

The Impact Of Human Resource Analysis on International Migration of Indonesian Workers: Recruitment Strategies in Multinational Companies

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Abstract

Indonesia is included in the category of developing countries and third world countries with characteristics that are not much different from other developing countries. Indonesia is one of the countries with a high birth rate and 69% of the population is of productive age. Indonesia's population currently stands at 281,603.8 (Bps, 2024). Indonesia has a population of 283.49 million in January 2025. This is up from 281,190,067 in 2023. International migration of workers is a significant phenomenon in the era of globalization, especially for developing countries like Indonesia. International migration of workers has become an important research topic in economic and social studies.. This study aims to improve the quality of life by studying methods to accommodate migration to Indonesia until January 2025. Data collection is done through the document study technique, gathering data from relevant documents, such as government reports, migration policies, and placement statistics. This data will provide additional context to understand the migration phenomenon more broadly. Through a qualitative approach and case study method, this study aims to provide an in-depth understanding of the accommodation of Indonesian migrant workers, as well as exploring the challenges and opportunities they face. This study aims to produce analysis factors that influence affecting international migration of indonesian workers. In this study, various theories are utilized as a basis for examining the phenomenon in question. The most significant among these theories is migration theory, which is understood as the movement of individuals across regional boundaries to other regional boundaries within a specified time frame.



Migration may be permanent or temporary, internal or international, with or without establishing residence in the arrival area.

Keywords: International migration, economic, social, political, cultural factor.

INTRODUCTION

Developing countries face similar problems and difficulties, both domestically and internationally, which are commonly known as underdevelopment (Todaro, 1998). Indonesia is included in the category of developing countries and third world countries with characteristics that are not much different from other developing countries. However, there is one striking difference, namely the large population. With a population of 261,115,456 people in 2016 (World Bank), Indonesia is the fourth most populous country in the world. According to Mortensen (1986), the availability of jobs is a very important factor, especially considering the very large population. The availability of jobs is influenced by the number of existing businesses and the dynamics of the business cycle (Andolfatto, 1996). If the availability of jobs is insufficient, job searches will shift to other places that offer job opportunities. In the era of advanced globalization, international labour migration has become one of the social phenomena involving many countries, including Indonesia. Since the early 2000s, the number of Indonesian workers choosing to work abroad has continued to increase significantly. This figure reflects not only the need for individuals to improve their standard of living, but also the impact of economic and social changes taking place within the country. Indonesia's international labor migration has become a significant phenomenon in recent decades. As the global economy develops and the demand for labor increases in various countries, many Indonesian workers choose to leave the country in search of better opportunities. This phenomenon not only impacts the individuals who immigrate, but also affects the Indonesian economy and society as a whole.

The world's population has reached 8.19 billion with a growth rate of 0.87%. The population growth rate in the world has gradually decreased. The fourth most populous country in the world is Indonesia. Indonesia has a population of 284 million people and an area of 1.9 million square kilometers. Indonesia is one of the countries with a high birth rate and 69% of the population is of productive age. Indonesia's population currently stands at 281,603.8 (Bps, 2024). Indonesia has a population of 283.49 million in January 2025. This is up from 281,190,067 in 2023.



International migration of workers is a significant phenomenon in the era of globalization, especially for developing countries like Indonesia. Many Indonesian workers choose to seek opportunities abroad, triggered by various factors, including unstable economic conditions, job market uncertainty, and the desire to improve their quality of life and access to better education (Cohen, 2017). According to data from the Central Bureau of Statistics (BPS), the number of Indonesian migrant workers continues to increase from year to year, creating both challenges and opportunities for countries of origin and destination (BPS, 2022). This migration not only impacts individuals, but also economic growth and social development in Indonesia.

Table 1. Indonesian Migrant Worker Placement Data for 2023-2025

Tahun	Jumlah
2023	24.105
2024	27.211
2024	25.643

Source: bp2mi.go.id, Data processed 2025

The table above shows that as of January 2025, there were 25,643 placements, which represents a decrease of 5.76% from January 2024. Of all these placements, P to P placements reached 79.62%, while placements through the G to G scheme reached 2.24% of placements. When viewed by gender, the placement of Indonesian migrant workers in January 2025 was dominated by women as many as 15,500 placements (60.45%), up 9.03% from the previous month which amounted to 14,216 placements.

Table 2. Placement of Indonesian Migrant Workers January 2025

Country	December 2024	January 2025
Malaysia	7.890	8.014
Hong Kong	6.937	7.245
Taiwan	5.550	5.516
Singapura	1.080	1.161
Jepang	962	1.122
Negara Lainnya	2.686	2.585

Source: bp2mi.go.id, Data processed 2025



The placement of Indonesian migrant workers in January 2025 was 25,643, and concentrated in Malaysia, Hong Kong, Taiwan, Singapore, and Japan with a total placement of 23,058 or 89.92% of all placements. In January 2025, the number of placements of Indonesian migrant workers reached 25,643 people. This figure shows a significant increase in the placement of migrant workers, reflecting strong demand from destination countries. Of the total placements, most were concentrated in five main countries, namely Malaysia, Hong Kong, Taiwan, Singapore and Japan. Of the total 25,643 migrant workers placed in January 2025, 23,058 people or around 89.92% of all placements were concentrated in these five countries. This shows that most Indonesian migrant workers choose to work in countries that have proven to provide good opportunities and relatively more favorable working conditions.

Many factors influence labor migration decisions, ranging from economic, political, social, and cultural conditions. Economic factors, such as low wages and high levels of poverty at home, often encourage workers to seek employment abroad. On the other hand, social and cultural factors, including community networks in the destination country and the hope of a better life, also play an important role in the migration process. In addition to economic factors, political conditions and government policies also play an important role in labor migration. Political instability, lack of legal protection for workers, and unsupportive policies can encourage individuals to seek opportunities in other countries.

In the context of HRM, it is important to understand how existing policies and practices can support successful labor migration. Effective HRM should include skills development, training, and provision of information needed by potential migrants. By enhancing workers' skills and capabilities, they will be better prepared to face the challenges in the destination country and be able to contribute maximally in the workplace. However, while labor migration provides many opportunities, migrant workers also face various challenges, including lack of legal protection, potential exploitation, and difficulties in adapting to new environments. Therefore, attention from the government, private institutions, and non-governmental organizations is crucial to ensure protection for migrant workers as well as to optimize their contribution to Indonesia's economic development.

In the face of these challenges, multinational companies need to develop effective recruitment strategies to attract and retain talent. In this context, HR analytics is becoming an increasingly important approach. HR analytics allows companies to collect, analyze, and interpret employee-related data to make better decisions in terms of recruitment,



development, and retention (Marler & Boudreau, 2017). With the implementation of HR analytics, companies can identify patterns and trends related to workers' decision to migrate, and design strategies that can reduce migration rates and increase employee satisfaction. This study aims to explore the impact and factors of human capital analytics on international migration of Indonesian workers. By understanding how multinational companies implement data-driven recruitment strategies, this research seeks to provide insights into ways to improve recruitment and retention effectiveness. In addition, this research will also analyze the factors that influence workers' decision to migrate, as well as the policy implications that can be taken by companies and relevant stakeholders.

LITERATURE REVIEW

International migration of workers has become an important research topic in economic and social studies. According to IOM (International Organization for Migration, 2020), migration is often triggered by economic, social and political factors, where workers seek better opportunities in the destination country. In the Indonesian context, the BPS report (2022) shows that many migrant workers come from diverse educational backgrounds, with the main motivation being to improve income and quality of life. HR analytics is an increasingly popular approach in human resource management, where data and analysis are used to make better decisions. According to Levenson (2018), implementing HR analytics can help companies understand employee behavior patterns and predict future workforce needs. By utilizing data, companies can identify factors that influence employee retention and satisfaction, which is particularly relevant in the context of worker migration. An effective recruitment strategy is essential for multinational companies to attract and retain talent. According to Breugh (2013), companies must develop a recruitment process that not only attracts quality candidates, but also considers the needs and expectations of employees. Research by Kahn (1990) highlights the importance of work-life balance in improving employee satisfaction and commitment, which can have a direct effect on migration decisions. Several studies have shown that implementing HR analytics can improve employee retention. According to Marler and Boudreau (2017), companies that use data analytics to understand employee needs and expectations tend to have higher retention rates. This suggests that with the right strategy, companies can minimize the number of worker migrations, especially in the context of multinational companies operating in a competitive global market.

Another theory put forward by Todaro (1998) highlights that economic factors frequently act as the catalyst for migration. He contends that migration happens due to

193



the disparity between anticipated income and actual income received in rural versus urban regions. The fundamental premise is that migrants will assess the different job prospects available and aim to optimize their expected advantages from migration. According to this theory, individuals will depart when their anticipated income in the city surpasses the average income in the village. The four primary features of the Todaro migration model are: 1. Rational economic factors are typically the principal motivation for migration, which includes an analysis of the benefits and costs, both monetary and psychological. 2. The choice to migrate is swayed by the "expected real wage," where the "expected" difference is shaped by the interplay of two factors, specifically the variation in wage patterns in the village and the chances of securing employment in the city. 3. The likelihood of finding a job in the city is inversely associated with the unemployment rate present there. 4. Migration rates that surpass the growth rate of job opportunities in urban settings are highly probable. Elevated unemployment rates in urban regions are unavoidable due to the substantial disparity in economic opportunities between urban and rural areas in nearly all developing nations.

HR analytics is an emerging approach in human resource management that leverages data analysis to inform decision-making. Levenson (2018) argues that the application of HR analytics can help organizations understand employee behavior patterns and predict future workforce needs. By utilizing data, companies can identify the factors influencing employee retention and satisfaction, which is particularly relevant in the context of worker migration.

RESEARCH METHOD

This study aims to improve the quality of life by studying methods to accommodate migration to Indonesia until January 2025. Quality assurance is provided because it can show the rapid development of the migration phenomenon in the long term. By applying this method, one can determine the factors that contribute to migration, increase migration opportunities, and assess the migration situation both individually and collectively in Indonesia. The case study method was used to provide a comprehensive picture of the experiences of migrant workers in several key destination countries, such as Malaysia, Hong Kong, Taiwan, Singapore and Japan. By focusing on a few specific cases, this research aims to explore variations in the migration experience and to understand the social, economic and cultural contexts that influence the process of migration. Data collection is done through the document study technique, gathering data from relevant documents, such as government reports, migration policies, and placement statistics.

194

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This data will provide additional context to understand the migration phenomenon more broadly. Through a qualitative approach and case study method, this study aims to provide an in-depth understanding of the accommodation of Indonesian migrant workers, as well as exploring the challenges and opportunities they face. The findings of this study are expected to form the basis for developing more effective policies in managing migration and protecting migrant workers in Indonesia.

RESULT AND DISCUSSION

Destination Country of Indonesian Migrant Workers

According to the BP2MI, Indonesian migrant workers have recognized the following nations as their migration targets: Malaysia, Hong Kong, Taiwan, Singapore and Japan, and other countries. Besides being geographical close to Indonesia, there are factors that lead migrant workers from Indonesia to select these countries as their primary option for employment opportunities (bp2mi, 2025).

Malaysia has become the top destination country for Indonesian workers. The choice of Malaysia as a migration target for work is attributed to: (1) the challenges of finding employment in Indonesia; (2) the desire to gain initial experience as migrant workers; (3) shared language and culture with migrant workers; (4) higher salaries compared to working in Indonesia; (5) and its geographical closeness to Indonesia. Analyzing the reasons behind the migrant workers to Malaysia, it is showed that the primary influence factors are the challenges associated with finding employment in Indonesia and the low wages earned by workers in the country. Conversely, those led workers to select Malaysia included the commonality of culture and language with workers, increased job opportunities, and significantly higher wages compared to jobs available in Indonesia. Additionally, Indonesian migrant workers opted for Hong Kong as an employment destination for these reasons: (1) a stronger currency value, (2) higher salaries than those available in Indonesia and various other nations; (3) a high tolerance; (4) an abundance of holidays compared to other countries, providing opportunities for relaxation and tourism; (5) the availability of higher wages utilized to construct a house and support their family; and (6) a favorable working environment (bp2mi, 2025).

Influence Factors of Indonesian Migrant

Based on framework of this study, the different elements that motivate migrant workers to select the destination country, this study's data indicates that there are multiple influencing factors. An analysis of the factors that influence the decisions of Indonesian

195



migrant workers abroad can be summarized from four aspects: economic, social, political, and cultural.

Economic Factors

Economic factors, such as low wages and high levels of poverty at home, often encourage workers to seek employment abroad. One of the primary motivations for migration is the significant difference in wages between Indonesia and destination nation. One of the primary motivations for migration is the wage disparity between Indonesia and destination countries. According to the World Bank (2022), average wages in Indonesia remain significantly lower than those in neighboring countries, prompting individuals to seek better financial prospects abroad. Based on data, domestic workers in Malaysia or Hongkong earn three to five times more than in Indonesia. This wage gap serves as a major pull factor, attracting workers despite potential risks and challenges. In addition, high unemployment rates in Indonesia, particularly in rural areas, push workers to seek jobs abroad. The lack of stable employment opportunities and low wages in local industries contribute to their decision to migrate. Many workers reported difficulty securing long-term employment in Indonesia, leading them to explore opportunities overseas. Limited job opportunities and underemployment in Indonesia push workers toward overseas employment. Suryahadi et al. (2019) found that rural areas experience high unemployment rates, compelling many to seek jobs overseas in sectors such as domestic work, construction, and manufacturing. Fluctuations in Indonesia's economy, rising inflation, and increasing living costs were cited as key factors influencing migration. Many workers expressed concerns over financial security, especially those supporting families. Migration offers a means to achieve financial stability and improve their households' economic conditions. The demand for Indonesian workers varies across sectors and countries. Malaysia and the Middle East continue to require a steady influx of low-skilled labor, while Taiwan and South Korea attract skilled workers for specialized industries (IOM, 2022).

Social Factors

On social factors, support from family and friends played an important role. Many Indonesian workers migrate due to familial expectations and obligations. Families often encourage migration as a means to improve financial stability and provide better opportunities for children. Research by Setyawati (2021) highlights that family pressure often motivates individuals to pursue overseas employment. Some workers reported

196



feeling pressure to migrate to support aging parents or pay for siblings' education. Established migration networks play a crucial role in facilitating labor migration. Many workers have relatives or friends who have migrated before, providing them with crucial information, financial assistance, and emotional support. These networks reduce migration risks and encourage others to follow similar paths. According to Raharto (2020), strong social networks help reduce migration risks and ease the transition to new environments. Cultural attitudes toward migration significantly shape individuals' decisions. Migrants often face difficulties in adjusting to new cultural norms, languages, and workplace expectations. Studies by Wahyuni (2022) emphasize the importance of cultural orientation programs to assist Indonesian migrants in integrating into host societies.

Political Factors

Political conditions and government policies are crucial role in labor migration. Government policies and labor migration laws play a crucial role in facilitating or restricting migration. Indonesia has implemented policies to regulate migrant labor, including recruitment procedures and worker protections. However, bureaucratic inefficiencies, high migration costs, and cases of undocumented migration remain challenges that affect workers' decisions to migrate. Indonesian government policies, including the Migrant Workers Protection Law (No. 18 of 2017), significantly influence migration trends. These policies regulate recruitment agencies, worker rights, and social protections for migrants (Indonesian Ministry of Manpower, 2022). Political stability in both Indonesia and host countries influences migration trends. In times of political uncertainty or policy changes, migration patterns may shift. For example, labor bans imposed by the Indonesian government as a reaction to reported abuses of migrant workers in the Middle East have directly impacted migration flows. Additionally, unstable political environments in host countries may deter workers from migrating due to safety concerns. Bilateral labor agreements between Indonesia and destination countries determine migration conditions, work permits, and legal protections. For instance, agreements with Malaysia and Saudi Arabia address worker rights and dispute resolution mechanisms (ASEAN Migration Report, 2021). According to Setiawan (2020), political unrest in Indonesia has historically contributed to increased labor migration.



Cultural Factors

Community networks in the destination country and the hope of a better life, also play an necessary in the migration process. One of the primary challenges faced by Indonesian migrants is language differences in host countries. Limited language proficiency can hinder employment opportunities, social integration, and access to essential services. Studies by Wahyudi (2021) indicate that language training programs significantly improve migrants' adaptation experiences. Cultural expectations and social behaviors vary across different societies. Indonesian migrants often experience cultural shocks when adjusting to the norms of their host countries. According to Suryanto (2019), pre-departure cultural orientation programs help migrants navigate cultural differences and enhance their adaptation. In terms of culture, although 50% of respondents stated that Malaysian culture is not too different from Indonesian culture, This confirms that despite cultural similarities, differences and diversity still provide added value for migrant workers in their daily lives.

CONSLUSION

This study aims to produce analysis factors that influence affecting international migration of indonesian workers. In this study, various theories are utilized as a basis for examining the phenomenon in question. The most significant among these theories is migration theory, which is understood as the movement of individuals across regional boundaries to other regional boundaries within a specified time frame. Migration may be permanent or temporary, internal or international, with or without establishing residence in the arrival area. Migrant workers decide to migrate influenced by their personal relationship networks, previous experiences, and beliefs. There are four key factors affecting migration patterns. The push factors from the migrant worker's home country include low wages, limited job opportunities, and poor social accessibility for individuals in the country of origin. The pull factors in the receiving country consist of attractive salaries, low unemployment rates, and a tendency to depart from the home country.

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