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The Influence Of Trade Unions And Collective Bargaining Agreements On Improving Employee Performance At Pt Wijaya Karya Industri Energi (Winner)

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Abstract

Employee performance is one of the key factors determining a company's success in achieving its organizational goals. Performance improvement is influenced not only by individual factors but also by the quality of industrial relations between employees and the company. Therefore, this study aims to analyze the influence of the role of labor unions and collective bargaining agreements on employee performance at PT Wijaya Karya Industri Energi (WINNER). This study employs a quantitative approach using an associative research method. The independent variables examined are the role of labor unions (X1) and collective bargaining agreements (X2), while the dependent variable is employee performance (Y). Research data were collected through the distribution of questionnaires to employees of PT Wijaya Karya Industri Energi (WINNER). Subsequently, the data were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination analysis with the aid of SPSS software. The results of this study are expected to provide insight into the relationship between the role of labor unions, collective bargaining agreements, and employee performance

Keywords: Role of Labor Unions, Collective Bargaining Agreements, Employee Performance, Industrial Relations.

INTRODUCTION

Human resources are one of the key factors determining a company's success in achieving its organizational goals. A company may possess advanced technology, capital, and sound business strategies, but none of these resources will function optimally

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without the support of high-performing employees. Employee performance is a key indicator because it is directly related to productivity, work quality, discipline, accountability, and the company's ability to meet its established targets. Therefore, human resource management focuses not only on individual employee capabilities but also on work systems and the quality of industrial relations fostered within the company.

Labor market trends in Indonesia indicate that the management of labor relations remains a critical issue. The Central Statistics Agency reports that Indonesia's labor force in February 2026 reached 154.91 million people, an increase of 1.862 million compared to February 2025. The sheer size of the labor force indicates that labor relations issues have far-reaching implications for workers, companies, and the national economy. If the relationship between workers and companies is not managed properly, the potential for conflict, low loyalty, decreased motivation, and weakened employee performance may increase (BPS, 2026).

On the other hand, the manufacturing sector remains a key sector in Indonesia's economy. Bank Indonesia noted that the performance of the manufacturing sector in the first quarter of 2026 was in an expansionary phase, with Bank Indonesia's Prompt Manufacturing Index standing at 52.03%. This indicates that industrial activity continues to trend positively and requires a workforce that is productive, disciplined, and capable of meeting targets. However, increased industrial activity can also lead to workplace pressures if not balanced by harmonious labor relations, clear labor regulations, and effective communication among employees, labor unions, and management (Bank Indonesia, 2026).

Industrial relations issues are also evident in data on labor disputes. According to data from the Ministry of Manpower, there were 599 cases of industrial relations disputes from January through March 2025, with 221 cases resolved through mediation or by a mediator. These figures indicate that conflicts between workers and companies remain a real issue in the Indonesian workplace. Industrial relations disputes can arise due to several factors, such as conflicting interests, unclear work regulations, poor communication, delays in fulfilling workers' rights, and suboptimal dispute resolution mechanisms in the workplace (Ministry of Manpower, 2025).

From a human resource management perspective, employee performance is influenced not only by individual abilities but also by organizational conditions and the labor relations established within the company. Harmonious industrial relations are a key factor because they can create a safe, fair, and productive work environment. According to Law of the Republic of Indonesia No. 13 of 2003 on Manpower, industrial relations are

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a system of relationships formed among the parties involved in the production of goods and/or services, involving employers, workers, and the government, and are based on the values of Pancasila and the 1945 Constitution of the Republic of Indonesia. Thus, industrial relations are not merely an administrative matter but also serve as the foundation for creating workplace stability and ensuring the sustainability of companies.

However, the role of labor unions does not always function optimally. Problems can arise when labor unions are unable to effectively facilitate communication between workers and management. Additionally, a change in union leadership without a proper transition process can weaken coordination, understanding of workers' issues, and the union's ability to advocate for employees' interests. These conditions can result in employee complaints not being properly conveyed or not receiving adequate follow-up. If this happens, employees may feel neglected, unprotected, and lose trust in the company's labor relations system.

In addition to labor unions, Collective Bargaining Agreements (CBAs) are also an important instrument in industrial relations. A CBA is an agreement between employers and labor unions that sets forth the terms of employment, rights, and obligations of each party. Under Law No. 13 of 2003 on Labor, employment agreements set forth the terms of employment, rights, and obligations of the parties. With a CLA in place, employment relationships have clearer guidelines because employees and companies have a written reference regarding rights, obligations, working hours, the wage system, benefits, workplace protection, and dispute resolution mechanisms.

Problems arise when the Collective Bargaining Agreement (CBA) is not updated, is not uniformly understood, or is not properly communicated to employees. An outdated CBA can lead to a mismatch between the agreement's provisions and the company's actual needs and labor market dynamics. Furthermore, a lack of understanding of the CBA's provisions can leave employees unclear about their rights and obligations. These conditions can reduce job security, undermine discipline, cause dissatisfaction, and ultimately impact employee performance. Therefore, the CBA cannot be viewed merely as a formal document, but as a strategic instrument for creating job security and healthy industrial relations.

This phenomenon was also observed at PT Wijaya Karya Industri Energi (WINNER). Based on an initial interview conducted on April 24, 2026, with a labor union representative, it was learned that the labor union at PT WINNER serves as a communication bridge between employees and the company, particularly in conveying concerns regarding the fulfillment of workers' rights. The mechanism for conveying these

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concerns involves collecting employee complaints, which are then forwarded to the Human Capital department to be discussed with management. This demonstrates that the labor union plays a vital role in fostering communication between workers and the company.

Nevertheless, the role of the labor union at PT WINNER has not yet been fully optimized. The labor union has been actively organizing since 2022, but its effectiveness has not yet reached its full potential due to the leadership transition process. Changes or adjustments to the union's leadership must be balanced with a solid understanding of the union's functions, communication mechanisms, and the contents of the collective bargaining agreement . If the leadership transition process does not proceed smoothly, internal coordination within the union may weaken, and its effectiveness in advocating for employees' interests may be compromised.

On the other hand, the Collective Bargaining Agreement (CBA) in effect at PT WINNER has generally served as a guideline for regulating labor relations between the company and its employees, particularly regarding the rights and obligations of each party. However, based on interview findings, the implementation of the CBA still faces obstacles because the CBA document has not been updated since 2022 and has not been a primary focus of management. This situation highlights a gap between the CBA's intended function as a guideline for labor relations and the reality of its implementation on the ground. In the proposal, this issue has also been linked to the suboptimal implementation of the labor union and the CBA, including in terms of communication, coordination, document updates, and the fulfillment of workers' rights.

This issue is important to study because labor unions and collective bargaining agreements (CBAs) should support improvements in employee performance. Labor unions serve as a channel for voicing workers' concerns and protecting their interests, while CBAs function as written guidelines that provide job security. If both of these aspects function effectively, employees will feel a sense of security, have clarity regarding the rules, and maintain trust in the company. These conditions can foster motivation, discipline, loyalty, and a sense of responsibility at work. Conversely, if labor unions are not functioning optimally and the collective bargaining agreement has not been updated to meet the company's needs, employees may face uncertainty regarding their rights, obligations, work targets, and dispute resolution mechanisms in the workplace.

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RESEARCH METHOD

This study employs a quantitative approach using an associative research method to analyze the relationship between independent and dependent variables through the testing of formulated hypotheses. A quantitative approach was chosen because the study focuses on measuring numerical data obtained from respondents, which is then analyzed using statistical techniques to provide an objective picture of the influence of the role of labor unions and collective bargaining agreements on employee performance at PT Wijaya Karya Industri Energi (WINNER). The independent variables in this study consist of the role of labor unions (X1) and collective bargaining agreements (X2), while the dependent variable is employee performance (Y).

The operationalization of each variable was developed based on relevant theory and broken down into dimensions, indicators, and statement items used as the basis for developing the research instrument. The variable of the role of labor unions was measured through the dimensions of protection of workers' rights, channeling of workers' aspirations, improvement of workers' welfare, resolution of labor disputes, and improvement of industrial relations. The collective bargaining agreement variable is measured through the dimensions of the rights and obligations of the parties, terms and conditions of employment, job protection and security, resolution of industrial relations disputes, and industrial relations. Meanwhile, the employee performance variable is measured based on the dimensions of work quality, work quantity, task execution, and responsibility. The data used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through the distribution of questionnaires to employees of PT Wijaya Karya Industri Energi (WINNER), while secondary data were obtained from various sources such as books, scientific journals, company documents, laws and regulations, and other references related to industrial relations, labor unions, collective bargaining agreements, and employee performance.

The study population consisted of all employees of PT Wijaya Karya Industri Energi (WINNER), while the sample was selected using probability sampling to ensure that every member of the population had an equal chance of being selected as a respondent. The sample size was determined based on the formula used in the study to ensure that the number of respondents was sufficient to represent the characteristics of the population. Data collection was conducted through a literature review and field research. The literature review involved gathering various theories, previous research findings, journals, books, and relevant documents to serve as the basis for developing the theoretical framework and research framework. Field research was conducted directly at the study

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site to obtain data reflecting actual conditions. The primary instrument used was a questionnaire designed based on the indicators for each research variable.

Each statement was measured using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree," allowing researchers to gain insight into respondents' perceptions of each indicator under study. Before being used as a data collection tool, the questionnaire was first subjected to validity and reliability tests to ensure that each item was capable of measuring the intended variable accurately and consistently. The results of the validity test showed that each item was deemed valid if its correlation value exceeded the predetermined critical value, while the reliability test was conducted using Cronbach's alpha coefficient, with the requirement that the alpha value exceed the minimum threshold for the instrument to be deemed reliable and suitable for use as a research tool.

The analysis began with descriptive statistics to describe the characteristics of the respondents and the distribution of responses for each research variable. This was followed by tests of classical assumptions, including tests for normality, multicollinearity, and heteroscedasticity, to ensure that the data met the requirements for multiple linear regression analysis. The normality test was conducted to determine whether the data are normally distributed; the multicollinearity test aimed to ensure there are no strong relationships among the independent variables; and the heteroscedasticity test was used to determine whether there is unequal variance in the residuals of the regression model. If all these assumptions are met, the analysis proceeds using multiple linear regression to determine the extent of the influence of labor unions and collective bargaining agreements on employee performance, both partially and simultaneously. The resulting regression equation is used to explain the direction and magnitude of the relationship among the study variables. Next, an analysis of the coefficient of determination (R^2) is conducted to determine the extent to which the independent variables can explain the variation in the dependent variable, while the remainder is influenced by other factors outside the research model. Hypothesis testing is performed using the t-test and the F-test.

The t-test was used to determine the partial effect of each independent variable on the dependent variable, while the F-test was used to determine the simultaneous effect of both independent variables on employee performance. Decisions were based on comparing the significance value with a significance level of 0.05; thus, the hypothesis was accepted if the significance value was less than 0.05 and rejected if it was greater than 0.05. Through these analytical steps, it is hoped that the results will objectively

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explain the relationship between the role of labor unions, collective bargaining agreements, and employee performance, thereby providing empirical evidence regarding the extent of the influence of these two independent variables on improving employee performance at PT Wijaya Karya Industri Energi (WINNER). Thus, all stages of the research—from the research , the determination of the research approach, the operationalization of variables, the identification of data sources, the selection of the population and sample, data collection, instrument validation, to data analysis and hypothesis testing, were carried out systematically to ensure that the research results possess a level of validity, reliability, and accuracy that is scientifically sound and contribute to the development of human resource management science, particularly as it relates to industrial relations, the role of labor unions, collective bargaining agreements, and the improvement of employee performance.

RESULT AND DISCUSSION

Testing Classical Assumptions

Normality Test

In this study, normality was assessed using the Normal Probability Plot (P-Plot) and the Kolmogorov-Smirnov test, specifically the two-tailed Monte Carlo test. According to Ghozali (2016), a valid Kolmogorov-Smirnov normality test requires the two-tailed Monte Carlo p-value to be greater than 0.05. The results of the normality test can be viewed at , as summarized in the output table below:

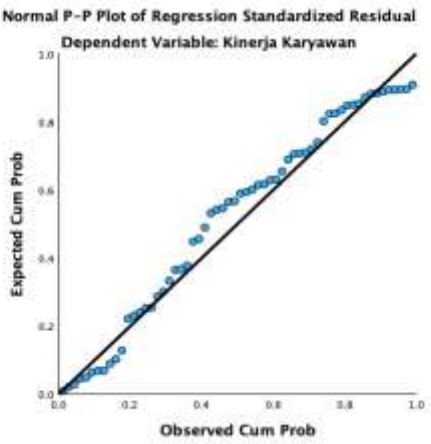


Figure 1: Normality Test Results
Source: Questionnaire Data Analysis Results Using SPSS 31

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Based on Figure 1, the Normality Test Results, which display the Normal P-P Plot of Regression Standardized Residuals, it can be seen that the regression residual points are scattered along and around the diagonal line. Most of the points are very close to the diagonal line, although there are slight deviations at some points in the middle and at the end of the graph. These deviations are still within reasonable limits and do not show any patterns that deviate extremely from the diagonal line. This indicates that the distribution of residuals in the regression model is close to a normal distribution.

The results of the normality test using the Normal P-P Plot method indicate that the regression model satisfies the assumption of normality. This is based on the criterion that if the residual points are scattered around the diagonal line and follow the direction of that line, then the residuals can be said to be normally distributed. Conversely, if the points are scattered far from the diagonal line or form a specific pattern, then the data do not satisfy the assumption of normality. The figure above shows that the distribution of the points does not form an abnormal pattern, so the assumption of normality can be accepted.

Since the normality assumption is met, the regression model used in this study is deemed suitable for further analysis using statistical tests, such as the partial test (t-test), the simultaneous test (F-test), and the coefficient of determination test (R^2). Therefore, it can be concluded that the residual data in this study are normally distributed, meaning that the regression model satisfies one of the classical assumptions and the results of the regression analysis can be relied upon as a basis for testing the research hypotheses.

Table 1 Results of the *One-Sample Kolmogorov-Smirnov* Test for Normality

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			60
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		3.16166839
Most Extreme Differences	Absolute		.060
	Positive		.060
	Negative		-.053
Test Statistic			.060
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.854
	99% Confidence Interval	Lower Bound	.845
		Upper Bound	.863

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: Questionnaire Data Analysis Results Using SPSS 31

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Based on the results of the One-Sample Kolmogorov-Smirnov normality test above, it is known that the sample size, or N, is 60 respondents. The Asymp. Sig. (2-tailed) value is 0.200. This value is greater than the significance level of 0.05, i.e., 0.200 > 0.05. Thus, it can be concluded that the residual data in this study are normally distributed. This means that the regression model satisfies the normality assumption, so the data are suitable for multiple linear regression analysis.

Multicollinearity Test

According to Ghozali (2016), a regression model can be considered free of multicollinearity if it has a tolerance value > 0.10 and a VIF value < 10.00. The following are the results of the multicollinearity test using SPSS 31:

Table 2 Results of the Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	13.465	8.260		1.630	.109		
	Peran Serikat Pekerja	.201	.094	.271	2.147	.036	.956	1.046
	Perjanjian Kerja Bersama	.297	.126	.298	2.357	.022	.956	1.046

a. Dependent Variable: Kinerja Karyawan

Source: Results of Questionnaire Data Analysis Using SPSS 31

Based on the results of the multicollinearity test in the Coefficients table, it is found that the variable “Role of Labor Unions” (X_1) has a Tolerance value of 0.956 and a Variance Inflation Factor (VIF) of 1.046. Meanwhile, the Collective Bargaining Agreement variable (X_2) also has a Tolerance value of 0.956 and a VIF of 1.046. According to the multicollinearity test criteria, a regression model is considered free of multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 10. Based on these results, both independent variables have Tolerance values > 0.10 and VIF values < 10; therefore, it can be concluded that there is no multicollinearity in the regression model. This indicates that the variables “Role of Labor Unions” and “Collective Bargaining Agreements” do not have a very strong relationship with one another, so each variable can adequately explain the dependent variable without causing multicollinearity issues. Thus, the regression model has met one of the classical assumptions and is therefore suitable for multiple linear regression analysis.

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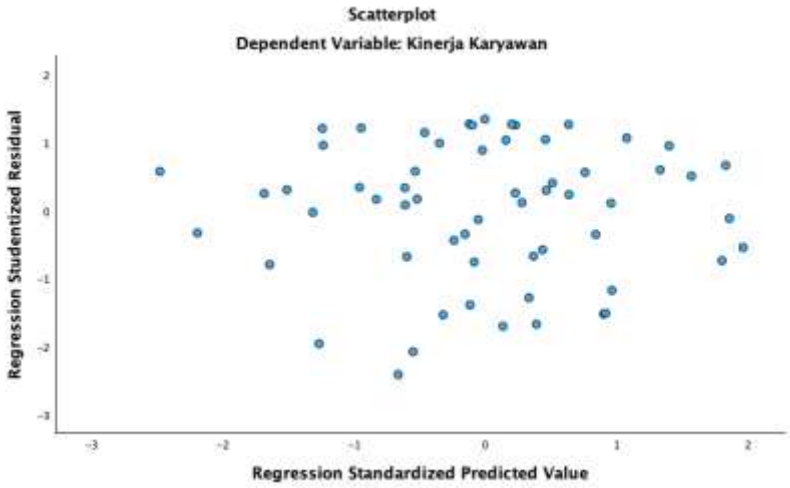
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Heteroscedasticity Test

The Heteroscedasticity Test aims to determine whether there is unequal variance among the residuals from one observation to another in a regression model. If the variance of the residuals varies from one observation to another, this is referred to as heteroscedasticity. A good regression model is one that does not exhibit heteroscedasticity (Ghozali, 2016). A test for heteroscedasticity can be performed using a scatterplot based on the following criteria:

a) If there is a specific pattern such as the data points forming a distinct pattern then heteroscedasticity is present.
b) If there is no clear pattern, and the data points are scattered above and below the 0 mark on the Y-axis, then there is no heteroscedasticity.

The following are the results of the scatterplot analysis using SPSS 31:



Source: Questionnaire Data Analysis Results Using SPSS 31
Figure 2: Scatterplot Test Results

Based on Figure 2: Scatterplot Test Results, it can be seen that the residual points are randomly scattered above and below the number 0 on the Y-axis (Regression Studentized Residual) and are spread along the X-axis (Regression Standardized Predicted Value). The distribution of these points does not form any specific pattern, such as a wavy, conical, flared, or regular pattern. This indicates that the residual variance tends to be constant for each predicted value.

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According to the criteria for testing heteroscedasticity using the scatterplot method, if the data points are randomly distributed and do not form a specific pattern, then the regression model is considered free of heteroscedasticity. Conversely, if the data points form a specific pattern such as a cone-shaped, flared, or wavy pattern then the regression model exhibits heteroscedasticity.

Based on the results of the scatterplot in the figure above, it can be concluded that the regression model does not exhibit heteroscedasticity. Thus, the regression model has satisfied one of the classical assumptions, so it can be used for multiple linear regression analysis, and the estimation results obtained can be considered valid and capable of providing good predictions regarding the relationship between the variables “Role of Labor Unions” (X_1) and “Collective Bargaining Agreements” (X_2) and “Employee Performance” (Y).

Multiple Linear Regression Analysis

The regression equation in this study was used to determine the extent of the influence of the independent variables namely, the Role of Labor Unions (X1) and Collective Bargaining Agreements (X2) on employee performance (Y). The multiple linear regression analysis was calculated using the following formula:

$$Y = a + b_1X_1 + b_2X_2 + e$$

The following are the results of the multiple linear regression analysis using SPSS 31:

Table 3 Results of the Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	13.465	8.260		1.630	.109
	Peran Serikat Pekerja	.201	.094	.271	2.147	.036
	Perjanjian Kerja Bersama	.297	.126	.298	2.357	.022

a. Dependent Variable: Kinerja Karyawan

Source: Questionnaire Data Analysis Results Using SPSS 31

Based on the values of the Unstandardized Coefficients (B), the following multiple linear regression equation was obtained:

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$$Y = 13{,}465 + 0{,}201X_1 + 0{,}297X_2$$

This equation can be interpreted as follows.

The constant (a) value of 13.465 indicates that if the variables "Role of Labor Unions" (X_1) and "Collective Bargaining Agreements" (X_2) are held constant—that is, if they do not change—then the value of "Employee Performance" (Y) is estimated to be 13.465.

The regression coefficient for the Trade Union Role variable (X_1) is 0.201, indicating that for every one-unit increase in Trade Union Role—assuming the Collective Bargaining Agreement variable (X_2) remains constant—Employee Performance (Y) will increase by 0.201 units. A positive regression coefficient indicates that the relationship between the Role of Labor Unions and Employee Performance is positive; thus, the better the Role of Labor Unions, the more Employee Performance tends to increase.

Furthermore, the regression coefficient for the Collective Bargaining Agreement variable (X_2) is 0.297, indicating that for every one-unit increase in the Collective Bargaining Agreement assuming the Trade Union Role variable (X_1) remains constant Employee Performance (Y) will increase by 0.297 units. A positive coefficient value indicates that the better the implementation of the Collective Bargaining Agreement, the more Employee Performance will improve.

Based on these regression coefficients, it can be seen that the Collective Bargaining Agreement variable (X_2) has a greater influence on employee performance than the Labor Union Role variable (X_1). This is evident from the regression coefficient of 0.297, which is higher than the regression coefficient for the Role of the Labor Union, which is 0.201. Thus, improving the quality of the Collective Bargaining Agreement contributes more to improving Employee Performance than enhancing the Role of the Labor Union.

Overall, the results of the multiple linear regression analysis indicate that the Role of Labor Unions and Collective Bargaining Agreements have a positive effect on Employee Performance. This means that the better the implementation of the Role of Labor Unions and Collective Bargaining Agreements within a company, the higher the resulting Employee Performance.

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Analysis of the Coefficient of Determination (R^2)

An analysis of the coefficient of determination (R^2) is used to determine the extent to which the variance of the dependent variable can be explained by the independent variables. The R^2 value indicates the proportion of the variation in the dependent variable that can be explained by the independent variables. Conversely, if R^2 approaches 0, then the variation in the dependent variable cannot be explained by the independent variables. The following are the results of the coefficient of determination (R^2) analysis using SPSS 31:

Table 4: Results of the Coefficient of Determination Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359[a]	.129	.098	8.08764

a. Predictors: (Constant), Perjanjian Kerja Bersama, Peran Serikat Pekerja

b. Dependent Variable: Kinerja Karyawan

Source: Questionnaire Data Analysis Results Using SPSS 31

Based on the results of data analysis using SPSS 31, as shown in Table 4, the R-squared (R^2) value was 0.129, or 12.9%. This indicates that the variables “Role of Labor Unions” and “Collective Bargaining Agreements” together account for 12.9% of the variation in Employee Performance, while the remaining 87.1% is influenced by other variables outside the scope of this study that were not included in the regression model, such as leadership, work motivation, work environment, organizational culture, work discipline, job satisfaction, compensation, and other factors.

In addition, the Adjusted R-Square value was found to be 0.098, or 9.8%. This value represents the coefficient of determination adjusted for the number of independent variables and the sample size. This indicates that, after adjustment, the ability of the variables “Role of Labor Unions” and “Collective Bargaining Agreements” to explain the variation in Employee Performance is 9.8%, while the remaining 90.2% is influenced by other variables outside the research model.

Furthermore, an R value of 0.359 indicates that the relationship between the variables “Role of Labor Unions” and “Collective Bargaining Agreements” and “Employee Performance” falls into the low category, as it lies within the 0.20–0.399 interval. Meanwhile, a Standard Error of the Estimate of 8.08764 indicates the magnitude of the

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prediction error in the regression model. The smaller the standard error value, the better the model's ability to predict the dependent variable.

Based on these results, it can be concluded that the role of labor unions and collective bargaining agreements contributes 12.9% to employee performance, while the majority of the variation in employee performance is influenced by other factors not examined in this study. Thus, although both variables have a significant effect on employee performance, their contribution remains relatively small; therefore, future research is advised to include other variables suspected of having a greater influence on employee performance.

Hypothesis Testing

a. t-Test

Hypothesis testing was performed usingUji_t .Uji_t is used to test the extent to which an independent variable explains the variation in the dependent variable.Uji_t tests whether a hypothesis is accepted or rejected, where the results onUji_t are as follows:

H_0 = There is no relationship between the independent variable and the dependent variable

H_1 = There is an effect between the independent variable and the dependent variable.

The results att_{hitung} are compared with those att_{tabel} using the following decision criteria:

1. Ift_{hitung} <t_{tabel} and the sig value > 0.05, thenH_0 is accepted andH_1 is rejected, meaning the independent variable has no effect on the dependent variable.
2. Ift_{hitung} >t_{tabel} and the sig value < 0.05, thenH_0 is rejected andH_1 is accepted, meaning that the independent variable has an effect on the dependent variable.

Based on this, the results of the partial test or t-test using SPSS 31 are as follows:

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	13.465	8.260		1.630	.109
	Peran Serikat Pekerja	.201	.094	.271	2.147	.036
	Perjanjian Kerja Bersama	.297	.126	.298	2.357	.022

a. Dependent Variable: Kinerja Karyawan

Table 5 Results of the Partial Test or t-Test
Source: Results of Questionnaire Data Analysis Using SPSS 31

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1. The Effect of the Role of Labor Unions (X_1) on Employee Performance (Y)

The Trade Union Role variable (X_1) has a calculated t-value of 2.147 with a significance level of 0.036. Since the significance level of 0.036 is less than 0.05, H_1 is accepted and H_0 is rejected. This indicates that the Trade Union Role has a positive and significant effect on Employee Performance . Thus, the better the role of the labor union within the company, the higher the resulting employee performance.

2. The Effect of Collective Bargaining Agreements (X_2) on Employee Performance (Y)

The Collective Bargaining Agreement variable (X_2) has a calculated t-value of 2.357 with a significance level of 0.022. Since the significance level of 0.022 is less than 0.05, H_2 is accepted and H_0 is rejected. This indicates that the Collective Bargaining Agreement has a positive and significant effect on employee performance. In other words, the better a company implements its Collective Bargaining Agreement, the higher its employees' performance will be.

Based on the results of the partial tests, it can be concluded that the two independent variables the Role of Labor Unions and Collective Bargaining Agreements each have a positive and significant effect on Employee Performance. Of the two variables, Collective Bargaining Agreements have a slightly greater influence than the Role of Labor Unions, as indicated by a Standardized Coefficient (Beta) value of 0.298, which is higher than the Beta value for the Role of Labor Unions at 0.271. This suggests that Collective Bargaining Agreements contribute relatively more to improving Employee Performance than the Role of Labor Unions.

F-Test

Hypothesis testing was conducted using the F-test. The F-test is used to determine whether the independent variables collectively or simultaneously influence the dependent variable. In this study, the F-test was used to determine whether the variables "Role of Labor Unions" (X1) and "Collective Bargaining Agreements" (X2) simultaneously influence Employee Performance (Y). The hypotheses formulated for the F-test are as follows:

H0 = There is no simultaneous effect of the Role of Labor Unions and Collective Bargaining Agreements on Employee Performance.

H1 = There is a simultaneous effect of the Role of Labor Unions and Collective Bargaining Agreements on Employee Performance.

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The calculated F-value is compared with the table F-value using the following decision criteria:

1. If F-calculated < F-table and the significance level (sig) > 0.05, then H0 is accepted and H1 is rejected, meaning that the independent variables do not simultaneously affect the dependent variable.
2. If F-calculated > F-table and the significance level is < 0.05, then H0 is rejected and H1 is accepted, meaning that the independent variables simultaneously affect the dependent variable.

Based on this, the following are the results of the simultaneous test or F-test using SPSS 31:

Table 6 Results of the F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550.366	2	275.183	4.207	.020[b]
	Residual	3728.368	57	65.410		
	Total	4278.733	59			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Perjanjian Kerja Bersama, Peran Serikat Pekerja

Source: Questionnaire Data Analysis Results Using SPSS 31

1. The Effect of the Role of Labor Unions (X1) and Collective Bargaining Agreements (X2) on Employee Performance (Y)

A simultaneous test (F-test) was used to determine whether the variables "Role of Labor Unions" (X_1) and "Collective Bargaining Agreements" (X_2) jointly influence "Employee Performance" (Y). The basis for decision-making in this study is that if the significance value (Sig.) is < 0.05, the hypothesis is accepted, meaning that the independent variables simultaneously have a significant effect on the dependent variable. Conversely, if the Sig. value is > 0.05, the hypothesis is rejected.

Based on the results of data analysis using SPSS 31 in Table 4.15, the calculated F-value was 4.207 with a significance level of 0.020. Since the significance level of 0.020 is less than 0.05, H_3 is accepted and H_0 is rejected. This indicates that the Role of Labor Unions (X_1) and Collective Bargaining Agreements (X_2) simultaneously or collectively have a positive and significant effect on Employee Performance (Y).

Thus, it can be concluded that the third hypothesis—which states that the role of labor unions and collective bargaining agreements jointly influence employee

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performance—is accepted. This means that the stronger the role of labor unions and the more effectively collective bargaining agreements ( ) are implemented within a company, the more these factors will collectively enhance employee performance. The results of this test also indicate that the regression model used is suitable for explaining the relationship between the two independent variables and the dependent variable in this study.

DISCUSSION

1. The Effect of the Role of Labor Unions on Employee Performance

The role of labor unions is a key factor in fostering harmonious industrial relations between employees and companies. Labor unions serve as a platform for employees to voice their concerns, protect their statutory rights, and facilitate communication between workers and management. When labor unions function effectively, it is expected to create a conducive work environment that boosts employee morale and performance.

Based on the results of the multiple linear regression analysis, the regression coefficient for the "Role of Labor Unions" variable was found to be 0.201. A positive coefficient value indicates that the "Role of Labor Unions" has a positive relationship with "Employee Performance." This means that the better the role of labor unions is carried out within a company, the higher the employees' performance.

Furthermore, based on the results of the partial test (t-test), the calculated t-value was 2.147 with a significance level of 0.036. Since the significance level is less than 0.05 (0.036 < 0.05), H_1 is accepted and H_0 is rejected. These results indicate that the Role of Labor Unions has a positive and significant effect on Employee Performance.

2. The Impact of Collective Bargaining Agreements on Employee Performance

A Collective Bargaining Agreement (CBA) is a written agreement between a company and a labor union that governs the rights and obligations of both parties. The existence of a CLA provides legal certainty regarding the employment relationship, thereby fostering an orderly, fair, and harmonious work environment. With clear rules regarding rights, obligations, working hours, welfare, and dispute resolution, employees can work with greater peace of mind and focus on performing their duties.

Based on the results of the multiple linear regression analysis, the regression coefficient for the Collective Bargaining Agreement variable was found to be 0.297. This positive coefficient indicates that the better the implementation of the Collective Bargaining Agreement, the higher the employee performance will be.

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The results of the partial test show that the Collective Bargaining Agreement variable has a t-value of 2.357 with a significance level of 0.022. Since the significance level is less than 0.05 (0.022 < 0.05), H_2 is accepted and H_0 is rejected. Thus, the Collective Bargaining Agreement has a positive and significant effect on employee performance.

Based on the Standardized Coefficients (Beta) value of 0.298, Collective Bargaining Agreements have a slightly greater influence than the Role of Labor Unions, which has a Beta value of 0.271. This indicates that the quality of Collective Bargaining Agreement implementation contributes more significantly to improving employee performance.

3. The Effect of the Role of Labor Unions and Collective Bargaining Agreements on Employee Performance

Based on the results of the simultaneous test (F-test), the calculated F-value was 4.207 with a significance level of 0.020. Since the significance level is less than 0.05 (0.020 < 0.05), H_3 is accepted; therefore, it can be concluded that the roles of labor unions and collective bargaining agreements together have a significant effect on employee performance.

Furthermore, the results of the coefficient of determination test show an R-squared value of 0.129, or 12.9%. This means that the roles of labor unions and collective bargaining agreements account for 12.9% of the variation in employee performance, while the remaining 87.1% is influenced by other factors outside the research model, such as work motivation, leadership, organizational culture, work environment, compensation, job satisfaction, work discipline, and other factors.

CONCLUSION

Based on the results of the study on the Influence of the Role of Labor Unions and Collective Bargaining Agreements on Employee Performance at PT Wijaya Karya Industri Energi (WINNER), as well as the results of data analysis using SPSS 31, the following conclusions can be drawn.

1. The role of labor unions has a positive and significant impact on employee performance at PT Wijaya Karya Industri Energi (WINNER). This is evidenced by the results of the partial t-test, which showed a significance value of 0.036—less than 0.05. These results indicate that the more effective labor unions are in advocating for employee rights, fostering communication with management, and

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creating harmonious industrial relations, the more employee performance will improve.

2. The Collective Bargaining Agreement has a positive and significant effect on employee performance at PT Wijaya Karya Industri Energi (WINNER). This is evidenced by the results of the partial test (t-test), which showed a significance value of 0.022—less than 0.05. Thus, the better the implementation of the Collective Bargaining Agreement in regulating the rights, obligations, and protections for employees, the more it will improve employee performance in carrying out their work.
3. The roles of labor unions and collective bargaining agreements simultaneously have a significant effect on employee performance at PT Wijaya Karya Industri Energi (WINNER). This is evidenced by the results of the simultaneous test (F-test), which yielded a significance value of 0.020—less than 0.05. In addition, the results of the coefficient of determination test show an R-squared value of 0.129, which means that the roles of labor unions and collective bargaining agreements account for 12.9% of the variation in employee performance, while 87.1% is influenced by other factors outside the scope of this study.

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