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Employee Strike in the perspective of human resources and transformative leadership

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ABSTRACT

One of the human resource problems in the Company is the employee strike. The strike that resulted in the layoff employees which occurred in 2017 until now in 2022 is still a polemic. The purpose of this study is to determine the suitability of strikes carried out by workers / workers and the process of layoffs by companies with the provisions regulated in the Manpower Law and for knowing the causes of strikes from the aspects of the quality of human resources and transformational leadership. This type of research is qualitative research using a literature approach. The technique for collecting study materials is to use library research techniques, case studies and prescriptive techniques of analytical methods. The results showed that strikes carried out by workers / laborers were illegal according to laws and regulations. The act of dismissal is carried out in accordance with the provisions of the legislation.

Keywords : Employee Strike, Human Resources, Labour Union, Manufacture Company, Transformational Leadership.

INTRODUCTION

Work is a way for a person to be able to fulfill life and the economy, by working everyone will produce goods and/or services. Indonesia is a country that has relatively many industrial cities, the realization of the rights of workers and employers in the workplace needs to be supported. The importance of creating a good industry, especially on social partners and effective social dialogue in Indonesia between workers and employers that can cause/facilitate disputes that exist on both sides.

The existence of an industrial relations dispute settlement institution (Industrial Relations Court - PHI) does not make industrial relations disputes disappear and there are still disputes between workers and employers. In recent years, there have been many disputes regarding the status of workers, workers' benefits, minimum wages and payroll systems, which are indicated by strikes. An example is the case that occurred in Gresik Regency, East Java in a Manufacturing Company with 308 employees in 2017.

This Manufacturing Company was established in February 1996 as the first copper smelter and refinery in Indonesia. The plant was originally designed to produce 200,000 tonnes per year of "London Metal Exchange (LME) Grade A (gold rated)" copper cathode from 660,000 tonnes per year of copper concentrate supplied by domestic mining companies. Current production levels have been expanded to be exported to the Asian market. By-products of sulfuric acid, slag granules and gypsum are shipped to local markets, and anode sludge and copper telluride are exported to international markets. The case that has occurred between This

Manufacturing Company with a total of 308 workers began with the 8th CLA negotiations for the 2017-2019 period. But until now, in 2022, the case is still a polemic because the two parties are taking turns making demands at the Industrial Relations Court (PHI) and the Gresik District Court (PN). The background of the strike at this manufacturing company in 2017 was due to the very tough negotiation process of Collective Labor Agreement - 8 between the Company (and workers' representatives (Labor Union). For information that at the time the Labor Union was represented by the PUK SPL FSPMI this manufacturing company and 'Serikat Karyawan. At that time at this manufacturing company has 2 Labor Unions, the majority of the workers joined PUK with a total of 309 workers, while only around 150 workers joined SKS.

During the negotiation of the collective labor agreement-8 (CLA-8), especially in terms of salary system, there was a difference of opinion between the company and the labor union so that an agreement point was not reached. The company believes that it still needs time to negotiate again, while the labor union considers that the situation is deadlocked and does not want to negotiate again, so the strike event occurred. However, the strike was only attended by 308 PUK members while all SKS members chose not to join the strike and still wanted to work normally. Finally, after going through a mediation process facilitated by the Gresik Manpower Service and the Company has carried out the procedure for calling return to work and posting announcements for calling workers who strike to work again, and it turns out that these efforts are still being ignored by striking workers, it was decided by the Company to carry out the work termination process with qualifications to resign. After conducted layoff for 308 employees, at that time, the company was trying to take a legal action according to the applicable laws and regulations by carrying out the process of claiming the Termination of Employment Dispute (PHK) to the Gresik Industrial Relations Court.

Besides discussing the status of the strike status of employees of this manufacturing company in 2017, so in this study the author also discusses the background from the point of view of human resource management related to the quality of human resources and transformational leadership styles. Carrying out a strike, of course, there must be a background or reason and there are consequences or risks that must be borne. The driving factor in terms of human resources is what attracts the author to carry out this study.

METHOD

This type of study is a qualitative study using interview and a literature approach. The technique of collecting study materials is by using library research techniques, case studies and prescriptive method of analysis technique. The technique of collecting study materials obtained by indepth interview, literature studies and case studies, then compiled in order to obtain a clear picture of the problems in the study. The analysis used for the study material that has been collected is the prescriptive method. In this case the argument is carried out by the author in order to share prescriptions or judgments about right or wrong or what is appropriate according to the provisions of the facts or events from the results of the study. Study analysis is carried out by first systematizing the collected study materials, then sorting and classifying study materials according to the classification of study materials and compiling the results of the study and then evaluating whether it is right or wrong and what to do in the future.

RESULTS AND DISCUSSION

This manufacturing company is a foreign investment company located on Roomo Village, Manyar District, Gresik. The company's shareholders are Mitsubishi Materials Corporation (MMC) Japan by 60.5%, PT. Freeport Indonesia by 25%, Mitsubishi Corporation Unimetal Ltd. by 9.5% and Nippon Mining and Metals Co. Ltd by 5%. this manufacturing company has two registered labor unions, namely the PUK SPL FSPMI this manufacturing company (PUK) and 'Serikat Karyawan'. The end of CLA-7 in 2017 made the parties in this case the company and the labor represented by SKS and PUK SPL FSPMI meet to negotiate CLA-8. Based on Article 19 of the Regulation of the Minister of Manpower and Transmigration No. PER 16/EN/XI/2011 concerning Procedures and Ratification of Company Regulations as well as the Making and Registration of Collective Labor Agreements (CLA) (hereinafter referred to as Permenakertrans 16) that the formation of CLA begins with the making of negotiation rules. In this case, the negotiation rules have

been agreed upon by the parties, with details of Article 1 concerning the Objectives, Article 2 concerning the Negotiating Team, Article 3 concerning Legality of Power of Attorney, Article 4 concerning Negotiation Time, Article 5 concerning Negotiation Materials, Article 6 concerning Place of Negotiation, Article 7 concerning Procedures for Negotiations, Article 8 concerning Methods of Settlement If Deadlock Occurs, Article 9 concerning the Validity of Negotiations, Article 10 concerning Negotiation Expenses, and Article 11 concerning Others. Regarding the timing of the CLA-8 negotiation process, the company and the labor union agreed that the CLA-8 negotiation process would start on November 28, 2016 and end no later than January 6, 2017, this is because on January 8, 2017 CLA-8 must already be enforced. That over time, up to January 6, 2017, the CLA-8 negotiations carried out by the parties had not yet reached a meeting point or an agreement.

The passing of the time limit creates a blurring of norms, where the labor union interprets the passing of the deadline in the negotiation procedure as a deadlock. But the company interprets differently from the labor union, the company considers that the expiration of the negotiation deadline is not a deadlock because they think they can still negotiate again or argue that they do not refuse to negotiate again. The company also believes that based on article 8 of the Negotiation Rules, if there is a deadlock, it will be resolved amicably and based on the provisions of the applicable laws. Even in the last minutes of the negotiations, the company still expressed its desire to resume negotiations. However, the labor unions, especially the PUK SPL FSPMI this manufacturing company (PUK), still think that this (the agreement is not reached by the time of the negotiation) is called a deadlock and the workers go on strike as a result of the deadlock or the failure of the CLA-8 negotiations, but the workers who go on strike are workers who are members of the PUK SPL FSPMI this manufacturing company (PUK), while workers who are members of SKS choose not to go on strike. Then the labor union sent a notice of strike for 2 weeks starting on January 19, 2017 - February 19, 2017 with a place in front of this manufacturing company starts at 07.00 am until 17.00 pm. The company took other steps, due to differences in interpretation that occurred from the parties. The company considers that the Labor Union is too concerned with its own interests and does not want to pay attention to the articles in the CLA negotiation rules and the minutes of meeting. The company still believes that this is not a deadlock because the company still wants to negotiate again and according to article 8 of the CLA Negotiation Rules, if there is a deadlock, it must be resolved amicably and based on the provisions of the applicable law.

However, the Labor Union of PUK SPL FSPMI this manufacturing company still strongly intends to go on strike. As of the strike date, the employees (totaling 308 people) were not willing to work and went on strike. Unfortunately, they as a group went to a place in a villa located in Batu Malang, East Java, which was called a cheerful strike (*mogok ceria-mocer*). They also uploaded all their activities at that villa in social media so everyone could see it at that moment. The Gresik Manpower Office (Disnaker) has also made mediation efforts by visiting the strike location in front of this manufacturing company as stated in the letter, but the Disnaker team did not find any of the employees who announced a strike in front of the factory. The company is also trying to explain why this strike happened by making a chronology that is submitted to the Gresik Manpower Office (Disnaker). Finally, the Company sent a letter of call to work to each address of the employees who went on strike to return to work immediately. Summons were given twice and all of them have been received by family members of employees who are at home, the company also posted a notice of call to work which was posted in front of the factory, it was posted for 1 week. However, employees who go on strike are still unmoved and are not willing to return to work before their demands are met. The Company considers this an illegal strike because it does not comply with the strike notification letter and the company has tried to comply with the rules in the negotiation but the Labor Union is too pushy on its interests without paying attention to the interests of the company.

Finally, the company submitted a notice of layoff with qualifications of resigning to the Gresik Manpower Office and addressed to all the addresses of employees who went on strike. The company also registered the dispute in Gresik Industrial Relation Court (PHI) as a dismissal/ work termination dispute.

What the writer/author considers the need for discussion of this strike is to look at the study from the aspect of compliance with applicable laws and regulations and from the aspect of human resources, especially in terms of the quality of human resources and transformational leadership styles. Why is this discussion from the human resource aspect important to discuss because a strike arose from the initiation and consequence of something related to the human resource aspect, either as a strike actor himself or as the leader of the strike actor in the company's organizational structure.

From the interview process with one of the labor union leader (SKS Chairman) and several section managers at this manufacturing company and historical data show that the labor union members of the PUK SPL FSPMI this manufacturing company are very difficult to cooperate with and tend to prioritize the interests of their labor union even by force. They do not want to believe in ideas or input from other unions, even their work leaders in their sections. They are more trusting and submissive to the leadership of their labor union 's board and always threaten to strike if all their wishes are not fulfilled. For them the fulfillment of one or part of the wishes is not enough, they must accept all their desires are fulfilled even by intimidating or other activities that burden the company. What is most concerning is that they always set their position as opposition or opponents of the company rather than partners of the company and consider other labor unions within the company to be their enemies as well and must be weakened. This is what makes the atmosphere of industrial relations between fellow workers unions or between labor unions and companies disharmonious so that it can have a negative impact on the company.

From data on the movement of the labor union PUK SPL FSPMI this manufacturing company since its inception in 2012 to 2017 has carried out 2 times work strikes that have harmed the Company and created disharmonious conditions. They always make threats of strikes if their wishes are not fulfilled and it puts pressure on the Company. For the Company, strike is something that must be avoided because it has a negative impact on shareholders and reduces profits and even causes losses to the Company. At that time, the position of the Section leader was ignored by the employees who were members of the PUK SPL FSPMI this manufacturing company and even those employees did not care if the Company lost profit because of their actions.

Strike analysis of employees who are members of labor union the PUK SPL FSPMI this manufacturing company according to the Laws and Regulations

The CLA negotiation procedure was agreed upon by the parties by conducting deliberation negotiations and regarding the length of the negotiation the parties agreed with the negotiation time which had been set forth in the negotiation rules in accordance with Article 12 paragraph (3) and (4) of the Regulation of Manpower and Transmigration Ministry no. 16 year 2011, CLA negotiations began by agreeing on the rules for CLA negotiations. The parties, in this case the PUK SPL FSPMI this manufacturing company and 'Serikat Karyawan' with representatives of the this manufacturing company, have agreed on the CLA-8 negotiation rules in accordance with Article 19 of the regulation of Manpower and Transmigration Ministry No. 16 year 2011.

The parties have agreed on the rules for the CLA-8 negotiations. it is explained as follows : Article 1 concerning the Purpose, Article 2 concerning the Negotiating Team, Article 3 concerning Legality of Power of Attorney, in Article 4 concerning Negotiation Time, in Article 5 concerning Negotiation Materials, in Article 6 concerning Negotiations Place, in Article 7 concerning Procedures of Negotiations, in Article 8 concerning the Settlement Method in the event of a deadlock, in Article 9 concerning the validity of negotiations, in Article 10 concerning Negotiation expenses, and in Article 11 concerning Others.

The establishment of the negotiation rules has an impact on the start of the CLA-8 negotiations between the workers and the company representatives. This is because the requirements set out in Article 19 of the regulation of Manpower and Transmigration Ministry No.16 of 2011 have been fulfilled, thus negotiations will begin on November 28, 2016 and end no later than January 6, 2017. The existence of these regulations will fulfill the requirements for making CLA-8 as contained in Article 19 of the Minister of Manpower and Transmigration's regulation No.16 of 2011, so that negotiations on making CLA-8 by the parties begin.

Then, the workers and the company began to discuss negotiations on making CLA-8. However, until the specified time limit, on January 6, 2017, the workers and the company did not reach an agreement in the negotiations for the making of CLA-8. This leads to ambiguity regarding deadlocks. Where the workers consider that the lapse of the negotiation time will result in a deadlock condition. The company considers that the expiry of the negotiation time does not make it a deadlock condition, because the company still wants to negotiate again and the company believes that the parties must follow the provisions of the

negotiation rules stated in article 8 that if there is a deadlock it will be resolved based on the applicable laws and regulations

As a result of the perceived deadlock condition, the workers who are members of the labor union PUK SPL FSPMI this manufacturing company went on strike. On the other hand, the company considers that the strike carried out by workers who are members of the PUK SPL FSPMI this manufacturing company is illegal because the company believes that the company still wants to negotiate again and according to the last minutes of the negotiations, it is not written that there has been a deadlock condition at the conclusion of the minutes. The definition of a strike is an action carried out by workers whose implementation is carried out in a planned and joint manner and/by the labor union with the aim of stopping or slowing down the work process itself. Anyone is prohibited from preventing workers and labor unions from exercising the right to strike which is carried out legal, orderly and peaceful manner. Anyone is prohibited from carrying out arrests and/or detention of workers and labor unions who carry out legal, orderly and peaceful strikes. Strikes that are carried out by the workers without any attempt to negotiate in advance for the settlement of disputes are illegal, including strikes that deviate from or are not in accordance with the notification letter, it is called an illegal strike, resulting in workers who carrying out the strike is qualified as a worker absent from his job. The company will call back.

Calls are made twice in a row within a period of 7 (seven) days. If the employee ignores the call, the employee will be qualified to resign from the company. Thus, a strike is not the main way for the workers, there are still negotiations that can be pursued before carrying out a strike (Arinto Nugroho, 2013: 32). The reason for the implementation of a strike must be based on the failure of a negotiation/deadlock, which is the failure to reach an agreement between the workers/labor unions and the company because the company does not want to carry out negotiations even though the workers/labor unions has made a written request to the company twice within 14 working days. It is important to note that the reason for the strike in the strike notification letter is that prior negotiations have been carried out and a deadlock condition has been created.

Deadlock conditions must be agreed upon by the company and the workers/labor unions, deadlocks cannot be decided unilaterally. Therefore, it is very important to refer to the things that have been agreed upon, the dead ends and those that have not been discussed by looking at the bipartite minute meeting. Regarding failure of negotiations as a reason for carrying out a strike, it is only limited to the level of bipartite negotiations and does not need to reach the mediation stage at the Manpower Office.

If in a negotiation one of the parties, namely the company, makes a statement that an agreement has not been reached but still wants to be discussed further, in this case the reason cannot be said to be a deadlock because there is still the possibility for further negotiations to be held at a later date. It can be said that the deadlock means that if there is no negotiation at all. Referring to the case of a strike carried out by workers who are members of the labor union PUK SPL FSPMI this manufacturing company, the fact is that the parties, both the workers and the company, have agreed on the technical rules of negotiation that are included in the negotiation rules. In the negotiation rules, it has been agreed on how to negotiate technically which consists of objectives, negotiating team, legality of power of attorney, time of negotiation, negotiation materials, place of negotiation, negotiation procedures, ways to overcome deadlocks, validity of negotiations, negotiation costs, and others.

More specifically related to the time of negotiation, in the applicable law there is no limitation on how long the negotiation takes. Therefore, the rules regarding negotiations on the making of CLA-8 between the Company and the labor union PUK SPL FSPMI this manufacturing company and the 'Serikat Karyawan' determine the time limit for the start of the negotiations on November 28, 2016 and end at the latest on January 6, 2017 became the based factor for the company and the labor union. For labor unions, there is a time limit as stated in the negotiation rules as agreed by the parties, causing juridical consequences, which is that the parties in this case the labor union and the company are obliged to complete the CLA-8 negotiations within the time specified in the negotiation rules. Due to this time limitation, the parties have to make careful calculations regarding all discussions of the CLA-8's material and it must be completed no later than January 6, 2017. For the company, what is written in the minutes of negotiations is proof that there is no deadlock, the company is still willing to negotiate to resolve matters that have not been agreed upon.

The implementation of a strike must be preceded by sending a notification letter at least 7 (seven) working days before the strike is carried out in writing to the Company and the local Manpower Office in accordance with Article 140 paragraph (1) and Article 65 of the East Java Provincial Regulation No.8 of 2016 concerning the Implementation of Manpower, as well as the contents notification must be in accordance with the provisions of the Labor Law. Based on the existing document evidence, PUK SPL FSPMI this manufacturing company has implemented the strike procedure in accordance with the applicable provisions/law.

The fact that the notification was sent by the labor union PUK SPL FSPMI this manufacturing company was written to the company and the Gresik Regency Manpower Office on January 9 2017, while the strike itself began on January 19, 2017 until February 19, 2017 or it can be concluded that the notification was sent 10 days before the implementation of the strike, which means that it is in accordance with the provisions of the law. However, when visited by the Gresik Manpower Office on January 19, 2017, it turned out that all striking employees were not at the place according to the notification letter. It was even based on information that they were somewhere in a villa in Batu Malang, East Java, conducting with a cheerful strike (mogok ceria-mocer as their statement). This can be seen from the social media uploads of the unions' facebook, the facebook of labor union officials and members of employees who went on strike. This is what makes the Gresik Manpower Office unable to mediate both parties.

In relation with above condition, it is possible that the strike procedure carried out by PUK SPL FSPMI this manufacturing company is not in accordance with the applicable laws and regulations. Whereas in actual implementation there was a change in the location of the strike to be not in accordance with what was written in the notification letter, which caused the Gresik Manpower Office can not be able to mediate as the authority to resolve problems before the Industrial Relation court (PHI) stage. So, because it is not in accordance with the provisions of this strike notification, the strike of employees who are members of the PUK SPL FSPMI this manufacturing company can be categorized as an illegal strike.

The strike action carried out by the workers who joined the PUK SPL FSPMI this manufacturing company labor union which was considered illegal according to the company resulted in the company taking a decision, namely to call twice in a row to the employee's address and give an announcement posted outside the fence of Company that contain calls to return to work. However, these workers still chose to go on strike so that in the interest of the Company's survival, the Company laid off 308 employees with qualifications to resign after they ignored two work calls from the company. For the sake of legal compliance, the company took the action of filing a claim for layoffs at the Gresik Industrial Relation Court (PHI). While waiting for the PHI's decision, the company immediately recruited new employees for the sake of its business continuity as one of the National Vital Object companies.

Strike Analysis of employees who are members of the labor union PUK SPL FSPMI this manufacturing company according to the Quality Aspects of Human Resources

Soekidjo Notoatmodjo (2003), said that the quality of human resources involves two aspects, namely the physical aspect (physical quality) and non-physical aspect (non-physical quality) which involves the ability to work, think and other skills. And the notion of the quality of Human Resources according to Danim (1996) is as follows: The quality of Human Resources is a resource that meets the criteria of physical and health quality, intellectual quality (knowledge and skills), and mental and spiritual quality (struggle).

According to Ruky (2006) in the book "Qualified HR turns vision into reality" says that the characteristics or characteristics of quality Human Resource (HR) are:

1. Have full knowledge of the duties, responsibilities and authorities.
2. Have the necessary knowledge related to the full implementation of their duties.
3. Able to carry out the tasks that must be done because they have the necessary skills.
4. Be productive, innovative/creative, willing to cooperate with others, trustworthy, loyal, and so on.

According to Sumardjan and Sedarmayani (2000) that fully qualified human beings are development humans who have the following characteristics:

1. Having confidence in himself, he must not have low self-esteem that causes resignation or surrender to fate, so that he becomes passive or apathetic to the possibility to improve his fate.
2. Have a strong desire to improve his fate.
3. Has a dynamic character, among others (1)Take advantage of every profitable opportunity, (2)Able to solve life problems faced.
4. Always ready to face the socio-cultural changes that occur in society.
5. Willing and able to cooperate with other parties on the basis of understanding and respecting the rights and obligations of each party.
6. Have a high moral character, among others: honest, keep promises, and be sensitive to the rights and interests of other parties.

From the results of interviews with the Chairman of the 'Serikat Karyawan', the HR-IR Section Manager, the Process Section Manager and one of the former members of the PUK SPL FSPMI this manufacturing company, the factors of human resource quality in relation to the strike carried out by 308 workers of this manufacturing company in 2017 are in terms of integrity, knowledge, trust, cooperation and

communication. In this case, if we trace the background of why this happened, the first factor is the low integrity, as evidenced by the choice of strike rather than close discussions, this shows the level of integrity of this manufacturing company human resource (especially the workers who strike) towards the company is low because workers do not care about the interests of the company and only prioritize the interests of worker's side only by going on strike until all their demands are met. They also never want to understand the Company's position and they will even threaten to strike if all their demands or wishes are not fulfilled by the Company. They do not want to accept one or part of the demands or desires are fulfilled, all of them must be fulfilled in one package of demands. This has caused the Company's position to be often depressed and many have caused losses to the company. On the other hand, they are also often inconsistent and often perform unethical ways in their demands or activities. They often use shallow and illogical thinking logic and are easily influenced by outside interests such as outside affiliated organizations. For example when they demanded an equal salary increase with workers in Japan or an equal salary increase with the managerial level as demanded in 2017 until there was a strike. These are all illogical demands from them as workers to the Company. It is very unlikely that the salary in the Gresik area is the same as the salary in Japan. As well, it is very unlikely that an increase in workers' salaries is equated with an increase in managerial level salaries where job descriptions and job responsibilities are also different. Unreasonable things like this are what they usually demand from companies, they always put forward the slogan of equal treatment but what they know is that equal treatment is superficial and only for the benefit of their group.

According to respondents who were interviewed, this low integrity factor was the most dominant factor than other factors that driving the strike at this manufacturing company in 2017. According to the respondents, integrity is the main thing that must be upheld and maintained so that we can work optimally according to our respective portions in the company. The respondent's expression is very appropriate when associated with the integrity theory of several experts such as according to Jacobs (2004), Integrity emphasizes moral consistency, personal integrity, or honesty. According to Butler and Cantrell (1984, in Hosmer, 1995) defines integrity as a trustworthy and honest reputation of a person to explain the term "trust" in the organizational context.

The second factor is the lack of knowledge of workers regarding the laws and regulations as a trigger for this strike. Employees who are members of PUK SPL FSPMI this manufacturing company is very premature in organizational knowledge especially for labor union activities and lacks a vision for the future as well as low knowledge of human resources within the company so that they are easily swayed and easily influenced by outside parties, namely affiliates of outside labor unions. Other evidence is that the establishment of the PUK SPL FSPMI this manufacturing company which is still less than 5 years (since 2012) so that this organization is just formed and there is not enough knowledge and experience in organizing within the company.

The third factor is the lack of trust, such as trust between fellow workers, especially to other labor unions and trust to the company, causing friction between workers and intimidation of other workers and unwilling to cooperate with the company. Even though other employees are their comrades at work, without their support, the work will certainly not be optimal, while the Company is a place where they earn a living and a livelihood for their families, but because of this attitude of distrust, it causes a work environment that is not harmonious and they are very easy to declare a strike without considering anything else and ignoring the possibility of what will happen in the future.

The fourth factor is the lack of cooperation, in this case it is cooperation between fellow employees or cooperation with the company where we are all essentially in the same boat so that the direction of our rowing should be in the same direction but in this case it is different so that there is a conflict of interest that leads to this strike. They do not want to cooperate with other parties, including the government authorities, they rely on narrow loyalty only to their group, as the saying goes if they succeed together and die together. It is this narrow view that makes them difficult to engage in constructive cooperation. The proof that they are difficult to cooperate with is when they do not want to be asked to mediate with third parties, they also often ignore the direction of the company or other authorities in their actions.

The fifth factor is the lack of communication, which in this case is communication between superiors and subordinates, communication between labor unions and the company. The relationship between employees/workers and management is generally a rigid and bureaucratic formal relationship. Due to the existence of formal channels, communication becomes less effective and lengthy. This often leads to misinterpretation among employees of the policies taken by management because of the ineffectiveness of the relationship. To overcome the relationship between employees and

management, it can be done through informal channels such as holding meetings outside of working hours, forming groups that can exchange information. Thus, there will be no errors in interpretation. Internal communication is very important in an organization/company because with communication everything is handled from the start and with communication, each party will realize and understand their respective positions and interests so that a balance in the company will be created. At that moment this matter was not developed properly, especially from the superior level to the lower level or the opposite, so that the grievances or issues were piled up, resulting in a disharmonious relationship between the Labor Union and the Company. This is evidenced by the neglect of superior positions and employees prefer to communicate all matters or issues to their union leaders rather than be conveyed directly to superiors or the company. Many things that should have been handled from the small thing but became a big problem after piling up due to late handling regarding this communication gap.

So the strike at manufacturing company in 2017 is strongly influenced by the quality of human resources (worker who are members of the PUK SPL FSPMI) which is low in terms of integrity is the most, then knowledge, trust, cooperation and communication.

Strike Analysis of employees who are members of the labor union PUK SPL FSPMI this manufacturing company according to the Transformational Leadership Styles

The term “transformational leadership” is not new; the term was coined by James MacGregor Burns in 1978, but has only become widely known in recent years. Transformational leadership is a leadership style that identifies the changes needed, develops a vision that will pave the way for the changes to be made and implements the plans necessary for those changes to occur. According to O'Leary and Indeed (2001) transformational leadership is a leadership style used by a manager when he wants a group to expand and perform beyond the status quo or achieve an entirely new set of organizational goals. Transformational leadership style is the way a leader motivates and empowers the people under his responsibility to work together to realize the company's vision.

In related to the strike incident at this manufacturing company in 2017, then there is thing that must be underlined, which is the role of section managers at manufacture company. This is because the participants in the strike are workers, the majority of whom are operators which at this level should be the area of authority of the section manager in controlling it.

From the data of interviewees that what happened at that time from the period of 2012 (starting the establishment of PUK SPL FSPMI) until 2017, there was a change in the attitude of the workers, especially those who were members of the PUK SPL FSPMI. This change is very drastic from year to year increasingly becoming uncontrollable. The role of superiors in the Section is being ignored and they are more inclined to obey the order of the board of labor union. Even intimidating in groups in forcing his will on his superiors or section managers. For example, in terms of submitting approval or association activities, they do it intimidatingly and full of disrespect, even if their superiors give instructions they ignore them. The reason for union activities is their weapon in suppressing section and company leaders. As we all know that union activities have been regulated by law and no one may hinder them if the activity is in accordance with and is submitted with the applicable laws and regulations. This is what causes section leaders and companies not to dare to take risks at that time so that the section leadership positions and the company weakens. On the one hand, there were things that became the weakness of the section leaders at that time, namely the lack of courage in acting as company representatives who had full responsibility for the smooth process at manufacture company. Another thing that needs to be reviewed is that the best leadership style has not been found to deal with the problems at that time, causing the Section manager's position to be very weak in front of the workers.

From the results of interviews with respondents, it can be concluded that the leadership position of the section is very weak when a strike occurs. So when it is correlated with a transformational leadership style, it is still far from the such kind of leadership principle.

The role of Transformational Leadership in the company to boost the quality of human resources

Characteristics of transformational leaders:

1. Visionary: Transformational leaders must be visionary, in order to be able to predict the ideal conditions for their company before planning changes to achieve that vision. To develop a vision for their

company, transformational leaders must have an optimistic mindset about industry developments, and constantly analyze how these developments may impact their industry and company.

2. Inspiring: Changes in the company cannot be enforced by force, because this method requires constant supervision, which means wasting resources in vain. Changes must be made accompanied by gradual changes in thinking, mindset, and behavior. This is the reason why transformational leaders must be able to inspire; set an ethical, empathetic, sincere, optimistic, and authoritative role model. By showing these positive attributes, it will automatically inspire the employees around them and facilitate the implementation of the necessary changes.

3. Adaptability: The goal of transformational leaders is to create positive change. Therefore, they must be able to adapt to a dynamic work environment. They look for ways to minimize the risks resulting from new implementations and changes, respond to the challenges of new market dynamics, and experiment with various methods to perform certain tasks for the betterment of the company.

4. Open-minded: To be able to implement changes, there must be acceptance of new values and procedures first. Leaders are required to have an open mind regarding the proposed new method. Leaders should try not to be conservative or skeptical; showing a willingness to try is a signal for employees to be open-minded, too, a 'subtle' force that drives innovation and change within the company.

5. Progressive: Something transformational involves change and improvement, or basically progressing.

Therefore, leaders who have transformational goals must be progressive; willing to accept industry best ideas and practices that will raise the company's standards in many aspects. They are not afraid to explore new areas, as long as they are judged to be profitable in the future.

If the leaders in the company have referred to the concept of the approach to the 5 criteria above, then the human resources in the scope of their responsibilities will definitely adjust, especially in terms of fulfilling their quality. So for the sake of the future, the concept of transformational leadership is very important so that the company can survive and move forward with quality human resources.

CONCLUSION

The strike incident at manufacturing company in 2017 was carried out by 308 workers who are members of the PUK SPL FSPMI Workers Union this manufacturing company is an illegal strike according to the applicable labor law. And the termination of employment by this manufacturing company with qualification to resign is in accordance with the provisions of the applicable laws. Meanwhile, all claim activities at the Industrial Relations Court or the Gresik High Court between the PUK SPL FSPMI Workers Union this manufacturing company and Management of this manufacturing company must still be faced and carried out by both parties according to the provisions because the court system in Indonesia remains open to anyone who needs justice, so anyone can file a claim for justice at any time to the court (by demanding each other) and It must always be faced with appropriate preparation both materials/evidences and legal strategy. From the strike incident when viewed from the aspect of human resource management, it is evident that the quality of the human resources of this manufacturing company members who are members of the PUK SPL FSPMI Workers Union this manufacturing company (308 people who went on strike) have low of non physical quality, especially dominant in the integrity factor where they set position themselves as opponents of the Company and not as partners of the Company so that they do not make a positive contribution to the Company and they are easily influenced by outside parties. Then the low quality of human resources of employees who go on strike is also influenced by the low factors of knowledge, trust, cooperation and communication. When viewed from the leadership factor in each section, it is also evident that the position of superiors and section managers is so weak that they lose control over their members. Workers who strike are more respectful and obedient to their union leaders and ignore all instructions and instructions from their superiors and Section managers. This shows that the leadership style carried out by each section manager at manufacturing company at that time was still far from the principle of transformational leadership style. So in this case manufacturing company must improve the quality of its human resources in the future with its programs so as to create superior human resources and high integrity to the company. In terms of leadership, it is necessary to develop and strengthen a transformational leadership approach in all lines.

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