

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN BUILDING COMPLIANCE WITH LABOR REGULATIONS

Andi Firmansyah^{1*}, Fathul Ba'ari², Reza Fadel Muhammad³, Muhammad Difky Al Qadri⁴

^{1,3,4} STIE AMKOP Makassar, Indonesia

² Politeknik Nusantara Makassar, Indonesia

Corresponding Author: reskiaminuddin@gmail.com

Article Info	ABSTRACT
Article History Submitted: 12-12-2025 Revised: 20-01-2026 Accepted: 01-02-2026 Published: 26-02-2026 Keywords: Employment regulation; Human resource management; Regulatory compliance; Employment relations; Worker protection	Compliance with employment regulations is essential for establishing fair, harmonious, and sustainable employment relationships. Within organisations, compliance extends beyond legal functions and represents an important responsibility of human resource management (HRM), particularly because HRM oversees employment practices related to recruitment, employment agreements, wages, working hours, employee rights, performance management, competency development, and termination. This study aims to examine HRM's role in establishing employment regulatory compliance, identify how regulatory requirements are implemented in HRM practices, and analyse the factors that support or hinder compliance and the strategies used to address them. The study employed a qualitative literature study based on relevant laws and regulations, books, scientific journal articles, institutional documents, and academic sources. Data were analysed by identifying, classifying, interpreting, and synthesising them to develop an integrated understanding of employment compliance within HRM practices. The findings indicate that HRM bridges employment regulations and organisational practice through compliance monitoring, internal policy development, employee education, documentation, supervision, and employment risk management. Compliance is primarily reflected in managing employment agreements, wages, working and rest hours, worker protection, social security, dispute resolution, and termination procedures. Leadership commitment, HRM competence, information systems, organisational compliance culture, and access to legal information support effective implementation, whereas regulatory changes, limited understanding, excessive efficiency orientation, weak internal control, and gaps between formal policies and actual practices remain significant barriers. The study concludes that effective employment compliance requires a preventive, integrated, documented, and continuously monitored HRM system that connects regulatory requirements with everyday organisational practices.

INTRODUCTION

Human resources are a fundamental element of organizational sustainability because organizational success depends not only on capital, technology, and business strategy, but also on the capacity to manage people effectively, fairly, and in accordance with applicable law. Human resource management (HRM) encompasses the strategic processes of acquiring, developing, retaining, and managing employees to achieve organizational objectives (Armstrong & Taylor, 2023), including recruitment, training, compensation, labor relations,

and occupational safety (Dessler, 2020). These functions directly shape employment relationships and therefore operate within a legal environment that defines workers' rights, employers' obligations, and standards of employment treatment. Employment relationships also differ from ordinary contractual relationships because workers and employers may occupy unequal bargaining positions. Consequently, employment law establishes standards intended to protect workers while providing legal certainty for employers. Murphy (2018) emphasizes that law substantially influences HRM through labor standards and worker-protection requirements. HRM should therefore be understood not merely as an administrative or productivity-oriented function, but as a strategic organizational function with a significant legal dimension. This perspective positions employment compliance as an essential component of responsible human resource governance.

Employment compliance concerns the extent to which organizational decisions and HRM practices conform to applicable legal requirements. Compliance should not be reduced to avoiding sanctions; rather, it requires organizations to identify legal obligations, understand their implications, translate them into internal policies and procedures, and continuously monitor implementation. Wald and Winterfeldt (2012) position compliance within organizational governance and risk management, indicating that legal compliance forms part of an organization's capacity to identify and control operational risks. From an HRM perspective, effective compliance therefore involves four interconnected elements: knowledge of applicable regulations, understanding of their requirements, implementation through organizational policies and procedures, and supervision of actual practices. The distinction between formal and substantive compliance is important because organizations may possess employment contracts, regulations, and administrative documents while their practices remain inconsistent with legal requirements. Kirk (2021) further explains that HR practitioners may perform quasi-legal functions because they are required to interpret and apply legal provisions when developing organizational policies. Thus, HRM occupies a strategic position between legal norms and organizational practice, making regulatory knowledge, professional competence, documentation, internal control, and accountability essential to sustainable employment compliance.

The significance of this role is particularly evident in Indonesia, where employment regulation continues to develop through legislative amendments and judicial decisions. Law Number 13 of 2003 concerning Manpower remains a major foundation of employment regulation and has been amended through the Job Creation regime, including Law Number 6 of 2023. Government Regulation Number 35 of 2021 further regulates fixed-term employment agreements, outsourcing, working hours and rest periods, termination of employment, and workers' rights in relation to termination. Wage regulation has likewise developed through Government Regulation Number 36 of 2021, its amendment through Government Regulation Number 51 of 2023, and the latest change through Government Regulation Number 49 of 2025. These developments, together with Constitutional Court Decision Number 168/PUU-XXI/2023, demonstrate that employment compliance is a dynamic organizational responsibility rather than a static administrative requirement. Regulatory changes may require corresponding adjustments to employment agreements, remuneration procedures, working-time

arrangements, administrative systems, and termination practices. Consequently, HRM must continuously monitor, interpret, and translate regulatory developments into organizational procedures. Compliance therefore depends not only on the existence of legal rules but also on the organizational capacity to maintain alignment between changing regulatory requirements and everyday employment practices.

The continuing challenge is the potential gap between *law in the books* and *law in practice*. Formal regulations may be available and organizational policies may appear compliant, yet implementation can vary according to managerial commitment, human resource competence, organizational systems, and access to relevant legal information. Kitching (2016) demonstrated that organizations' ability to identify and understand regulatory obligations is influenced by access to support networks and external knowledge sources, indicating that compliance depends partly on organizational capacity to acquire and interpret regulatory information. In Indonesia, Rismanto (2025) similarly highlights the strategic contribution of HRM to preventing employment-law violations through legally compliant recruitment, appropriate employment agreements, fair performance management, and education concerning workers' rights and obligations. Weak compliance can consequently generate industrial relations disputes, claims concerning workers' rights, administrative sanctions, financial losses, and reputational consequences (Wald & Winterfeldt, 2012). However, existing discussions tend to address particular regulatory provisions or individual HR practices separately, leaving less explicit an integrated explanation of how HRM connects regulatory knowledge, policy development, implementation, supervision, and employment-risk prevention. This gap indicates the need for a systematic synthesis that positions HRM as an organizational bridge between employment law and actual practice.

Against this background, this study examines the role of human resource management in establishing compliance with employment regulations, with particular attention to the mechanisms through which legal requirements are translated into organizational practice. The study focuses on three interrelated dimensions: (1) the strategic role of HRM in translating employment regulations into organizational policies and practices, (2) the implementation of regulatory requirements in fulfilling the rights and obligations of workers and employers, and (3) the supporting and inhibiting factors and strategies for strengthening employment compliance. This focus is grounded in the principle that sustainable employment relationships require a balance between workers' normative rights and employers' legitimate managerial authority. Workers are entitled to lawful treatment, appropriate remuneration, working and rest periods, protection, social security, and other rights established by legislation and employment agreements, while employers retain managerial authority within legal boundaries. Accordingly, employment compliance should be understood not merely as a mechanism for avoiding legal sanctions, but as a governance process connecting regulatory knowledge, organisational policy, implementation, supervision, and risk management. Through a literature-based synthesis, this study seeks to clarify how HRM can function as a preventive, adaptive, documented, and sustainable mechanism for aligning employment law with organisational practice and supporting fair, harmonious, and sustainable employment relationships.

METHOD

Research Design

This study used a qualitative literature review (library research) to examine the role of human resource management (HRM) in ensuring compliance with employment regulations. This approach was selected because the study focuses on legal norms, HRM concepts, regulatory developments, and previous scholarly findings rather than primary empirical observations. The analysis focused on how employment regulations are interpreted and translated into HRM policies and practices, particularly regarding workers' rights and obligations, organisational compliance, and employment-related risks. The study therefore adopts an analytical and interpretive orientation, examining legal and academic sources comparatively to identify relationships between regulatory requirements and HRM practices.

Data Sources and Source Selection

The study used secondary sources consisting of three categories. First, primary legal materials comprised Indonesian laws, government regulations, and Constitutional Court decisions relevant to employment regulation, including Law Number 13 of 2003 concerning Manpower as amended through the Job Creation regulatory framework, Law Number 6 of 2023, Government Regulation Number 35 of 2021, Government Regulation Number 36 of 2021 and its amendments, Government Regulation Number 37 of 2021 and its amendment through Government Regulation Number 6 of 2025, Law Number 2 of 2004 concerning the Settlement of Industrial Relations Disputes, and relevant Constitutional Court decisions. Second, secondary academic materials included scientific journal articles, books, and scholarly publications addressing HRM, employment compliance, labor protection, organizational governance, and employment relations. Third, official institutional documents were used to provide contextual and regulatory information supporting the interpretation of employment provisions. Sources were selected purposively according to their relevance to the research questions, regulatory authority, academic relevance, and contribution to understanding HRM and employment compliance.

Data Collection

Data collection followed a structured literature identification and documentation process. Relevant legal and academic sources were identified through searches of official regulatory databases, academic literature, and institutional publications. Retrieved sources were screened for relevance to the study focus. Relevant materials were then documented and classified into three analytical domains: (1) the strategic role of HRM in employment compliance, (2) the implementation of employment regulations in HRM practices and the fulfilment of workers' and employers' rights and obligations, and (3) supporting and inhibiting factors and strategies for strengthening compliance. The study treated primary legal materials as the principal basis for identifying regulatory requirements, while using academic and institutional sources to interpret their implications for HRM practice. This process enabled the study to distinguish regulatory provisions from conceptual and empirical interpretations derived from the literature.

Data Analysis

The collected materials were analysed using descriptive, comparative, and interpretive analysis. The analysis proceeded through four interconnected stages. First, relevant information was identified and reduced according to the three research domains. Second, the selected materials were classified according to regulatory requirements, HRM functions, compliance mechanisms, and organisational factors. Third, the sources were interpreted and compared to examine areas of convergence, differences in perspective, and potential gaps between formal regulatory requirements and their implementation in organisational practice. Finally, the findings were synthesised to develop an integrated explanation of how HRM can function as a mechanism for establishing employment compliance. The synthesis emphasised the relationship between regulatory knowledge, organisational policy, implementation, supervision, and employment-risk management rather than treating individual regulations as isolated requirements.

Analytical Framework and Trustworthiness

The interpretation was guided by the premise that employment compliance requires a connection between legal requirements and organisational practice. Accordingly, the analysis examined whether the literature demonstrated a consistent pathway from knowledge and understanding of employment regulations to policy formulation, implementation, monitoring, and risk prevention. The credibility of the synthesis was strengthened through source triangulation by comparing primary legal materials with academic literature and official institutional documents. Regulatory claims were prioritised from authoritative legal sources, while academic sources provided conceptual and analytical interpretation. The study does not claim statistical generalisation; instead, it contributes a coherent, literature-based understanding of HRM's strategic role in translating dynamic employment regulations into organisational practice.

RESULT

Synthesis of the Role of Human Resource Management in Employment Compliance

The literature synthesis identified four interconnected roles of human resource management (HRM) in establishing employment regulatory compliance: translating regulations into organizational practice, developing internal policies, managing employment relationships, and safeguarding workers' rights. These roles indicate that HRM operates at both the policy and implementation levels. Rather than functioning solely as an administrative unit, HRM connects external regulatory requirements with organizational procedures and daily employment practices.

Table 1. Roles of Human Resource Management in Employment Regulatory Compliance

HRM Role	Main Function	Compliance Application	Expected Outcome
Regulatory translator	Interprets legal requirements and	Working hours, wages, overtime, employment	Regulations become applicable

	converts them into operational procedures	agreements, termination procedures	organizational practices
Internal policy maker	Develops and reviews organizational policies	Company regulations, employment contracts, SOPs, wage and disciplinary policies	Internal policies remain aligned with current regulations
Employment relationship manager	Structures and documents employment relationships	Employment status, duties, rights, obligations, remuneration, working arrangements	Greater legal clarity and reduced ambiguity
Worker-rights safeguard	Ensures statutory rights are implemented	Wages, leave, rest periods, occupational protection, social security, termination compensation	Alignment between formal rights and actual implementation

The synthesis shows that these roles are **interdependent rather than separate functions**. Regulatory interpretation provides the basis for policy development, while policy development establishes the framework for managing employment relationships and implementing workers' rights. Consequently, effective compliance depends on the ability of HRM to maintain consistency between legal requirements, internal policies, and actual organisational practices.

Implementation of Employment Regulations in HRM Practices

The analysis further indicates that employment regulations are implemented across the **employment life cycle**, beginning with recruitment and employment agreements and continuing through remuneration, working time, employee protection, social security, dispute resolution, and termination. Government Regulation Number 35 of 2021 sets out regulatory requirements for fixed-term employment agreements, outsourcing, working hours and rest periods, and termination of employment. Government Regulation Number 36 of 2021 and its subsequent amendments address wage-related requirements.

Table 2. Implementation of Employment Regulations across HRM Practices

HRM Practice	Regulatory Requirement	Implementation Focus	Compliance Evidence
Recruitment	Lawful recruitment and employment conditions	Recruitment procedures and employment status	Recruitment records and employment documentation

Employment agreement	Clear rights and obligations	Contract type, position, duties, remuneration, working arrangements	Written employment agreement
Wages	Compliance with applicable wage provisions	Wage structure, payroll, benefits and payment procedures	Payroll and wage records
Working time	Regulation of working and rest periods	Scheduling, attendance, overtime and rest periods	Attendance and working-time records
Worker protection	Protection of workers' statutory rights	Occupational safety, social security and humane treatment	Protection and social-security records
Dispute resolution	Lawful employment dispute procedures	Complaint and resolution mechanisms	Complaint and dispute documentation
Termination	Compliance with termination requirements	Procedure, notification, rights and compensation	Termination records and supporting documents

The findings indicate that documentary compliance alone is insufficient. Effective implementation requires consistency between written provisions and actual employment practices. The synthesis consequently distinguishes formal compliance, represented by the existence of contracts, regulations, procedures, and administrative records, from substantive compliance, represented by the actual fulfilment of workers' rights and organisational obligations.

Supporting and Inhibiting Factors

The literature identifies compliance as the result of interaction between organisational capacity and the external regulatory environment. Several internal organisational conditions strengthen implementation, whereas regulatory complexity and organisational limitations may create compliance gaps.

Table 3. Supporting and Inhibiting Factors in Employment Compliance

Dimension	Supporting Factors	Inhibiting Factors
Leadership	Leadership commitment to compliance	Excessive emphasis on efficiency or cost reduction
HRM competence	Knowledge of employment regulations and HR capability	Limited legal and regulatory literacy
Organizational culture	Culture that values compliance and accountability	Compliance treated as an administrative obligation
Information	Access to current legal information	Difficulty monitoring regulatory changes

Systems	HR information systems and reliable documentation	Inadequate information and documentation systems
Internal control	Periodic review, supervision and auditing	Weak internal monitoring
Policy–practice alignment	Consistent implementation of internal policies	Gaps between written policies and actual practices
Resources	Adequate organizational resources	Limited human, financial, or administrative resources

The synthesis suggests that organisational capacity is a central condition of compliance. Regulatory requirements may be clearly established, but implementation can remain inconsistent when organisations lack adequate knowledge, monitoring mechanisms, documentation, or institutional commitment. Conversely, strong leadership, competent HRM personnel, accessible regulatory information, and effective internal systems facilitate translating legal requirements into organisational practice.

Strategies for Strengthening Employment Compliance

The synthesis identifies four mutually reinforcing strategies for strengthening employment regulatory compliance: prevention, integration, documentation, and continuous improvement.

Table 4. Strategic Framework for Strengthening Employment Compliance

Strategy	Key Action	Purpose
Preventive compliance	Identify regulatory risks before violations occur	Reduce employment-law violations and disputes
Regulatory monitoring	Monitor legislative and judicial developments	Maintain alignment with current requirements
Policy review	Periodically compare internal policies with applicable regulations	Identify and correct compliance gaps
Competency development	Provide regulatory and HRM training	Strengthen organizational legal literacy
Integrated governance	Coordinate HRM, management, legal, finance, operations, and employees	Establish shared compliance responsibility
Documentation	Maintain contracts, payroll, attendance, leave, and employment records	Provide evidence of implementation
Employee communication	Provide information and accessible complaint mechanisms	Strengthen transparency and worker participation
Continuous improvement	Conduct periodic evaluation and corrective action	Sustain compliance over time

The findings indicate that employment compliance is most effectively approached as a **continuous organisational cycle** rather than a one-time legal review. The cycle begins with regulatory monitoring and risk identification, continues through policy adjustment and implementation, and is followed by documentation, supervision, evaluation, and corrective action. This pattern demonstrates that sustainable compliance requires organizational systems capable of responding to regulatory change while maintaining consistency between formal policies and employment practices.

Integrated Results Synthesis

The four analytical dimensions can be integrated into a single framework showing how HRM connects employment regulation with organizational practice.

Table 5. Integrated HRM–Employment Compliance Framework

Stage	HRM Function	Core Activity	Compliance Output
1. Regulatory identification	Regulatory monitoring	Identify applicable and updated regulations	Current regulatory knowledge
2. Interpretation	Regulatory translation	Interpret implications for HRM	Operational understanding
3. Policy formulation	Internal policy making	Develop/revise contracts, SOPs and policies	Legally aligned internal framework
4. Implementation	Employment management	Apply requirements to daily HRM practices	Rights and obligations implemented
5. Monitoring	Compliance supervision	Review implementation and identify gaps	Compliance evidence and gap identification
6. Corrective action	Risk management	Address identified deficiencies	Reduced compliance risk
7. Continuous improvement	Strategic HRM	Update systems and organisational practices	Sustainable compliance

Overall, the literature synthesis positions HRM as a bridge between employment regulation and organisational practice. Compliance emerges not from the existence of regulations alone, but from the organisational processes that connect regulatory identification, interpretation, policy development, implementation, monitoring, and corrective action. The resulting framework indicates that employment compliance is a continuous, integrated, and organizationally embedded process.

DISCUSSION

The findings position human resource management (HRM) as a strategic bridge between employment regulations and organizational practice. This role extends beyond routine personnel administration because HRM is involved in interpreting regulatory requirements, translating them into internal policies, and ensuring their implementation across the

employment relationship. This interpretation is consistent with Armstrong and Taylor (2023), who describe HRM as an integrated organizational function concerned with acquiring, developing, retaining, and managing employees, and with Dessler (2020), who places recruitment, compensation, employee relations, and worker protection within core HRM responsibilities. However, the present synthesis adds a regulatory dimension to this perspective: HRM does not simply manage employees within an existing organizational system but also helps determine how legal requirements are operationalized within that system. Murphy (2018) similarly emphasizes the influence of law on HRM, particularly in relation to labor standards and worker protection. The implication is that employment compliance should not be assigned exclusively to legal departments. HRM represents the organizational point at which legal norms become contracts, procedures, remuneration systems, working arrangements, and employee-rights practices. Its effectiveness therefore depends on the capacity to connect regulatory interpretation with consistent implementation.

An important finding of this synthesis is the distinction between formal compliance and substantive compliance. Organizations may possess employment contracts, company regulations, standard operating procedures, and administrative records that appear legally aligned, yet these documents do not necessarily demonstrate that workers' rights are realized in practice. Substantive compliance requires consistency between written provisions and actual organizational behavior. This distinction is particularly relevant to HRM because employment regulations are implemented through routine decisions concerning wages, working time, leave, social security, discipline, and termination. Kitching (2016) provides an important explanation for this implementation challenge by showing that organizational capacity to identify and understand regulatory requirements is influenced by access to external knowledge and support. Compliance therefore depends not only on the availability of legal information but also on an organization's capacity to interpret and apply it. Rismanto (2025) further indicates that HRM can contribute to preventing employment-law violations through compliant recruitment, employment agreements, performance management, and employee education. Taken together, these findings suggest that compliance should be evaluated through the alignment of regulation, organizational policy, implementation, and actual employment practice, rather than through the existence of documentation alone.

The Indonesian regulatory environment demonstrates why employment compliance must be treated as an adaptive process. The development of the employment framework through Law Number 13 of 2003, Law Number 6 of 2023, Government Regulation Number 35 of 2021, amendments to wage regulations, and subsequent regulatory developments requires organizations to continuously review their HRM practices. A policy that was appropriate under an earlier regulatory framework may become incomplete or inconsistent following legislative or judicial changes. This situation strengthens the importance of HRM's interpretive function. Kirk (2021) characterizes HR professionals as performing quasi-legal functions because they frequently interpret and apply legal requirements in organizational decision-making. The present findings extend this perspective by indicating that regulatory monitoring should be incorporated into HRM governance rather than treated as an occasional administrative activity. HRM must identify regulatory changes, assess their organizational

implications, revise relevant policies, communicate changes to managers and employees, and monitor implementation. Regulatory compliance consequently represents an organizational learning process in which HRM continuously updates its knowledge and practices in response to changes in the external legal environment.

The findings also indicate that employment compliance should be understood as a broader organizational governance and risk-management function. Employment violations can affect workers directly while also creating organizational exposure to disputes, financial losses, administrative sanctions, and reputational consequences. Wald and Winterfeldt (2012) provide a useful conceptual foundation by positioning compliance within organizational governance and risk management. From this perspective, compliance is more effective when organizations identify and manage employment risks before violations occur. Leadership commitment is therefore critical because HRM practices are influenced by organizational priorities, including decisions concerning efficiency, cost control, and workforce management. However, compliance should not be understood as an obstacle to efficiency. Clear employment procedures, reliable documentation, appropriate supervision, and transparent decision-making can instead reduce uncertainty and prevent avoidable disputes. The findings therefore suggest a shift from a reactive compliance model, in which organizations respond after violations or disputes arise, toward a preventive governance model, in which employment risks are identified, monitored, documented, and addressed systematically. HRM becomes a component of internal organizational control rather than merely an administrative function.

The integrated findings suggest that sustainable employment compliance requires a system connecting regulatory monitoring, interpretation, policy development, implementation, documentation, supervision, and corrective action. These components should operate as a continuous cycle rather than as isolated activities. The role of HRM is particularly important because the implementation of employment regulations extends across different organizational functions, including management, finance, operations, legal services, and employee relations. Consequently, responsibility for compliance should be shared while HRM provides the central coordinating mechanism. Armstrong and Taylor (2023) emphasize the strategic and integrated character of HRM, while Kirk (2021) highlights the increasingly interpretive and quasi-legal responsibilities of HR professionals. Together with the findings of this synthesis, these perspectives support an integrated model in which HRM converts regulatory requirements into organizational standards, monitors implementation, and initiates corrective action when gaps emerge. Such a model also strengthens the relationship between worker protection and organizational sustainability because compliance simultaneously protects employee rights and reduces organizational exposure to employment-related risks.

The findings have broader implications for the quality and sustainability of employment relationships. Employment compliance is not solely a mechanism for preventing legal sanctions; it also provides a framework for establishing clarity concerning rights, obligations, remuneration, working conditions, protection, and dispute resolution. When regulatory requirements are consistently implemented, organizations can create greater predictability

and transparency in employment relationships. Conversely, discrepancies between written policies and actual practices may weaken employee trust and increase the possibility of disputes. The literature reviewed by Kitching (2016) and Rismanto (2025) reinforces the importance of organizational capacity and HRM practices in preventing such gaps. The present synthesis therefore suggests that a mature compliance system should combine legal alignment with organizational learning, employee communication, internal accountability, and continuous evaluation. For HRM practitioners, this means that regulatory competence should be developed alongside conventional HRM competencies. For organizational leaders, it means that employment compliance should be incorporated into governance and risk-management priorities. In this way, HRM can contribute not only to legal conformity but also to fair, harmonious, and sustainable employment relations.

The principal contribution of this study is the positioning of HRM as an organizational governance mechanism that connects employment law with everyday employment practice. Rather than viewing compliance as a narrow legal requirement, the synthesis demonstrates a sequential relationship between regulatory identification, interpretation, policy formulation, implementation, monitoring, and corrective action. This perspective integrates the strategic orientation of HRM with the governance and risk-management dimension of compliance. Practically, organizations can strengthen this system by establishing regular regulatory monitoring, conducting periodic policy reviews, developing HRM legal competence, maintaining reliable employment documentation, and providing accessible mechanisms for employee communication and complaints. Nevertheless, because this study is based on literature rather than primary organizational data, the proposed framework should be understood as an analytical synthesis rather than a validated causal model. Future empirical research should examine its application across different organizational sizes, sectors, and employment contexts and assess whether stronger HRM compliance mechanisms are associated with fewer employment disputes, improved worker perceptions, and more sustainable employment relationships.

CONCLUSION

This study concludes that human resource management (HRM) plays a strategic role in establishing employment regulatory compliance by connecting legal requirements with organisational policies and everyday employment practices. The literature synthesis demonstrates that this role extends beyond administrative personnel management to include regulatory interpretation, internal policy development, employment relationship management, worker-rights protection, compliance monitoring, and employment-risk management. Compliance is most effective when these functions operate as an integrated process linking regulatory identification, interpretation, implementation, documentation, supervision, and corrective action. The findings further indicate that the existence of employment regulations or formal organisational policies does not automatically ensure substantive compliance. Effective implementation depends on organisational capacity, particularly leadership commitment, HRM competence, access to current legal information, reliable information systems, documentation, and a culture of compliance. Conversely,

regulatory changes, limited legal understanding, weak internal oversight, excessive efficiency orientation, and gaps between written policies and actual practices can create compliance risks. Therefore, employment compliance should be approached as a preventive, adaptive, and continuously monitored organisational process, rather than as a one-time administrative or legal requirement. The study contributes an integrated perspective that positions HRM as an organisational governance mechanism linking employment law, organisational practice, and worker protection. Practically, organisations should strengthen regulatory monitoring, periodically review HR policies, develop HRM legal competence, maintain reliable employment documentation, and establish clear mechanisms for communication, supervision, and corrective action. Because this study is based on a literature synthesis, future empirical research should examine the proposed compliance framework across different organisational and employment contexts. Overall, sustainable employment compliance requires HRM to translate changing legal requirements into consistent organisational practice while maintaining fairness, legal certainty, and harmonious employment relationships.

ADDITIONAL INFORMATION

Authors should provide the following information where applicable. Statements that are not relevant to the manuscript may be omitted.

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