

## The Effectiveness of The Implementation of Bengkalis Regency Regional Regulation Number 3 of 2022 in The Payment of Workers' Wages

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### Abstract

Research on the effectiveness of the implementation of Bengkalis Regency Regional Regulation Number 3 of 2022 concerning the provision of wages for local workers is conducted to ensure that the payment of wages to local workers in Bengkalis Regency complies with the applicable laws and regulations, while also promoting the welfare of its workforce. The provision of fair and timely wages, along with supporting welfare facilities, remains an issue that has not yet been fully realized in Bengkalis Regency. Various factors influence the effectiveness of this regulation in ensuring the proper payment of wages to local workers. Therefore, this study examines five factors influencing legal effectiveness as proposed by Soerjono Soekanto and reviews the implementation of wage distribution for local workers in Bengkalis Regency by employers. In addition to employers, the regional government through collaboration between the Regent and other local institutions, such as the Department of Manpower and Transmigration of Bengkalis Regency and the Technical Implementation Unit of Manpower, can play a role in taking preventive and repressive measures to achieve the effectiveness of Bengkalis Regency Regional Regulation Number 3 of 2022 (Perda Kab. Bengkalis No. 3/2022). This study further identifies the causes of non-compliance in wage provision for local workers and proposes solutions to ensure the objectives of the regulation can be met. Accordingly, the solutions offered by this research aim to provide stronger protection for local workers in Bengkalis Regency and to advance the welfare of the local community.

*[Penelitian mengenai efektivitas penerapan Peraturan Daerah Kabupaten Bengkalis Nomor 3 Tahun 2022 terhadap pemberian upah tenaga kerja lokal dilakukan agar pembayaran upah tenaga kerja lokal di Kabupaten Bengkalis dapat sesuai dengan peraturan perundang-undangan yang berlaku dan memberikan kesejahteraan bagi tenaga kerjanya. Pemberian upah tenaga kerja yang sesuai dan tepat waktu serta fasilitas penyokong kesejahteraan lainnya menjadi hal yang masih belum dilakukan di Kabupaten Bengkalis. Banyak faktor yang mempengaruhi efektivitas pelaksanaan Perda ini dalam pemberian upah tenaga kerja lokal yang sesuai, sehingga penelitian ini akan mengkaji 5 faktor yang mempengaruhi efektivitas hukum milik Soerjono Soekanto dan meninjau pelaksanaan pemberian upah tenaga kerja lokal di Kabupaten Bengkalis oleh pengusaha. Bukan hanya pengusaha, pemerintah daerah melalui kerja sama Bupati dan perangkat-perangkat daerah lainnya, seperti Dinas Ketenagakerjaan dan Transmigrasi Kabupaten Bengkalis dan Unit Pelaksana Teknis Ketenagakerjaan dapat berperan dalam mengambil langkah preventif dan represif*

*agar efektivitas pelaksanaan Perda Kab Bengkalis No. 3 Tahun 2022 dapat tercapai. Dalam penelitian ini, penyebab dari pemberian upah tenaga kerja lokal masih banyak yang tidak sesuai akan diberikan solusi agar harapan dari Perda ini dapat tercapai. Maka, solusi-solusi yang diberikan dari penelitian ini akan melindungi tenaga kerja lokal di Kabupaten Bengkalis lebih baik dan mencapai kesejahteraan masyarakat di Kabupaten Bengkalis.]*

**Keywords:** Bengkalis Regency, Regency Regional Regulation Number 3 of 2022, Wage, Labor

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## INTRODUCTION

The delay in wage payments and non-compliance with statutory provisions have become issues that need to be addressed in Indonesia. One such case involves PT MAS (Meskom Agro Sarimas) in Bengkalis Regency, which failed to pay its workers' salaries for up to three months. Moreover, PT MAS not only neglected to pay wages but also failed to report BPJS (Social Security) contributions that had been deducted from employees' salaries (Erlina, 2023). The delay in wage payments can be highly detrimental to society, particularly as it affects the livelihoods of workers and their families (Suhariani et al., 2019). Furthermore, the welfare of workers cannot be achieved due to delays in wage payments and non-compliance with the prevailing regulations. According to Article 1 paragraph (3) of Law Number 13 of 2003 concerning Manpower (the Manpower Law), a worker or laborer is defined as any individual who performs work in exchange for wages or other forms of remuneration. This is further supported by Article 55 paragraph (1) of Government Regulation Number 36 of 2021 concerning Wages, which stipulates that employers are obligated to pay wages in accordance with the time agreed upon between the employer and the worker or laborer. The protection of local workers must be carried out by employers within a company, as it can contribute to the economic development of a region (Khoirunnisa et al., 2024). Therefore, in accordance with the applicable laws in Indonesia, PT MAS is required to pay workers' wages as stipulated in the agreed terms.

This phenomenon reflects a condition that is inconsistent with Bengkalis Regency Regional Regulation Number 3 of 2022 concerning the Service, Placement, and Protection of Local Workers, which regulates the right of workers in Bengkalis Regency to receive wages. A gap arises between *das sollen* (the ideal expectation) and *das sein* (the reality), indicating that the expected condition does not align with the actual situation (Reformasi & Dewi, 2024). In this study, the identified gap lies in the discrepancy between the conditions expected under the Bengkalis Regency Regional Regulation No. 3 of 2022 and the actual practices of companies in Bengkalis Regency, which still fail to pay wages in accordance with the provisions stipulated in employment agreements. This issue is clearly regulated in Article 23 paragraph (3) letter (f) of the Bengkalis Regency Regional Regulation No. 3 of 2022, which stipulates that employers are obligated to provide protection for local workers through the payment of wages in compliance with the prevailing laws and regulations.

A previous study by Oki Wahyu Budijanto (2017), entitled "*Decent Wages for Workers/Laborers from the Perspective of Law and Human Rights*," stated that workers should

receive decent wages, as their welfare depends not only on the amount of wages earned but also on the social facilities provided by the state to support them (Budijanto, 2017). Due to this research Evy Savitri Gani (2017), in her study entitled *"Wage Protection System in Indonesia,"* revealed that wages are crucial for workers to meet their needs, and when wages are not paid, the Government plays a vital role as an intermediary to protect vulnerable workers who do not receive their wages (Gani, 2017). The study conducted by Safira Khairani and Andara Yurikosari (2018) on legal protection for unpaid wages revealed that wages must be paid in accordance with the minimum wage as stipulated by the prevailing regulations (Khairani & Yurikosari, 2018). Furthermore, the study conducted by Virgianty Febryi Wulandari and Dodi Jaya Wardana (2022) stated that the payment of wages to workers constitutes a form of protection for the workforce (Wulandari & Wardana, 2022).

Subsequently, the study conducted by Cisilia Maiyori (2024), entitled *"Implementation of the Regional Regulation of Bengkalis Regency Number 3 of 2022 at PT Baker Hughes Indonesia,"* discusses the issue of companies that do not prioritize the recruitment of local workers from Bathin Solapan District and the lack of supervision by the Department of Manpower and Transmigration of Bengkalis Regency. This research is related to the recruitment and placement of local workers in Bengkalis Regency (Maiyori, 2024). The focus of the present study is within the scope of the Regency or City level, specifically Bengkalis Regency. Therefore, in continuing previous research on wage payment for workers and the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022 in terms of employment recruitment and placement, this study introduces a novel aspect by examining the effectiveness of Bengkalis Regency Regional Regulation No. 3 of 2022 in providing protection for local workers, particularly in relation to wage payment in Bengkalis Regency.

The significance of this study lies in providing education to the community of Bengkalis Regency regarding the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022, particularly emphasizing the importance of the local government's role in protecting local workers. Additionally, this study aims to offer input and recommendations to the Bengkalis Regency Government to enhance its performance in carrying out comprehensive supervision over the protection of local workers, especially in ensuring fair and appropriate wage payments for local workers in Bengkalis Regency. However, this research has certain limitations, particularly in obtaining and accessing data from the Department of Manpower and Transmigration of Bengkalis Regency regarding the payment of wages to local workers by employers who do not pay on time. Therefore, to complement the data required for this study, information obtained from the Technical Implementation Unit of the Department of Manpower was utilized.

Therefore, based on the background described above, two research problems emerge in this study, namely 1. How effective is the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022 in Bengkalis Regency concerning the payment of wages to workers?; 2. What are the appropriate solutions to ensure that the implementation of wage payment in Bengkalis Regency complies with Bengkalis Regency Regional Regulation No. 3 of 2022?.

## **METHOD**

The research method employed in this study is the empirical juridical method, which examines how the law operates within society. The rationale for selecting the empirical juridical method lies in the characteristics of the research objectives, namely to identify the effectiveness and ineffectiveness of legal regulations (Disemadi, 2022). This study examines how Bengkalis Regency Regional Regulation No. 3 of 2022 operates in the implementation of wage payments to workers in Bengkalis Regency and assesses the effectiveness of the

regulation's implementation within the region. The research employs a statutory approach by analyzing several laws and regulations governing the implementation of wage payments in Indonesia (Disemadi & Prananingtyas, 2019), such as Manpower Act, Government Regulation No. 36 of 2021, and Bengkalis Regency Regional Regulation No. 3 of 2022. An empirical approach is also employed in this study by collecting data through informants and interviews to obtain information relevant to the research conducted (Adiyanta, 2019).

Furthermore, this empirical juridical research utilizes both primary and secondary data. Primary data are obtained through direct research activities such as interviews, observations, and focused discussions (Iriani, 2018), and secondary data are those obtained indirectly from research sources (Yayuk Indrasari, 2020) include primary legal materials (legislation), secondary legal materials, and tertiary legal materials (Kristiadi et al., 2022). The primary data used in this study include the distribution of questionnaires (via Google Forms) to the community of Bengkalis Regency and interviews with the Technical Implementation Unit of the Bengkalis Department of Manpower. Meanwhile, the secondary data used in this study consist of primary legal materials (the Manpower Act, Government Regulation No. 78 of 2015, and Bengkalis Regency Regional Regulation No. 3 of 2022); secondary legal materials (legal books and journals relevant to the research); and tertiary legal materials (the *Kamus Besar Bahasa Indonesia* or Great Dictionary of the Indonesian Language).

The technique for collecting primary data in this study was carried out by distributing questionnaires (via Google Forms) containing various questions, such as the amount of monthly wages received from employment, the adequacy of such wages in supporting daily life, the provision of facilities by employers to employees, and whether wage payments were made on time or delayed by employers. Furthermore, data collection was also conducted through interviews with the Head of the Technical Implementation Unit of the Bengkalis Department of Manpower, which included several questions concerning the minimum wage in Bengkalis Regency and the role and contribution of the Bengkalis Regency Government in ensuring the right to a decent wage and providing facilities for local workers. The technique for collecting secondary data was conducted by gathering articles to serve as references for this research (Dwi Fahira et al., 2020), particularly those related to the government's role in ensuring wage distribution to workers, laws supporting the provision of decent wages for workers, previous studies concerning Bengkalis Regency Regional Regulation No. 3 of 2022, and other research related to the provision of wages and facilities by employers to workers.

After the data were collected, they were analyzed using a specific method known as data analysis techniques (Mochamad, 2023). The data analysis technique employed in this study involved processing the data obtained from the distributed questionnaires and interviews conducted with the Head of the Technical Implementation Unit of the Bengkalis Department of Manpower to develop solutions ensuring that wage payments in Bengkalis Regency align with the objectives of Bengkalis Regency Regional Regulation No. 3 of 2022. Secondary data in the form of research journal articles were reviewed and utilized as references for this study.

## **RESULTS AND DISCUSSION**

### **The Effectiveness Implementation of Bengkalis Regency Regional No. 3 of 2022 in Bengkalis Regency Regarding the Payment of Wages to Workers**

According to Benhan, wages are a sum of money paid by an employer to an employee as compensation for services rendered in accordance with the terms of the employment agreement (Iip Syaripudin, 2018). Employers are obligated to pay wages in accordance with the terms that have been agreed upon or mutually established between the workers and the employers (Rajani Maha & Harahap, 2023). Wages constitute the right of workers or laborers



that must be paid to ensure the fulfillment of their right to livelihood (Gunadi, 2021). The 1945 Constitution of the Republic of Indonesia (UUD 1945), which serves as the national constitution, implicitly stipulates the rights that must be granted to workers in Indonesia through the provision stating, “Every citizen has the right to work and to a decent livelihood for humanity.” This provision indirectly signifies that every individual has the right to employment and a decent standard of living, one aspect of which is realized through the wages (remuneration) received by workers for the services they render.

The hierarchy of laws and regulations in Indonesia is governed by Law Number 12 of 2011 concerning the Formation of Laws and Regulations (Law No. 12 of 2011), which establishes seven levels: the 1945 Constitution of the Republic of Indonesia (UUD 1945), Decrees of the People’s Consultative Assembly (TAP MPR), Laws/Government Regulations in Lieu of Laws (Perppu), Government Regulations (PP), Presidential Regulations (Perpres), Provincial Regulations, and Regency/Municipal Regulations. The right to receive wages is regulated under the Manpower Act, Government Regulation No. 36 of 2021 which repealed and replaced Government Regulation No. 78 of 2015 concerning Wages and Law No. 11 of 2020 on Job Creation (the Job Creation Law). However, this study focuses on Bengkalis Regency Regional Regulation No. 3 of 2022, which governs the placement, service, and protection of local workers in Bengkalis Regency. Bengkalis Regency Regional Regulation No. 3 of 2022 not only regulates the rights and obligations of employers and local workers but also outlines the role of the Bengkalis Regency Government in providing services to ensure the fulfillment of the rights of both local workers and employers.

Laws and regulations in Indonesia are established to meet the needs of society (Roza & Parlindungan S, 2019) and are formulated based on philosophical, sociological, and juridical considerations (Gea, 2024). For instance, the formation of the Manpower Act in Indonesia is grounded in the Preamble of the 1945 Constitution of the Republic of Indonesia (UUD 1945), Article 20 paragraph (2), Article 27 paragraph (2), Article 28, and Article 33 paragraph (1) of the UUD 1945. The Manpower Act aspires to ensure that both workers and employers in Indonesia receive legal protection (Agista & Ngaisah, 2023) with the overarching aim of promoting manpower development founded on the principles of Pancasila and the 1945 Constitution. Furthermore, Government Regulation No. 36 of 2021, which replaced Government Regulation No. 78 of 2015, was enacted to implement Article 97 of the Manpower Act concerning decent wages for workers to fulfill a decent standard of living, as well as to align with the provisions of the Job Creation Law, which encompasses labor-related matters. Government Regulation No. 36 of 2021 thus represents one of the implementing instruments of the Manpower Act (Laila Ahmad & Husni, 2023).

Similarly, Bengkalis Regency Regional Regulation No. 3 of 2022 concerning the services, placement, and protection of local workers was established based on the aspiration to accommodate and provide optimal employment opportunities for local workers in Bengkalis Regency within companies operating in the region, as well as to ensure the protection of labor rights in Bengkalis Regency. This written legal regulation is expected to promote social justice for local workers (Tan, 2022). The formulation of this Regional Regulation was grounded in several legal frameworks, including the Manpower Act, the Job Creation Law, Government Regulation No. 31 of 2006 concerning the National Job Training System, Minister of Manpower Regulation No. 39 of 2016 concerning the Placement of Workers, and Minister of Manpower Regulation No. 6 of 2020. Article 1, point 24 of this Regional Regulation stipulates that wages are the right of workers in Bengkalis Regency as a form of remuneration from employers for services rendered, in accordance with the employment agreement established between employers and workers/laborers. Furthermore, Article 1, point 9 of Bengkalis Regency Regional Regulation No. 3 of 2022 provides that any

business employing workers/laborers must pay wages in accordance with applicable standards. Thus, the protection of local workers as envisioned by Bengkalis Regency Regional Regulation No. 3 of 2022 can be realized, among other means, through the provision of fair, appropriate, and timely wages to workers in Bengkalis Regency.

The discussion of this study focuses on the effectiveness of Bengkalis Regency Regional Regulation No. 3 of 2022 in the provision of wages to workers in Bengkalis Regency, which is measured using data obtained from questionnaires distributed via Google Forms to 100 respondents employed by business entities in Bengkalis Regency, as well as from interviews conducted with the Head of the Technical Implementation Unit of the Bengkalis Department of Manpower. The distributed questionnaire contained questions regarding the average monthly salary received by workers in Bengkalis Regency, whether or not they were provided with allowances by their respective companies, the facilities offered by the enterprises where they work, the timeliness of wage payments by employers, and the level of employee satisfaction with the wages and facilities provided by the employers. The following table presents the results of the questionnaire distributed to 100 workers in Bengkalis Regency:

**Table 1. 100 Workers Survey by Questionnaire in Bengkalis Regency**

NO	Question Category	Yes	No
1.	Salary ≤ Rp3.900.000	78	22
2.	Receiving holiday allowance	96	4
3.	Welfare supporting facilities (health insurance/BPJS)	20	80
4.	Employers pay workers' with the employment agreement	46	54
5.	Satisfaction with the wages and facilities provided by the employer	36	64
6.	The provision of wages in accordance with the initial employment agreement	55	45
7.	Payment of wages in cash	51	49

Based on the questionnaire data (table 1), it can be concluded that the majority of workers in Bengkalis Regency still earn below the Regional Minimum Wage, with 78 respondents reporting salaries below Regional Minimum Wage and 22 respondents earning above it. The relevant legal framework refers to the Manpower Act, particularly Article 88 paragraph (2), which mandates the government to establish wage policies to ensure a decent standard of living, as stipulated in Article 88 paragraph (3). These policies include, among others, the provision of minimum wages and the timely payment of wages. The minimum wage refers to the lowest monthly payment provided to workers, which is determined regionally (for specific areas), sectorally (for certain industries), and sub-sectorally (for subdivisions of particular industries) (Sulistiawati, 2012). According to the Riau Provincial Department of Manpower and Transmigration, the 2025 Regional Minimum Wage for Bengkalis Regency is set at IDR 3,933,620 (three million nine hundred thirty-three thousand six hundred twenty rupiah). Therefore, based on the questionnaire data presented above, it can be concluded that the wages provided by employers do not align with the expectations outlined in Article 23 paragraph (3) letter (f) of Bengkalis Regency Regional Regulation No. 3 of 2022, which stipulates that employers must provide wages in accordance with the prevailing laws and regulations.

An interview was also conducted with the Bengkalis Regency Manpower and Transmigration Technical Implementation Unit, Mrs. Hasnum Akmal, to provide concrete data for this study. Several prepared questions were asked regarding the wage conditions of workers in Bengkalis Regency and the role of the Bengkalis government in ensuring fair

wages and facilities for local workers. In the interview, she stated that there are still workers in Bengkalis Regency whose wages fall below the Regional Minimum Wage. However, several companies in Bengkalis Regency have already complied with the Regional Minimum Wage regulations. She further explained that the Bengkalis government has made efforts to ensure proper wage implementation, such as through the supervision carried out by Commission I of the Bengkalis Regional House of Representatives in November 2024 toward companies that fail to comply with regulations, particularly those related to improper or delayed wage payments. Despite the monitoring efforts by Bengkalis Regency Department of Manpower and Transmigration, many companies still covertly fail to pay wages in accordance with the Regional Minimum Wage provisions, thereby disadvantaging workers by not adhering to the legal requirement to provide at least the minimum wage.

The legal effectiveness of a statutory regulation can be analyzed using legal theory, specifically Soerjono Soekanto's theory of legal effectiveness, which assesses whether a law is effective based on five factors: substance, law enforcement, facilities and infrastructure, society, and culture (Huda et al., 2022). The effectiveness of the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022 concerning the payment of wages to local workers in Bengkalis Regency needs to be examined in detail to identify the factors causing wage payments to remain inconsistent with the expectations of the regulation. By analyzing the five factors influencing legal effectiveness, this study aims to provide an explanation for the unequal distribution of wages and employment benefits among local workers in Bengkalis Regency.

Substantively, the regulation itself must serve as the foundation for the implementation of the law and constitute the most essential element in the enforcement of legal norms (M. R. Yusuf, 2022). Bengkalis Regency Regional Regulation No. 3 of 2022 clearly outlines, beginning with Article 1 point 24, that wages constitute the right of workers as compensation from employers for the services rendered. Furthermore, Article 23 paragraph (3) stipulates that the protection of local workers can be ensured by providing wages in accordance with the prevailing laws and regulations. In addition, the general elucidation section highlights the national development mission stated in the State Policy Guidelines (GBHN), which aims to achieve public welfare, one aspect of which is through fair and adequate remuneration. Therefore, in terms of substance, Bengkalis Regency Regional Regulation No. 3 of 2022 has established provisions that ensure legal certainty for local workers to receive proper wages.

Law enforcement officials are essential for optimizing the implementation of a law, thereby facilitating the achievement of its effectiveness (Andi Muhammad Aswin Anas, 2020). To enhance the effectiveness of wage implementation in accordance with Bengkalis Regency Regional Regulation No. 3 of 2022, the participation of the Bengkalis Regency Department of Manpower and Transmigration, supported by the, is required. The interview conducted with the Head of the Bengkalis Regency Manpower and Transmigration Technical Implementation Unit indicated that the local government has made efforts to ensure wage payments comply with the established regulations. However, the enforcement of these efforts has not been sufficiently strict, resulting in many companies still failing to pay workers' wages in accordance with the applicable provisions.

Furthermore, the factor that most significantly influences the effectiveness of the law is the society itself (M. Yusuf et al., 2022). In this study, the term "society" refers to employers who fail to comply with regulations regarding wage payments to local workers in Bengkalis Regency. Employers are obligated to pay wages appropriately and on time, as well as to provide supporting welfare facilities for local workers, such as health insurance and employment insurance. Employers who pay workers' wages in accordance with the

provisions of the prevailing laws and regulations contribute to achieving the fundamental goal of our nation, namely the attainment of welfare for its people (Purnama et al., 2021). The data obtained from the questionnaire distributed to workers in Bengkalis Regency indicate that there are still employers who do not provide wages and facilities in accordance with the applicable regulations. Therefore, the legal effectiveness of Bengkalis Regency Regional Regulation No. 3 of 2022 concerning the payment of workers' wages is influenced by the societal factor itself, namely the employers.

However, facilities and infrastructure also play an important role in supporting the provision of wages in accordance with the prevailing laws and regulations. Adequate facilities and infrastructure can promote more effective wage payment systems, such as through payroll mechanisms. Payroll is an administrative recording system for salary payments designed to efficiently calculate deductions and allowances (Bagus & Safrizal, 2024). The data obtained from the questionnaire distributed to local workers in Bengkalis Regency indicate that the majority still receive their wages in cash. Cash wage payments are ineffective because the recording of deductions and benefits is not properly organized, which may result in discrepancies in the wages distributed. Therefore, the facilities and infrastructure for wage payments need to be improved through a more systematic payment system to prevent potential errors.

The effectiveness of law is also influenced by the legal culture of the society itself, particularly the deeply rooted customs and traditions that can affect whether a law is effectively implemented (Ubaidila & Melinda, 2024). The culture of Bengkalis Regency is deeply rooted in customary law, which strongly regulates various aspects of community life (social aspects), such as marriage, divorce, and inheritance (Putra, 2019). However, wage payment in Bengkalis Regency is not influenced by the local culture or customary traditions; therefore, the cultural factor of Bengkalis Regency does not affect the effectiveness of the implementation of Regional Regulation of Bengkalis Regency No. 3 of 2022. Thus, after examining the five factors influencing the effectiveness of the implementation of this regulation, three factors are found to have the most significant impact, namely law enforcement officers, infrastructure, and the community.

### **Appropriate Solutions to Ensure the Implementation of Wage Payments in Bengkalis Regency Aligns with Regional of Bengkalis Regency Number 3 of 2022**

The effectiveness of Bengkalis Regency Regional Regulation No. 3 of 2022 has been elaborated in the discussion above, identifying several factors that significantly influence the effectiveness of its implementation, namely law enforcement, the community, and infrastructure. These three factors affecting the effectiveness of local workers' wage payment implementation in accordance with Bengkalis Regency Regional Regulation No. 3 of 2022 must be addressed with appropriate solutions to ensure legal certainty for local workers in Bengkalis Regency. Local workers in Bengkalis Regency will achieve welfare if they are provided with adequate wages and facilities. In addition to appropriate wage amounts, the timeliness of salary payments by employers is also essential to guarantee the right of local workers to receive their wages.

The law enforcement factor discusses the role of law enforcement officers in Bengkalis Regency in assisting and addressing the implementation of wage payments that do not comply with the regulations in the region. The implementation of local workers' wage payments in Bengkalis Regency requires the role of the regional government to help improve the quality of wage payments in accordance with Bengkalis Regency Regional Regulation No. 3 of 2022. Article 2 of Bengkalis Regency Regional Regulation No. 3 of 2022 stipulates that this regulation serves as a guideline for implementing the protection of local workers to



safeguard their welfare and to plan regional workforce development. The government referred to in this Regional Regulation consists of the Regent and regional apparatuses, such as the Department of Manpower and Transmigration and Manpower and Transmigration Technical Implementation Unit. Coordination between the Regent and the Department of Manpower and Transmigration as regional government authorities in improving the implementation of proper wage payments is necessary to ensure the welfare of local workers in Bengkalis Regency (Febrianti, 2024).

Law enforcement efforts by the Bengkalis Regency Government toward employers who fail to pay workers' wages properly and on time remain lenient, as the local government only conducts mediation in such cases, as seen in the case of non-compliant wage and facility payments by PT MAS. While mediation is indeed necessary for resolving disputes, imposing sanctions on employers who neglect to provide wages in accordance with statutory provisions is crucial to prevent recurrence of such violations (Latip et al., 2019). Sanctions imposed by the regional government must serve as a deterrent to employers, such as administrative sanctions that restrict their operational flexibility, including warning letters. If employers repeatedly fail to pay wages to their workers, business license suspension should be enforced. The suspension of a business license is an action that revokes the operating permit of a business entity, thereby preventing the business from functioning properly (Lewerissa et al., 2023). Thus, the regional government can create a deterrent effect and gradually address issues of improper and untimely wage payments by employers in Bengkalis Regency.

Although law enforcement officers play an important role in upholding the law and addressing legal issues (Ismail Rumadan, 2017), the role of the community in implementing Bengkalis Regency Regional Regulation No. 3 of 2022 is equally essential to create the desired legal environment. Article 23 of Bengkalis Regency Regional Regulation No. 3 of 2022 explicitly states that employers are obliged to provide wages in accordance with the prevailing laws and regulations and to provide facilities that support the welfare of local workers. Data obtained from the questionnaire indicate that employers in Bengkalis Regency have not yet fully implemented the regulation, resulting in a lack of legal effectiveness. A potential solution to ensure that employers in Bengkalis Regency pay wages properly and accurately is for them to be incorporated into an association or employers' organization regulated by the regional government. Employers should be required to present proof of wage payments to their employees to the regional government, and data on local workers should also be collected and submitted to the regional government (Department of Manpower and Transmigration). The Department of Manpower and Transmigration can review employers' wage payment data and promptly take action against those who fail to pay wages or provide appropriate and timely welfare-supporting facilities.

Finally, the factor influencing the effectiveness of wage payment implementation in Bengkalis Regency is infrastructure (facilities). The term infrastructure (facilities) refers to the systems that support accurate and timely wage payments. Adequate infrastructure facilitates efficient wage disbursement, thereby enhancing the effectiveness of the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022. A proposed solution to improve legal effectiveness in ensuring proper and timely wage payments through infrastructure (facilities) is the use of an automated payroll system. The regional government should encourage employers to implement payroll systems to enhance the effectiveness of Bengkalis Regency Regional Regulation No. 3 of 2022 in ensuring wage payments are made in accordance with statutory provisions.

Among the three factors influencing the effectiveness of the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022 in wage payments, the law

enforcement factor is the most crucial in achieving legal effectiveness. Law enforcement authorities can take both preventive and repressive measures to ensure proper wage payments for workers. The preventive measure that can be undertaken by law enforcement (the regional government) in Bengkalis Regency is the establishment of a system to record local workers' wage payments made by employers, enabling the regional government to prevent non-compliant wage and facility payments. Meanwhile, the repressive measure that can be implemented by the regional government is the imposition of administrative sanctions, such as business license suspension, which serves as a deterrent to employers who fail to pay local workers' wages in Bengkalis Regency.

## **CONCLUSION**

Based on the research problems previously formulated, there are three factors influencing the effectiveness of the implementation of Bengkalis Regency Regional Regulation No. 3 of 2022, namely the law enforcement factor, the infrastructure factor, and the community factor. The law enforcement factor in supporting the proper payment of workers' wages in Bengkalis Regency remains weak. The data obtained indicate that the local government has not yet provided full participation, as many wage payments are still inconsistent with the district minimum wage and are often delayed. Inadequate infrastructure for wage distribution also hinders the timely and appropriate payment of local workers' wages. However, the community serves as the most crucial factor in achieving the effective implementation of wage payments for local workers in Bengkalis Regency in accordance with Regional Regulation No. 3 of 2022. Although this study faces limitations in obtaining data from the Department of Manpower and Transmigration of Bengkalis Regency regarding the delayed payment of local workers' wages by employers, additional data were collected through questionnaires distributed to 100 local workers in Bengkalis Regency and through interviews with the Head of the Technical Implementation Unit of the Department of Manpower and Transmigration of Bengkalis Regency. The findings show that many local workers' wages remain unpaid in accordance with the required standards and are frequently delayed. This condition clearly deviates from the expectations outlined in Bengkalis Regency Regional Regulation No. 3 of 2022.

Therefore, this study aims to provide recommendations to ensure that the payment of wages for local workers is accurate and timely, thereby achieving the legal effectiveness of Bengkalis Regency Regional Regulation No. 3 of 2022. The first recommendation is that the local government, as the law enforcement authority, should take preventive measures by establishing a system that records employers who pay wages to their workers, and take repressive measures by imposing administrative sanctions, such as the suspension of business licenses, on employers who fail to comply with wage payment regulations. The second recommendation is that wage payments should be encouraged and standardized through a payroll system to ensure proper record-keeping and enable employers to upload proof of payment to the government system. Additionally, deductions for benefits such as the BPJS health insurance program should also be attached, allowing the government to monitor employers' compliance and payment behavior within Bengkalis Regency. Finally, the community in this context refers to the employers in Bengkalis Regency, who serve as the main actors in the payment of wages to local workers. Employers should be organized under an association or group regulated by the regional government. They must submit proof of wage payments to their employees to the regional government, and data on local workers must be collected and reported to the Department of Manpower and Transmigration. Department of Manpower and Transmigration can review employers' wage payment data and promptly take action against those who fail to pay wages or provide appropriate and

timely welfare-supporting facilities. The proposed solutions aim to achieve the effective implementation of Bengkalis Regency Regional Regulation No. 3 of 2022 concerning local workers' wage payments, thereby promoting the welfare of the people in Bengkalis Regency.

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