property sector from a substantive justice perspective, using PT Syailendra Adidaya Group as a case study. The study is motivated by the increasing use of daily wage workers in the property industry, which often creates vulnerabilities regarding wage protection, legal certainty, and the fulfillment of workers' normative rights. Although Indonesian labor law provides comprehensive regulations concerning employment relationships and wage protection, practical implementation frequently reveals discrepancies between legal norms and workplace realities. The urgency of this research lies in the need to examine whether legal protection can be considered effective when formal labor standards are not fully implemented but employment relations remain stable and socially accepted. This research employed a normative legal approach supported by empirical data through statutory and conceptual approaches. Data were collected through library research and semi-structured in-depth interviews with selected informants at PT Syailendra Adidaya Group and analyzed using a prescriptive legal method. The findings indicate that legal protection for daily wage workers has not been fully effective from a normative perspective due to the absence of written employment agreements and wage practices that do not entirely comply with statutory standards. However, the employment relationship demonstrates a form of substantive justice supported by economic considerations, business sustainability, and mutually accepted employment arrangements. The study concludes that effective labor protection should integrate legal certainty, social legitimacy, and substantive justice to ensure balanced and sustainable industrial relations in the property sector.

Keywords: Legal Protection; Daily Wage Workers; Property Sector; Substantive Justice; Labor Law; Wage Protection.

INTRODUCTION

The property sector constitutes one of the strategic pillars of Indonesia's economic development due to its multiplier effect on employment creation, investment growth, and infrastructure expansion (Husni, 2016). The rapid growth of housing, commercial buildings, and industrial estate projects has generated substantial demand for labor across various skill levels. To maintain operational flexibility and reduce labor costs, property companies

frequently rely on daily wage workers (*pekerja harian lepas*) to perform construction, maintenance, and supporting activities. While such employment arrangements provide flexibility for employers, they often create legal vulnerabilities for workers, particularly concerning wage protection, employment security, social security coverage, and access to labor rights guaranteed by national legislation. Consequently, the increasing utilization of daily wage workers in the property sector raises fundamental questions regarding the effectiveness of legal protection mechanisms designed to safeguard workers' rights within contemporary labor relations (E.H.S.K, 2022).

The constitutional foundation for labor protection in Indonesia is explicitly established in Article 27 paragraph (2) and Article 28D paragraph (2) of the 1945 Constitution of the Republic of Indonesia, which guarantee the right to work and to receive fair and proper remuneration and treatment in employment relations. These constitutional guarantees are further elaborated in Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation into Law. The legislation affirms that employment relationships are characterized by the existence of work, wages, and employer authority. Accordingly, daily wage workers who perform work under the direction of employers and receive remuneration should be entitled to legal protection equivalent to that enjoyed by permanent workers, particularly regarding wage entitlements and labor standards. From a normative perspective, Indonesian labor law appears to provide a comprehensive framework for protecting workers against exploitative employment practices.

The implementation of labor regulations frequently encounters significant challenges in practice (Muin, 2015). The realities of labor relations in the property sector reveal a persistent discrepancy between legal norms and actual workplace conditions (Afrita, 2015). Employers often justify flexible wage arrangements based on business sustainability and project-based operational requirements, while workers tend to prioritize employment continuity over strict compliance with labor standards (Zulfikar, 2025). As a result, instances of wage payments below regional minimum wage standards, undocumented employment relationships, and the absence of formal employment contracts continue to occur despite clear legal provisions prohibiting such practices. This phenomenon indicates that the effectiveness of labor law cannot be assessed solely through normative compliance but must also consider social acceptance, economic realities, and the practical functioning of labor relations within specific sectors.

Recent scholarly discussions have increasingly addressed labor protection in non-standard employment arrangements. A study by Prassl and Risak emphasized that labor protection mechanisms frequently fail to adequately cover workers engaged in flexible and atypical employment relationships, resulting in diminished access to employment rights and legal remedies (Prassl & Risak, 2016). Similarly, De Stefano and Aloisi argued that contemporary labor markets increasingly challenge traditional legal frameworks due to the expansion of precarious work arrangements characterized by uncertainty and limited social protection (De Stefano & Aloisi, 2018).

Although these studies provide valuable insights into labor protection and wage compliance, several limitations remain apparent. First, existing research predominantly focuses on labor law enforcement, administrative sanctions, minimum wage compliance, or industrial relations disputes. Second, most studies evaluate legal protection primarily from a positivist perspective that emphasizes conformity with statutory provisions. Third, limited attention has been given to the interaction between legal effectiveness and socio-cultural factors that influence workers' acceptance of employment conditions that may formally violate labor regulations. Consequently, the existing literature has not adequately examined how legal norms operate within social environments where informal values, mutual trust, and communal relationships significantly shape employment practices.

This research seeks to address these limitations by examining the case of PT Syailendra Adidaya Group, a property-sector company that presents a distinctive phenomenon within Indonesian labor relations. The company employs daily wage workers under employment arrangements that are not fully documented through formal contracts and provides wages below the applicable regional minimum wage standards. Nevertheless, despite the apparent non-compliance with certain labor regulations, there have been no significant industrial disputes, legal claims, or collective protests initiated by workers. Such circumstances challenge conventional assumptions that legal non-compliance necessarily results in labor conflict or perceptions of injustice. Instead, the case demonstrates the possibility that workers may perceive employment relationships as acceptable despite deviations from formal legal standards.

The phenomenon observed at PT Syailendra Adidaya Group highlights an important theoretical issue concerning the distinction between formal legal justice and substantive justice. Legal protection is commonly evaluated through compliance with statutory norms, yet substantive justice requires consideration of broader social realities, including the actual welfare, expectations, and lived experiences of workers. From this perspective, the effectiveness of labor law should not merely be measured by the existence of legal rules or enforcement mechanisms but also by the extent to which such regulations achieve socially meaningful outcomes. The persistence of harmonious employment relations despite regulatory non-compliance suggests that legal effectiveness may be influenced by factors beyond formal legal structures, including cultural values, social solidarity, and mutual economic dependency between employers and workers.

The research gap addressed by this study lies in the absence of scholarly work that comprehensively integrates the perspectives of legal effectiveness, living law, and substantive justice in analyzing wage protection for daily wage workers within the property sector. Previous studies have generally treated labor law compliance as the primary indicator of legal effectiveness without examining the social mechanisms that enable employment relationships to remain stable despite formal legal deficiencies. Moreover, limited empirical research has investigated how local values and social norms influence workers' perceptions of fairness and legal protection within informal or semi-formal employment arrangements.

Accordingly, the novelty of this research lies in its examination of the role of *Ta'awun* (mutual assistance) and the principle of familialism (*asas kekeluargaan*) as social mechanisms that contribute to the sustainability of industrial relations despite partial non-compliance with formal labor regulations. By incorporating the concepts of living law and substantive justice, this study moves beyond conventional legal positivism and offers a more nuanced understanding of labor protection within the Indonesian socio-cultural context. The research further contributes to the development of labor law scholarship by demonstrating that legal effectiveness should be assessed through a multidimensional framework encompassing normative compliance, social legitimacy, and substantive fairness.

Based on the foregoing discussion, this study aims to analyze the effectiveness of legal protection for daily wage workers in the property sector through a substantive justice perspective, using PT Syailendra Adidaya Group as a case study. Specifically, the research seeks to examine the implementation of wage protection mechanisms for daily wage workers, evaluate the effectiveness of existing labor regulations in practice, and explore the influence of social values and living law on the sustainability of employment relationships within the property sector. Through this approach, the study is expected to provide both theoretical and practical contributions toward the development of a more responsive and socially grounded framework for labor protection in Indonesia.

METHOD

This study employed a normative legal research approach supported by empirical field data. The normative dimension of the research was intended to examine the consistency, adequacy, and applicability of legal norms (Sunggono, 2006) governing wage protection for daily wage workers within the Indonesian labor law framework. At the same time, empirical data were incorporated to observe how these legal norms operate in practice, particularly in employment relationships within the property sector. This combination was considered necessary because the effectiveness of legal protection cannot be adequately assessed solely through statutory analysis but must also be evaluated based on its implementation and acceptance in actual social and employment contexts.

The research adopted a descriptive-analytical specification (Suteki, 2018). The descriptive aspect aimed to systematically describe the legal framework governing wage protection and the existing employment practices at PT Syailendra Adidaya Group. Meanwhile, the analytical aspect was directed toward examining the extent to which the implementation of wage-related labor regulations reflects the principles of legal effectiveness and substantive justice. The study further sought to identify the interaction between formal legal norms and socio-cultural values that influence the sustainability of employment relationships in the property sector.

The research utilized both statutory and conceptual approaches (Sukmawan & Damayanti, 2025). The statutory approach involved an examination of relevant legal instruments governing employment relations and wage protection, including the 1945 Constitution of the Republic of Indonesia, Law Number 6 of 2023 concerning Job Creation, Government Regulation Number 36 of 2021 concerning Wages, and other related labor regulations. The conceptual approach was employed to analyze legal doctrines and theoretical perspectives concerning legal protection, legal effectiveness, living law, industrial relations, and substantive justice. This approach enabled the researcher to develop a comprehensive analytical framework for assessing the effectiveness of legal protection beyond mere formal compliance with statutory provisions.

The research relied on both primary and secondary legal materials. Primary legal materials consisted of legislation and regulations related to employment relationships and wage protection. Secondary legal materials included books, peer-reviewed journal articles, legal commentaries, and previous studies relevant to labor law, wage protection, legal effectiveness, and substantive justice. These materials were collected through comprehensive library research to establish a strong normative and theoretical foundation for the study.

In addition to library research, empirical data were collected through in-depth interviews with key informants. The interview participants were selected using purposive sampling techniques based on their direct involvement in employment relations and wage practices within PT Syailendra Adidaya Group. The primary informant consisted of an employee who possessed sufficient knowledge and experience regarding the company's wage system, employment arrangements, and day-to-day labor practices. This sampling technique was chosen to ensure that the information obtained was relevant, accurate, and capable of providing meaningful insights into the implementation of labor regulations at the company level.

The interviews were conducted using a semi-structured interview format. This method enabled the researcher to utilize a systematic interview guideline while maintaining flexibility to explore emerging issues and obtain deeper explanations regarding wage practices, employment relationships, and perceptions of legal protection among the parties involved. The semi-structured format was particularly useful for capturing the social realities underlying employment practices that may not be fully reflected in formal legal documents or regulatory provisions.

All collected data were analyzed using a prescriptive legal analysis method. The analysis was conducted by examining the conformity between existing labor regulations and the empirical realities identified during the field study. Furthermore, the findings were interpreted through the perspectives of legal effectiveness, living law, and substantive justice to evaluate whether the existing legal framework has effectively protected the wage rights of daily wage workers in the property sector. Through this analytical process, the study sought to formulate comprehensive legal arguments and provide recommendations for strengthening labor protection mechanisms that are not only normatively valid but also socially responsive and substantively just.

RESULTS AND DISCUSSION

Juridical Disparities and Sociological Realities of Wage Practices in PT Syailendra Adidaya Group

The findings of this study reveal a significant disparity between normative labor law provisions and the sociological realities of wage practices implemented within PT Syailendra Adidaya Group. From a juridical perspective, Indonesian labor law establishes a comprehensive framework intended to guarantee legal certainty, fair remuneration, and adequate protection for workers. Article 1 point 15 of Law Number 13 of 2003 concerning Manpower, as amended through Law Number 6 of 2023 concerning Job Creation, defines an employment relationship as a relationship between an employer and a worker based on an employment agreement containing elements of work, wages, and employer authority. Consequently, whenever these three elements are fulfilled, the parties become subject to labor law obligations and protections, regardless of whether a formal written agreement exists (Oktafina et al., 2025).

Empirical findings demonstrate that several employees occupying positions such as legal staff, secretarial staff, and administrative personnel perform their duties on a full-time basis and receive regular monthly compensation. Nevertheless, the company does not formalize these employment relationships through either a Fixed-Term Employment Agreement (*Perjanjian Kerja Waktu Tertentu/PKWT*) or an Indefinite-Term Employment Agreement (*Perjanjian Kerja Waktu Tidak Tertentu/PKWTT*). From the perspective of legal certainty, such practices create ambiguity regarding the status of workers, the scope of their rights, and the availability of legal remedies in the event of labor disputes. The absence of written employment agreements may also weaken workers' bargaining position because their employment rights become dependent upon informal arrangements rather than legally enforceable contractual provisions.

The study further found that monthly wages paid to certain employees remain below the applicable regional minimum wage standard. Legal and secretarial staff receive approximately IDR 1,800,000 per month, while administrative personnel receive approximately IDR 1,550,000 despite performing full-time work. These figures fall below the applicable Regency or Municipal Minimum Wage (*Upah Minimum Kabupaten/Kota*). Under Government Regulation Number 36 of 2021 concerning Wages and Law Number 6 of 2023 concerning Job Creation, employers are generally prohibited from paying wages below the minimum wage determined by the government. Minimum wage regulations constitute mandatory legal norms designed to ensure workers' basic welfare and to prevent exploitative labor practices. Therefore, from a strictly positivist legal perspective, the wage practices identified in this study constitute a form of non-compliance with prevailing labor regulations.

The legal situation becomes more complex regarding construction workers engaged in project implementation. Rather than employing construction workers directly, PT Syailendra Adidaya Group utilizes subcontracting arrangements through foremen (*mandor*) operating under a lump-sum contracting system. As a consequence, the company positions itself outside

direct employment relationships with field workers. Formally, this arrangement shifts the legal relationship into the realm of private contractual law between the contractor and the subcontractor. However, from a substantive perspective, such arrangements may also function as a mechanism to minimize the company's labor obligations, particularly those related to wage standards, social security participation, occupational safety protection, and termination benefits. This finding illustrates the increasingly blurred boundaries between labor law and civil contractual arrangements in contemporary employment practices.

According to legal effectiveness theory proposed by Soerjono Soekanto, the effectiveness of law is influenced by five interrelated factors, namely legal substance, law enforcement institutions, facilities and infrastructure, society, and legal culture (Soekanto, 2008). The legal substance governing wage protection is relatively comprehensive. Indonesian labor legislation clearly regulates minimum wage standards, employment agreements, and workers' rights. Therefore, the primary issue does not lie in the absence of legal norms but rather in their implementation and enforcement. This finding supports Soekanto's argument that legal effectiveness depends not only upon the existence of rules but also upon the social environment in which those rules operate.

The weakness of law enforcement appears particularly evident in labor supervision mechanisms (Rahman, 2021). Although labor inspectorates possess authority to monitor compliance with labor standards, violations involving undocumented employment relationships and underpayment of wages continue to occur. This condition indicates a gap between normative regulation and practical enforcement. Moreover, workers often refrain from reporting violations due to concerns regarding job security, limited legal awareness, or economic dependence upon employers.

Interestingly, despite the existence of normative violations, no significant industrial disputes, strikes, or legal claims have emerged within PT Syailendra Adidaya Group. From a conventional legal perspective, this phenomenon appears paradoxical. One would normally expect workers receiving wages below statutory minimum standards to challenge such practices through available legal mechanisms. However, empirical evidence suggests that workers generally accept existing employment conditions and perceive them as reasonable within their socio-economic context. This observation demonstrates that compliance with legal norms does not necessarily determine social legitimacy, just as legal violations do not automatically generate perceptions of injustice among affected individuals.

This phenomenon can be better understood through Eugen Ehrlich's theory of living law. Ehrlich argued that the center of gravity of legal development lies not exclusively within legislation or judicial decisions but within the social norms that govern everyday life. According to this perspective, the actual behavior of social actors often reflects informal norms that possess greater practical authority than formal legal rules. In the case of PT Syailendra Adidaya Group, employment relationships are strongly influenced by interpersonal trust, reciprocal obligations, and community-based social values. These factors create a form of social legitimacy that enables labor relations to continue functioning despite partial non-compliance with statutory labor standards.

The empirical findings further indicate the significant influence of *Ta'awun* (mutual assistance) and the principle of familialism (*asas kekeluargaan*) within workplace interactions. Workers perceive employment not solely as an economic transaction but also as a social relationship characterized by solidarity and mutual support. Interviews revealed that workers often prioritize employment continuity, workplace harmony, and access to future opportunities over strict adherence to legal wage standards. In turn, management frequently provides non-monetary forms of assistance, flexibility, and social support that strengthen interpersonal bonds between employers and workers. Although these practices cannot legally replace statutory wage obligations, they contribute to workers' perceptions of fairness and social acceptance.

Based of Gustav Radbruch's theory of substantive justice, the findings raise important questions regarding the relationship between legal certainty and social justice (Radbruch, 1946). Radbruch maintained that law should not merely pursue certainty but must also promote justice and social utility. Legal certainty clearly demands compliance with minimum wage regulations and formal employment agreements. Nevertheless, the absence of conflict suggests that workers may perceive existing arrangements as beneficial when evaluated against available employment alternatives. This does not imply that statutory labor protections should be disregarded; rather, it demonstrates that substantive justice often involves considerations extending beyond formal legal compliance.

The acceptance of below-minimum wages should not be interpreted as evidence that labor protection has become effective (Izzati & Kwang, 2025). Workers' acceptance may instead reflect structural vulnerabilities, limited employment opportunities, and unequal bargaining power. The absence of industrial disputes does not necessarily indicate the realization of justice but may signify workers' inability or unwillingness to challenge existing conditions. Consequently, measuring legal effectiveness solely through indicators of social harmony risks obscuring underlying inequalities within employment relations.

Cultural Substitution of Legal Protection

The findings of this research demonstrate that the effectiveness of legal protection for daily wage workers at PT Syailendra Adidaya Group cannot be assessed solely through the lens of formal compliance with labor regulations. From a normative perspective, several aspects of the employment relationship indicate shortcomings in the implementation of labor law, particularly concerning wage standards and the absence of written employment agreements. However, empirical findings reveal that these deficiencies have not resulted in industrial disputes, worker resistance, or legal claims. This phenomenon raises an important question regarding the actual operation of law within society and the extent to which social values can influence the effectiveness of legal norms.

According to Soerjono Soekanto's theory of legal effectiveness, the success or failure of law enforcement is influenced by five interrelated factors, namely legal substance, law enforcement institutions, supporting facilities, society, and legal culture. Although the legal substance governing wage protection and employment agreements is relatively comprehensive, the cultural and social factors appear to play a more dominant role in shaping employment relations. The absence of labor disputes despite indications of regulatory non-compliance suggests that social acceptance and cultural legitimacy have become significant determinants of legal effectiveness.

The interviews conducted during this study indicate that PT Syailendra Adidaya Group has developed employment relations based on the values of *Ta'awun* (mutual assistance) and the principle of familialism (*asas kekeluargaan*). Rather than adopting a purely profit-oriented employment model, the company emphasizes interpersonal relationships, mutual support, and collective responsibility among workers and management. Such an approach reflects values derived from Islamic economic ethics and social solidarity principles that prioritize cooperation over competition. Workers perceive themselves not merely as economic instruments but as members of a social community whose welfare is collectively considered (Benuf & Azhar, 2020).

It is important to emphasize that the values of *Ta'awun* and familialism should not be interpreted as substitutes for state law. From the perspective of labor law, these values function more appropriately as complementary mechanisms that strengthen industrial harmony when formal legal protections are not fully implemented. Their existence may help reduce conflict and foster mutual trust, but they do not eliminate the legal obligations imposed upon employers by statutory regulations.

This finding aligns with Eugen Ehrlich's concept of living law, which argues that the law actually governing social life often emerges from social practices, customs, and shared norms rather than solely from state legislation. The employment relationship at PT Syailendra Adidaya Group illustrates how social norms may influence the behavior of both employers and workers more effectively than formal legal sanctions. Workers continue to maintain employment relationships because they perceive the workplace environment as supportive, humane, and beneficial to their livelihoods.

The application of the living law concept in labor relations must be approached critically. Labor law belongs to the category of public-interest legislation that contains numerous mandatory provisions (*dwingend recht*). These provisions include minimum wage requirements, occupational safety and health standards, social security obligations, and other fundamental labor rights. Such norms are designed to protect workers from structural inequalities inherent in employment relationships. Therefore, while *living law* may explain why workers tolerate certain employment practices, it cannot serve as a legal justification for disregarding mandatory labor standards. Allowing cultural norms to supersede labor protections would risk legitimizing exploitative practices and undermining the protective function of labor law itself.

A significant issue identified in this study concerns the absence of written employment agreements between the company and its workers (Benuf & Azhar, 2020). Indonesian labor law recognizes the employment relationship through the elements of work, wages, and employer authority. Consequently, an employment relationship may legally exist even without a written contract. Nevertheless, the absence of formal documentation creates substantial legal uncertainty. In situations involving wage disputes, employment termination, occupational accidents, or social security claims, workers may encounter difficulties in proving the existence and content of the employment relationship. The lack of written agreements therefore weakens preventive legal protection and increases workers' vulnerability in future disputes.

Written employment agreements serve not merely as administrative documents but as instruments for balancing bargaining positions between employers and workers. Given the structural imbalance that generally characterizes employment relationships, labor law seeks to provide workers with legal certainty regarding their rights and obligations. The absence of written agreements at PT Syailendra Adidaya Group potentially undermines this objective, despite the existence of harmonious social relations within the workplace.

Despite these normative concerns, the findings reveal that the principles of familialism and *Ta'awun* have functioned effectively as alternative dispute prevention mechanisms at the community level. Employment issues are often resolved through communication, mutual understanding, and informal negotiation rather than adversarial legal proceedings (Anwar, 2019). This approach offers several practical advantages, including faster conflict resolution, reduced transaction costs, and the preservation of social harmony. Nevertheless, such mechanisms should be regarded as complementary forms of industrial relations management rather than replacements for formal legal protection. Sustainable labor protection requires a balanced integration between legal compliance and cultural legitimacy, ensuring that workers benefit from both normative guarantees and supportive social environments (Yo'el, 2018).

The Equilibrium of Substantive Justice in Wage Protection

The legal assessment of wage protection is commonly based on compliance with statutory wage standards established by labor legislation (Sadnyini & Tobing, 2020). Under this approach, justice is measured through the fulfillment of formal legal obligations, particularly the payment of wages at or above the applicable regional minimum wage. Such an understanding reflects the concept of formal or commutative justice, where fairness is determined by the equal application of legal rules to all parties. In the context of PT Syailendra

Adidaya Group, the payment of wages below the applicable regional minimum wage may therefore be regarded as a deviation from the legal standards prescribed by Indonesian labor law.

However, the empirical findings of this study demonstrate that a purely formal assessment is insufficient to explain the actual dynamics of employment relations within the company. The concept of substantive justice offers a broader analytical framework by evaluating not only the conformity of actions with legal norms but also the fairness of outcomes generated by those actions. Substantive justice recognizes that legal rules operate within complex social and economic realities and that the achievement of justice often requires consideration of contextual factors beyond textual compliance.

The operational characteristics of PT Syailendra Adidaya Group illustrate the importance of such contextual considerations. The company operates within the subsidized housing sector, which is subject to extensive government intervention concerning housing prices, financing mechanisms, and profit margins. Unlike commercial property developers that possess greater flexibility in determining product prices, developers of subsidized housing projects face significant limitations in generating revenue. Consequently, labor costs become one of the most sensitive components affecting business sustainability. In this context, the rigid application of wage standards without considering the economic capacity of the enterprise may produce unintended consequences, including reduced employment opportunities, workforce reductions, or even business closure.

Fairness requires the proportional allocation of benefits and burdens among the parties involved (Anwar, 2020). The principle does not necessarily demand identical outcomes but rather equitable arrangements that take into account the respective circumstances of each party. In the present case, the company bears the burden of maintaining business continuity within a highly regulated and financially constrained sector, while workers depend upon the company as a source of income and economic security. The employment relationship therefore reflects a process of balancing competing interests rather than the simple application of predetermined legal formulas.

This balancing process may be understood through the concept of proportional justice. Rather than viewing wage protection exclusively through the lens of minimum wage compliance, proportional justice examines whether the overall employment relationship provides a reasonable distribution of economic opportunities and responsibilities. The findings indicate that workers continue to receive income, maintain employment stability, and retain opportunities to improve their earnings through performance-based incentives. Simultaneously, the company remains capable of sustaining its operations and preserving available employment opportunities. These circumstances suggest the existence of a practical equilibrium between worker welfare and business viability.

Substantive justice should not be interpreted as a justification for disregarding labor standards. Minimum wage regulations represent an essential component of labor protection policy designed to prevent the exploitation of workers resulting from unequal bargaining power (Syuhada et al., 2014). Consequently, the recognition of contextual economic realities must not undermine the state's obligation to guarantee basic labor rights. Instead, substantive justice should function as a framework for understanding how labor protection policies can be implemented more effectively while remaining sensitive to the operational characteristics of particular industries.

The findings of this study therefore reveal a tension between two legitimate objectives of labor law. On the one hand, labor regulations seek to ensure decent living standards through mandatory wage protections. On the other hand, economic sustainability remains necessary to preserve employment opportunities and support business continuity (Felicia, F., & Afdal, 2020). The challenge is not merely to enforce wage standards mechanically but to formulate

regulatory approaches capable of accommodating both objectives simultaneously. In this regard, labor protection should be understood as a dynamic process that seeks to achieve a balance between social welfare and economic feasibility.

The concept of substantive justice in wage protection requires a multidimensional assessment that incorporates legal compliance, economic sustainability, and the actual welfare outcomes experienced by workers. Such an approach provides a more comprehensive understanding of labor relations in sectors characterized by financial constraints and flexible employment arrangements. The case of PT Syailendra Adidaya Group demonstrates that the effectiveness of wage protection cannot be evaluated solely through formal indicators but must also consider whether the employment relationship ultimately contributes to the realization of fair and sustainable outcomes for all parties involved.

CONCLUSION

This study demonstrates that the effectiveness of legal protection for daily wage workers in the property sector cannot be assessed solely through the degree of compliance with formal labor regulations. Normatively, the employment practices at PT Syailendra Adidaya Group reveal several deficiencies, particularly regarding wage payments that do not fully conform to regional minimum wage standards and the absence of written employment agreements. These conditions indicate that the implementation of formal labor protection has not yet been fully realized in accordance with the requirements of Indonesian labor law. Nevertheless, empirical findings show that such shortcomings have not generated industrial disputes or significant conflict between workers and the employer. This situation reflects the influence of social norms and organizational values that contribute to the maintenance of harmonious employment relations, although such mechanisms cannot replace the mandatory legal protections established by the state.

Furthermore, the study finds that the employment relationship within PT Syailendra Adidaya Group reflects an equilibrium of substantive justice that differs from a purely formal legal assessment. While the wage system may not fully satisfy statutory standards, the relationship between workers and the company is shaped by broader considerations, including employment continuity, economic sustainability, workplace stability, and opportunities for income generation. From the perspective of substantive justice, the fairness of an employment relationship must be evaluated not only through legal compliance but also through its actual social and economic outcomes. However, substantive justice should not be interpreted as a justification for ignoring labor standards. Rather, it should serve as a complementary framework that encourages the development of labor protection policies capable of balancing workers' rights with business sustainability. Therefore, strengthening legal certainty through written employment agreements, compliance with minimum labor standards, and adaptive regulatory approaches remains essential to ensure that labor protection in the property sector is both legally enforceable and substantively fair.

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