

HR Strategy in Strengthening Labor Unions as a Pillar of National Development

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Abstract : This study analyzes the influence of human resource management (HRM) strategies on strengthening labor unions as an effort to create resilient workers towards a more advanced Indonesia. The object of the study is the Kamiparho-KSBI Federation of Labor Unions in Makassar City with a population of 120 people, where the sample was determined using the Slovin formula with a 5% error rate. The method used is an explanatory sequential mix-method with a quantitative stage processed using SPSS 28 (validity, reliability, normality, classical assumptions, correlation, simple linear regression, and hypothesis testing), followed by a qualitative stage through in-depth interviews and thematic coding analysis with ATLAS.ti 24. The results show that HRM strategies have a significant effect on strengthening labor unions with an R^2 value of 0.78. The qualitative analysis strengthens these findings by highlighting three main themes: solidarity, authentic leadership, and structural barriers. These findings confirm that HRM strategies are not only internal instruments, but also the political foundation of labor organizations that are important for increasing advocacy capacity and supporting public policy agendas in the digital era.

Keywords: HRM, Labor Unions, FSB Kamiparho, Mix Method, Advanced Indonesia.

Abstrak : Penelitian ini menganalisis pengaruh strategi manajemen sumber daya manusia (MSDM) terhadap penguatan serikat buruh sebagai upaya mewujudkan buruh tangguh menuju Indonesia maju. Objek penelitian adalah Federasi Serikat Buruh Kamiparho-KSBI Kota Makassar dengan populasi 120 orang, di mana sampel ditentukan menggunakan rumus Slovin dengan tingkat kesalahan 5%. Metode yang digunakan adalah explanatory sequential mix-method dengan tahap kuantitatif diolah menggunakan SPSS 28 (uji validitas, reliabilitas, normalitas, asumsi klasik, korelasi, regresi linier sederhana, dan uji hipotesis), dilanjutkan tahap kualitatif melalui wawancara mendalam dan analisis thematic coding dengan ATLAS.ti 24. Hasil penelitian menunjukkan bahwa strategi MSDM berpengaruh signifikan terhadap penguatan serikat buruh dengan nilai R^2 sebesar 0,78. Analisis kualitatif memperkuat temuan tersebut dengan menyoroti tiga tema utama: solidaritas, kepemimpinan autentik, serta hambatan struktural. Temuan ini menegaskan bahwa strategi MSDM bukan hanya instrumen internal, tetapi juga fondasi politik organisasi buruh yang penting untuk meningkatkan kapasitas advokasi dan mendukung agenda kebijakan publik di era digital.

Kata kunci: MSDM, Serikat Buruh, FSB Kamiparho, Mix Method, Indonesia Maju

INTRODUCTION

Indonesia's national development over the past two decades has emphasized the importance of quality human resources (HR) as the foundation of the nation's competitiveness. The Golden Indonesia 2045 vision targets the realization of a developed nation through the accelerated strengthening of superior, adaptive, and productive human resources (Bappenas, 2022). This agenda positions the workforce as the primary development asset, in line with modern human capital theory, which asserts that quality human resources are a determinant of sustainable economic growth (Boxall & Purcell, 2016; Wright & McMahan, 2019).

However, the reality of Indonesia's workforce presents significant challenges. Statistics Indonesia (BPS) data (2024) indicates that approximately 59% of workers remain in the informal sector with minimal protection, while an ILO report (2023) highlights Indonesia's low labor productivity index compared to other ASEAN countries. This situation indicates that human resource transformation cannot be achieved solely individually; it must be accompanied by strengthening labor institutions as collective actors in industrial relations.

In a global context, the dynamics of the Industrial Revolution 4.0, the digitalization of work, and the emergence of the gig economy have transformed employment patterns. These changes require workers to be increasingly flexible, digitally skilled, and adaptive (DeNisi & Smith, 2021). However, at the same time, new vulnerabilities have emerged, such as job insecurity and weakened individual bargaining power. Therefore, the presence of labor unions as collective organizations capable of fighting for rights, improving competencies, and building worker solidarity has become increasingly relevant (Tapia et al., 2015; Fairbrother & Yates, 2017).

Labor Unions in Indonesia

Labor unions in Indonesia have a long history intertwined with political dynamics. During the colonial era, labor organizations were part of the nationalist movement. After independence, labor unions developed with various ideological orientations, but were restricted during the New Order era by the single-union system. The 1998 Reformation gave birth to freedom of association, as regulated by Law No. 21 of 2000.

However, this freedom was accompanied by organizational fragmentation. Data from the Ministry of Manpower (2022) shows that there are thousands of labor unions in Indonesia, but their effectiveness remains questionable due to weak coordination, leadership, and resources. Budiman (2023) emphasized that many unions remain oriented toward normative advocacy and have not yet incorporated human resource management strategies as a basis for institutional strengthening. In other words, unions often fall into a reactive role, even though becoming pillars of national development requires repositioning themselves as strategic institutions.

HRM and Labor Unions

Modern HRM (Human Resource Management) literature emphasizes the shift from administrative to strategic functions. Ulrich & Dulebohn (2015) introduced the HR as a Strategic Partner framework, where the HRM function must be integrated with the organization's long-term goals. Albrecht et al. (2015) emphasized the importance of employee engagement as an outcome of effective HRM practices. If this concept is adapted to labor unions, they can function not only as advocacy organizations but also as arenas for collective learning and development for their members.

The concept of collective human capital (Tapia et al., 2015) emphasizes that labor power lies not only in individual skills but also in collective capacity built through solidarity, shared competencies, and organizational identity. Unions with appropriate HRM strategies can train leadership, strengthen digital literacy, and enhance members' negotiation skills. This aligns with the views of DeNisi & Smith (2021), who emphasize the role of HRM in navigating the era of digitalization and artificial intelligence.

Context of the Kamiparho Federation of Labor Unions (FSB Kamiparho)–KSBI Makassar City

The Kamiparho Federation of Labor Unions (FSB Kamiparho)–KSBI Makassar City is one of the organizations actively advocating for the rights and interests of workers in South Sulawesi. With around 120 members, this union faces regional challenges: the dominance of the informal sector, limited digital literacy, and the need to strengthen organizational capacity. Furthermore, Makassar, as a metropolitan city in Eastern Indonesia, is a center of economic growth with complex industrial relations dynamics.

The role of the Kamiparho Federation of Labor Unions is not only crucial for member protection but also strategic in building a resilient workforce that supports regional and national development. However, to fulfill this function, unions require a more systematic, data-driven, and adaptive HRM strategy to address global changes.

Research Gap

Research on labor unions in Indonesia largely focuses on the legal, political, and conflict aspects of industrial relations (Edwards, 2010; Budiman, 2023). Studies that explicitly position labor unions as an arena for implementing HRM strategies are relatively limited. On the other hand, mixed-methods empirical research to measure and understand the role of HRM in unions is almost non-existent. Therefore, there is a research gap that needs to be filled: how HRM strategies can strengthen labor unions as a pillar of national development, through a case study of the FSB Kamiparho-KSBI Makassar City.

Problem Formulation

1. To what extent do HRM strategies influence labor union strengthening?
2. What factors support and hinder the implementation of HRM strategies in labor unions?
3. What are the implications of strengthening labor unions for the national development vision of "Indonesia Maju" (Advanced Indonesia)?

Research Objectives

1. To analyze the influence of HRM strategies on labor union strengthening quantitatively.
2. To identify supporting and inhibiting factors in the implementation of HRM strategies through qualitative analysis.
3. To provide strategic recommendations for labor unions, particularly FSB Kamiparho-KSBI, in strengthening institutional capacity.

Research Contribution

Academically, this research expands the HRM literature by highlighting labor unions as a strategic arena for collective human resource development. This complements previous literature that has focused more on the corporate context or formal industrial relations (Boxall & Purcell, 2016; Wright & McMahan, 2019).

Practically, this research provides direct input for the FSB Kamiparho-KSBI Makassar City in designing a more targeted, participatory, and data-driven member development strategy. This way, labor unions will not only perform an advocacy function but also become a crucial pillar in building national competitiveness toward the vision of "Strong Labor Unions, Advanced Indonesia."

Research Methods

This study employed an explanatory sequential mixed-methods design (Creswell & Plano Clark, 2018), in which the quantitative phase was conducted first to establish a generalization framework, followed by a qualitative phase to enrich the interpretation of the statistical results. This approach was chosen so that the findings were not only numerical but also able to explain the meaning and rationale behind labor behavior.

Technically, the quantitative phase used a structured questionnaire to measure the influence of HRD strategies on labor union strengthening. The quantitative results were analyzed using simple linear regression using SPSS 28. Furthermore, the qualitative phase involved in-depth interviews with key informants to explore factors not captured by the survey. These were analyzed using thematic coding (Braun & Clarke, 2021) using Atlas.ti 24 software.

The research population was all 120 members of the Kamiparho-KSBI Labor Union Federation in Makassar City. Sampling was determined using the Slovin formula with a precision level of 5%:

$$n = N / (1 + N(e)^2) = 120 / (1 + 120(0.05)^2) = 120 / (1 + 0.3) = 92.3$$

This resulted in a sample size of 92 respondents. The sampling technique used proportional purposive sampling with the following criteria: (1) active membership for at least one year, (2) involvement in union activities, and (3) willingness to participate.

2.3 Research Instrument

The quantitative instrument was a 5-point Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree). The variables measured were:

- HRM Strategy → indicators: competency development, participatory leadership, reward systems, organizational communication (Ulrich & Dulebohn, 2015; Boxall & Purcell, 2016).
- Strengthening Trade Unions → indicators: solidarity, collective identity, advocacy effectiveness, bargaining power (Tapia et al., 2015; Budiman, 2023).
- The qualitative instrument was a semi-structured interview guide with topics such as members' experiences with training, union leadership, collective trust, and structural barriers.

Validity and Reliability Test

Tabel 1. Uji Reliabilitas Instrumen

Variabel	Jumlah Item	Cronbach's Alpha	Keterangan
HR Strategy	10	0,84	Reliabel
Union Strengthening	8	0,82	Reliabel

Validity testing was conducted using Corrected Item-Total Correlation on 30 pilot respondents. Items were declared valid if the correlation coefficient was >0.30 (Ghozali, 2021). All items in both variables showed a correlation of 0.41–0.78, making them suitable for use. Reliability testing used Cronbach's Alpha, with the following results:

- HRM Strategy = 0.84
- Labor Union Strengthening = 0.82

Both values were >0.70 , making the instrument reliable (Hair et al., 2019).

Data Analysis Techniques

Quantitative Analysis

Quantitative data analysis was conducted in the following stages:

- a. Classical Assumption Test: normality (Kolmogorov–Smirnov), multicollinearity (VIF <10), and heteroscedasticity (Glejser test).
- b. Simple Linear Regression to measure the effect of HRM strategy on labor union strengthening.
- c. Significance test (t-test) with a 5% significance level.
- d. The coefficient of determination (R^2) was set at 0.78, meaning that HR strategies explain 78% of the variation in union strengthening, while other factors influence the remaining 22%.
- e. ANOVA to test the significance of the simultaneous regression model.

Qualitative Analysis

Qualitative analysis was conducted using thematic analysis (Braun & Clarke, 2021). Interview transcripts were analyzed through six stages: (1) data familiarization, (2) initial coding, (3) theme discovery, (4) theme review, (5) theme definition, and (6) writing up the results. The analysis was conducted using ATLAS.0 24.

Three main themes emerged:

1. Solidarity and Resilience
2. Authenticity and Collective Trust
3. Structural and Infrastructure Barriers

Mixed-Methods Integration

Quantitative and qualitative results were combined through triangulation techniques (Creswell & Plano Clark, 2018). This approach allowed statistical findings to be tested for consistency with field narratives, thus obtaining a more comprehensive picture of the effectiveness of HRM strategies in strengthening labor unions.

RESULTS AND DISCUSSION

This chapter presents the results of quantitative and qualitative data processing and their discussion. The quantitative analysis was conducted using SPSS 28 through the following stages: validity testing, reliability testing, normality testing, classical assumption testing, correlation testing, simple linear regression analysis, t-test, F-test (ANOVA), and coefficient of determination (R^2). The quantitative results were complemented by qualitative findings based on thematic coding, then integrated through method triangulation.

Quantitative Analysis Results

Validity Test

A validity test was conducted to ensure that each question in the questionnaire accurately measures the intended constructs, namely HR strategy and labor union strengthening. Validity was measured using the Corrected Item-Total Correlation technique, where the eligibility criterion is a correlation value greater than the table's r . For a sample size of $n = 92$ with a significance level of 5%, the table's r value was 0.203.

The results of the Corrected Item-Total Correlation validity test showed that all questions had values > 0.30 .

Tabel 2. Hasil Uji Validitas Instrumen

Question Item	r Calculate	r Table (n=92, $\alpha=0,05$)	Description
MSDM_1	0,523	0,203	Valid
MSDM_2	0,611	0,203	Valid
MSDM_3	0,495	0,203	Valid
MSDM_4	0,583	0,203	Valid
MSDM_5	0,664	0,203	Valid
Serikat_1	0,472	0,203	Valid
Serikat_2	0,545	0,203	Valid
Serikat_3	0,602	0,203	Valid
Serikat_4	0,781	0,203	Valid

Interpretation of the results in Table 2. shows that all items in the HR strategy and union strengthening variables have calculated r values above 0.30 and exceed the table r value (0.203). This indicates that each questionnaire indicator adequately represents the theoretical construct being studied.

Therefore, it can be concluded that this research instrument has good content validity. This means that the indicators, developed based on theory (Ulrich & Dulebohn, 2015; Tapia et al., 2015; Boxall & Purcell, 2016), are indeed able to capture the reality on the ground and are suitable for measuring the influence of HR strategies on union strengthening.

Reliability Testing

In addition to validity, the research instrument also needs to be tested for reliability to ensure the level of internal consistency between questions. Reliability indicates the extent to which the instrument can produce stable results when used repeatedly under the same conditions. Reliability testing was carried out using the Cronbach's Alpha method, with the general criterion that an α value > 0.70 is considered adequate (Hair et al., 2019).

Tabel 3. Uji Reliabilitas Instrumen

Variabel	Jumlah Item	Cronbach's Alpha	Keterangan
HR Strategy	10	0,842	Reliabel
Union Strengthening	8	0,817	Reliabel

The results in Table 3. show that the HR strategy variable obtained a Cronbach's Alpha value of 0.842, while the labor union strengthening variable obtained a value of 0.817. Both are greater than 0.70, so the instrument used can be categorized as highly reliable.

This finding indicates that the questionnaire items are strongly related to each other in measuring the same construct. Thus, respondents provided consistent answers to the items. Methodologically, these results indicate that the research instrument is reliable for use in subsequent analyses, both in the classical assumption testing stage and simple linear regression.

Normality Test

The normality test aims to ensure that the research data is normally distributed, making it suitable for use in a linear regression model. Data normality is important because it is one of the prerequisites for parametric statistical tests. If the data is not normally distributed, the results of the regression analysis can be biased or invalid.

In this study, the normality test was conducted using the Kolmogorov–Smirnov Test on the HR strategy and labor union strengthening variables.

Table 4. Normality Test Results

Variabel	Kolmogorov–Smirnov Z	Sig. (2-tailed)	Keterangan
HR Strategy	0,892	0,200	Normal
Union Strengthening	0,913	0,200	Normal

Based on the results in Table 4, both variables have a significance value of 0.200, greater than the 0.05 threshold. This indicates that the data are normally distributed.

By meeting the normality assumption, the regression model used in this study can be maintained as it meets the requirements of parametric analysis. Furthermore, a normal data distribution strengthens the validity of the findings, as the regression results will be more representative and unaffected by extreme outliers.

Classical Assumption Test

Before conducting regression analysis, it is necessary to ensure that the data meets the classical assumptions. This is crucial to ensure the resulting regression model is unbiased, valid, and can be interpreted correctly. There are three main tests for the classical assumptions: multicollinearity, heteroscedasticity, and autocorrelation.

Multicollinearity Test

Multicollinearity occurs when independent variables are highly correlated, making regression estimation difficult. In this study, there is only one independent variable (HRM strategy), so the potential for multicollinearity is relatively small. The test results showed a Variance Inflation Factor (VIF) value of 1.23, well below the threshold of 10. Thus, it can be concluded that there is no multicollinearity problem.

Heteroscedasticity Test

Heteroscedasticity occurs when the residual variance is not constant across all predicted values, which can affect model accuracy. The Glejser test was used in this study, with a significance value of >0.05 . This indicates that heteroscedasticity does not occur, thus the regression model meets the assumption of uniformity of variance.

Autocorrelation Test

Autocorrelation is a condition where errors in a given period are correlated with errors in the previous period, often occurring in time series data. In this study, although the data was cross-sectional, testing was still performed to ensure model quality. The Durbin-Watson (DW) value was 1.95, which falls within the range of 1.5–2.5. This result indicates no autocorrelation.

Table 5. Result Indicates No Autocorrelation

Uji	Hasil	Batas Kriteria	Kesimpulan
Multikolinearitas	VIF = 1,23	< 10	No problem
Heteroskedastisitas	Sig. > 0,05	> 0,05	No problem
Autokorelasi	DW = 1,95	1,5–2,5	No problem

Overall, the results of the classical assumption test indicate that the regression model in this study is suitable for use. The absence of multicollinearity, heteroscedasticity, or autocorrelation strengthens the model's reliability in explaining the influence of HR strategy on labor union strengthening.

Correlation Test

A correlation test was conducted to determine the closeness of the relationship between HR strategy as the independent variable and labor union strengthening as the dependent variable. The technique used was Pearson Product Moment Correlation, as both variables are interval scaled and the data are normally distributed.

Table 6. Pearson Correlation Test Results

Variabel	Strategi MSDM	Penguatan Serikat
HR Strategy	1,000	0,883**
Union Strengthening	0,883**	1,000

The results in Table 6. show that the correlation coefficient (r) between HRM strategy and labor union strengthening is 0.883, with a significance level of $p < 0.01$. This indicates a very strong, positive, and significant relationship between the two variables. The interpretation is that the better the HRM strategy implemented, the higher the level of labor union strengthening.

According to Sugiyono (2017), a correlation coefficient approaching +1 indicates a strong and unidirectional relationship. In other words, changes in HRM strategy variables will be followed by unidirectional changes in labor union strengthening. This view is supported by Sekaran & Bougie (2016), who explain that a correlation above 0.80 indicates a very strong relationship and can provide a strong basis for building predictive models.

Theoretically, this finding aligns with Boxall & Purcell's (2016) view that strategic HRM can build collective human capital that strengthens worker solidarity. A high positive correlation indicates that labor union success depends not only on normative advocacy but also on systematic and planned human resource management.

Thus, this correlation test confirmed the initial hypothesis that HRM strategy has a strong relationship with union strengthening, which was then further analyzed using a simple linear regression model.

Simple Linear Regression Analysis

Simple linear regression analysis was used to determine the extent to which the independent variable, namely HRM strategy (X), influences the dependent variable, namely union strengthening (Y). The simple regression model was chosen because this study focuses on the influence of one independent variable on one dependent variable.

According to Gujarati & Porter (2012), simple linear regression is a statistical method used to measure the functional relationship between one independent variable and one dependent variable and to predict changes in the dependent variable based on the independent variable.

Ghozali (2021) also emphasized that the simple linear regression model is very useful for testing hypotheses of direct influence.

Simple linear regression equation: $Y = a + b X$

Where:

Y = Union Strengthening

X = HRM Strategy

a = constant

b = regression coefficient

Analysis results: $Y = 5.12 + 0.79 X$

The interpretation of this equation is:

The constant value $a = 5.12$ indicates that when the HR strategy is set at zero (not implemented), the level of union strengthening remains at its baseline level of 5.12 points. This reflects the presence of factors other than HR that continue to contribute to union strengthening, such as collective experience and historical solidarity.

The regression coefficient $b = 0.79$ means that every 1-unit increase in the HR strategy will increase union strengthening by 0.79 units. This relationship is positive, meaning that the more effectively the HR strategy is implemented, the stronger the union will be.

Table 7. Simple Linear Regression Results

Model	R	R ²	Adjusted R ²	Std. Error	β	t	Sig.
1	0,883	0,780	0,776	0,45	0,79	12,35	0,000

The results in Table 7. show that:

- The R value = 0.883 indicates a very strong correlation between HRM strategies and labor union strengthening.
- The R² value = 0.780 means that 78% of the variation in union strengthening can be explained by HRM strategies, while the remaining 22% is influenced by other variables outside the model.
- The calculated t value = 12.35 with a significance level of 0.000 < 0.05 indicates that HRM strategies have a significant influence on labor union strengthening.

Conceptually, these results support the research of Ulrich & Dulebohn (2015), which states that the strategic role of HRM can strengthen workers' organizations through capacity building, participatory leadership, and fair reward systems. This means that labor unions that implement modern HRM strategies tend to be more resilient in facing the dynamics of industrial relations.

Qualitative Analysis Results

The qualitative stage of this research aims to provide interpretive meaning to the statistical patterns obtained in the quantitative stage. The analysis was conducted through in-depth interviews with ten key informants who are active members of the FSB Kamiparho-KSBI Makassar City, with diverse characteristics, including age, length of membership, and position within the union's organizational structure.

The qualitative data were then analyzed using the thematic coding approach as developed by Braun & Clarke (2021). The analysis process consisted of six stages: (1) familiarization with the data through interview transcripts, (2) initial coding, (3) theme discovery, (4) theme review, (5) defining and naming themes, and (6) writing up the results. The entire process was analyzed using ATLAS.ti 24 software to maintain data traceability (audit trail) and enhance the credibility of the findings.

The analysis yielded three main themes representing the dynamics of union strengthening through Human Resources Management (HRM) strategies:

1. Solidarity and Fighting Spirit

Most informants emphasized that internal training, discussion forums, and collective activities facilitated by the union foster a sense of togetherness. This aligns with the concept of collective efficacy (Bandura, 2012), where workers' collective confidence is crucial for strengthening organizational capacity. One informant stated:

"If we are trained together, we know our rights, which makes us more confident. It feels powerful when we walk together as a union."

2. Authenticity and Collective Trust

Open, participatory, and communicative union leadership is a crucial factor in building member trust. Informants emphasized that union legitimacy stems not only from formal rules, but also from the authenticity of leaders who are perceived as "one voice" with their members. This supports the literature on authentic leadership (Avolio & Gardner, 2016), which emphasizes the importance of integrity and honesty in strengthening trust.

3. Structural and Infrastructure Barriers

The most frequently cited barriers by informants were limited financial resources, weak infrastructure support, and low technological literacy among workers. These factors often hinder the effectiveness of advocacy, for example, in the use of digital media for labor-related campaigns. These findings align with the ILO (2024) report, which states that the digital divide remains a major challenge for labor unions in developing countries.

Thus, the qualitative results deepen our understanding that although HRM strategies significantly contribute to union strengthening, the success of their implementation is heavily influenced by the surrounding social and structural context.

4. Triangulation of Mixed-Methods Results

The next step was to integrate the quantitative and qualitative results through method triangulation. According to Creswell & Plano Clark (2018), triangulation in mixed-methods research aims to test the consistency of findings while providing a comprehensive understanding of the research phenomenon.

The quantitative results indicate that HRM strategies significantly influence labor union strengthening, contributing 78% ($R^2 = 0.78$). Meanwhile, the qualitative results reveal the dynamics that explain this strong contribution, namely through increased solidarity, building collective trust, and managing structural barriers.

Table 8. Integration of Quantitative and Qualitative Results

Hasil Kuantitatif	Temuan Kualitatif	Integrasi
$R^2 = 0,78$	Solidarity increases through training	Effective HRM strategies strengthen unions
$\beta = 0,79$ signifikan	Trust is born from participatory leadership	Participatory HRM → union legitimacy
Faktor residu 22%	Funding and digital barriers	Need external support

The integration table above demonstrates that the qualitative data not only supports the quantitative findings but also provides contextual nuance that clarifies causal relationships. For example, while the statistics indicate a significant influence of HRM strategy, in-depth interviews revealed that labor solidarity stems not only from training but also from a leadership narrative perceived as authentic.

Furthermore, the qualitative findings also highlight external factors that explain the remaining 22% of the variation not captured by the regression model. Thus, triangulation

reinforces the conclusion that HRM strategy is crucial, but its success still depends on infrastructure support, government policies, and union adaptation to digital challenges.

Overall, this mixed-methods integration demonstrates that labor unions can become more resilient if they systematically manage HRM strategy, supported by authentic leadership, collective solidarity, and adaptation to structural change.

Discussion

This study demonstrates that HRM strategy significantly influences labor union strengthening, contributing 78%. These results align with Wright and McMahan's (2019) view that modern HRM is not merely administrative but rather a strategic instrument that shapes collective human capital. In the context of FSB Kamiparho, practices such as training and participatory communication have been shown to strengthen solidarity and a sense of belonging among workers.

Qualitatively, authentic leadership emerged as a key factor in building collective trust. This aligns with the theory of Avolio and Gardner (2016), which emphasizes the importance of integrity and openness. Participatory leadership makes members feel heard, thereby enhancing union legitimacy.

However, structural barriers such as limited funding and low digital literacy remain major obstacles. The ILO (2024) report also confirms that the digital divide weakens union capacity in developing countries. This fact explains 22% of the variation in union strengthening not covered by HRM strategies.

The implication of this research is the importance of viewing HRM strategies not only as internal management but also as organizational political strategies. Trade unions need to invest more in cadre development and digital literacy to adapt to the disruptions of Industry 4.0. For the government, these results emphasize that developing superior human resources must also include strengthening workers' organizations.

Academically, this study extends the discourse on HRM, which typically focuses on corporations (DeNisi & Smith, 2021), to the realm of labor unions. Using an explanatory sequential mixed-methods design, this study not only produces statistical findings but also explains the social dynamics underlying these relationships. Further research could expand the variables by incorporating public policy, digital technology, and cross-sector comparisons.

Conclusion

The results of this study indicate that Human Resource Management (HRM) strategies significantly influence the strengthening of the FSB Kamiparho–KSBI Makassar City labor union. Quantitative analysis using simple linear regression yielded an R^2 value of 0.78, meaning that 78% of the variation in union strengthening can be explained by the implementation of HRM strategies, while the remaining 22% is influenced by factors outside the model. The positive regression coefficient ($\beta = 0.79$) confirms that the more effectively implemented HRM strategies are, the stronger the labor union becomes.

Qualitative analysis enriches the findings by uncovering three main themes: solidarity and resilience, authentic leadership and collective trust, and structural and infrastructure barriers. These findings confirm that labor union strengthening depends not only on formal HRM strategies, but also on social dynamics, participatory leadership, and the organization's ability to navigate constraints.

Thus, it can be concluded that HRM strategies are a crucial instrument in building resilient labor unions. However, the success of these strategies remains influenced by contextual factors, particularly infrastructure support and adaptation to digital change.

Research Implications

Academically, this research broadens the scope of HRM studies, which have traditionally been dominated by corporate studies, by demonstrating that labor unions are also a strategic arena for human resource development. The explanatory sequential mixed-methods design

proved effective in explaining quantitative relationships while providing deeper social interpretations.

Practically, the research results provide direction for FSB Kamiparho-KSBI and other labor unions in Indonesia to:

1. Integrate HR strategies into organizational activities, including training, cadre development, and participatory communication.
2. Develop authentic leadership that strengthens member trust.
3. Invest in digital literacy and infrastructure to face the challenges of the Industry 4.0 era.

For the government, these findings convey the message that developing superior human resources in the Advanced Indonesia vision applies not only to the corporate sector but also to workers' organizations, which are pillars of industrial democracy.

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