

Implementation of the Non-Discrimination for Employees Principle under Manpower Law

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Abstract. *This study examines the implementation of the principle of non-discrimination under Law Number 13 of 2003 on Manpower at PT. Trio Motor in Kuala Kurun, Gunung Mas Regency. The research is motivated by the existence of company policies prohibiting married couples from working in the same unit and the dismissal of female employees after marriage, which potentially contradict the principle of equal treatment in employment relations. The purpose of this study is to analyze the implementation of the principle of non-discrimination in company practices and to assess its conformity with Indonesian labor law and ILO Convention Number 111 of 1958. This research employs an empirical juridical method by combining statutory analysis with field research through interviews, observations, and literature studies. The data obtained are analyzed using a descriptive qualitative approach to evaluate the implementation of Articles 5, 6, and 153 paragraph (1) of Law Number 13 of 2003 on Manpower. The findings show that the implementation of the non-discrimination principle at PT. Trio Motor is still not optimal, as company policies prioritize professionalism and conflict prevention over equal treatment for workers. Consequently, a gap remains between normative legal provisions and employment practices.*

Keywords: *Employment Relations, Female Workers, Labor Law, Non-Discrimination Principle, Worker Protection.*

1. Introduction

The phenomenon of employment in Indonesia cannot be separated from the issue of protecting workers' rights as an essential element in maintaining national social and economic stability (Kurniawan et al., 2024). Workers are not only positioned as income earners but also as strategic components in national development, directly contributing to state resilience through productivity and compliance with the law. Legal protection of workers' rights is a fundamental prerequisite for creating a fair and conducive working environment, which in turn can encourage increased productivity and sustainable worker welfare (Harap, 2020). The existence of a workforce that is productive, legally protected, and whose rights are respected will promote

sustainable economic growth, reduce poverty rates, and lessen social inequality. Such protection includes the right to fair wages, occupational safety and health, and the right to organize collectively, thereby creating a balance in industrial relations and supporting the achievement of social justice (IS et al., 2025; Djitmau et al., 2025; Satino et al., 2026).

As a juridical foundation for ensuring the protection and equality of workers' rights, Law Number 13 of 2003 on Manpower establishes the principle of non-discrimination as a fundamental principle in employment relations (Agustin et al., 2024). Article 5 affirms that every worker has equal opportunity without discrimination to obtain employment, while Article 6 guarantees the right of every worker or laborer to receive equal treatment without discrimination from employers (Heriyanto, 2019; Wicaksono & Sudiro, 2021). These provisions demonstrate a clear prohibition against all forms of differential treatment that are not based on competence, qualifications, and job requirements. In a more specific context, the principle of non-discrimination is further reinforced through Article 153 paragraph (1) of the Manpower Law, which prohibits employers from terminating employment based on discriminatory reasons, including differences in belief, biological conditions, or the personal status of workers (Sinambela et al., 2024; Arsyadi et al., 2026).

Furthermore, the regulation of employment relations in Indonesia following the enactment of Law Number 11 of 2020 on Job Creation and Government Regulation Number 35 of 2021 concerning Fixed-Term Employment Agreements, Outsourcing, Working Hours and Rest Periods, and Termination of Employment affirms that companies must not use the flexibility of employment arrangements as a justification for terminating employment (*Pemutusan Hubungan Kerja/PHK*) based on workers' personal conditions that are not directly related to their job; although the law provides room for various forms of employment relationships, including fixed-term employment agreements (*Perjanjian Kerja Waktu Tertentu/PKWT*) and indefinite-term employment agreements (*Perjanjian Kerja Waktu Tidak Tertentu/PKWTT*), termination of employment must still be based on legally valid reasons in accordance with applicable provisions and must be accompanied by the company's obligation to fulfill workers' rights as regulated in detail in Government Regulation Number 35 of 2021, such as severance pay, long-service awards, and compensation of rights according to length of service, as well as legally recognized grounds for termination if either party ends the employment relationship before the contract period expires, and the obligation to provide compensation for PKWT workers when their employment ends or is terminated prematurely in accordance with their period of service; thus, the principle of non-discrimination remains a normative obligation that must be upheld by companies in every decision related to employment relations, particularly for PKWTT workers who enjoy stronger legal protection against termination based solely on personal status that is irrelevant to job performance or objective work requirements (Matondang, 2022; Iswaningsih et al., 2023; Zhafirah & Mardijono, 2023).

However, in practice, there are company policies and actions that indicate potential discrimination, particularly against female workers. This is reflected in a case where a female employee working as a sales counter staff member was dismissed after marrying a fellow

employee within the same company, based on an internal policy prohibiting married couples from working in the same company on the grounds that it could disrupt professionalism and performance (Purnama & Amelia, 2021; Kurniawan et al., 2024; IS et al., 2025). This situation demonstrates that although labor regulations in Indonesia provide legal protection for female workers, their implementation in practice is still often hindered by gender discrimination and low levels of corporate compliance with applicable legal provisions. It also shows that discrimination is often not carried out openly, but rather through internal company policies that indirectly restrict women's rights and employment opportunities, including when personal conditions such as marriage are used as the basis for employment decisions (Djitmau et al., 2025). In this context, company policies that prohibit married couples from working in the same unit, along with a tendency to prioritize unmarried workers, reflect a gap between labor law norms that uphold gender equality and the reality of employment practices, where female workers continue to experience disadvantageous treatment (Prajnaparamita, 2019; Wicaksono & Sudiro, 2021; Hidayati et al., 2025).

The persistence of discriminatory practices in employment relations indicates a clear gap between normative legal provisions and the actual implementation of labor law in practice (Qosim et al., 2023; Hafid et al., 2025). Although Law Number 13 of 2003 on Manpower explicitly regulates the principle of non-discrimination, its enforcement often remains ineffective due to weak supervision and law enforcement. This is consistent with findings from previous studies which show that legal protection for female workers tends to be formalistic and has not fully ensured substantive justice, particularly in cases of termination of employment based on marital status or the biological conditions of female workers (Nirwana & Damayanti, 2024). Limited legal awareness among workers, combined with the dominance of gender-biased internal company policies, further widens the gap between what should be regulated by law and what actually occurs in industrial relations practices. Therefore, a thorough identification of the issues becomes essential in order to assess the effectiveness of implementing the principle of non-discrimination within the context of employment relations at the company level (Hasanah et al., 2025).

Although Indonesia has ratified ILO Convention Number 111 of 1958 through Law Number 21 of 1999 and incorporated it into Law Number 13 of 2003 on Manpower, the implementation of the principle of non-discrimination in employment practices still shows various weaknesses. Articles 5 and 6 of Law Number 13 of 2003 do not specifically regulate the definition and forms of discrimination, whether direct or indirect, thereby creating room for discriminatory practices in employment relations. This condition creates a gap between legal norms that formally guarantee equal employment opportunities and the empirical reality in the field, which still shows the existence of discrimination, particularly against vulnerable groups such as female workers (Zubi et al., 2021; Amelia & Femmithasari, 2023). This gap indicates that the normative regulation of non-discrimination has not been fully effective in ensuring legal protection, making empirical studies at the company level necessary to assess the extent to which the principle of non-discrimination is actually implemented in employment practices (Murni & Diana, 2022; Oktavia & Fatriani, 2025).

Given the various labor issues described above, it is important for academics and policymakers to re-evaluate the effectiveness of implementing the principle of non-discrimination in employment relations. The continued presence of potentially discriminatory practices indicates a gap between normative regulations and the implementation of labor law at the company level (Heriyanto, 2019; Martha, 2020; Mardianto, 2024). This condition shows that legal protection for workers, especially female workers, still requires greater attention and strengthening in practice (Zhafirah & Mardijono, 2023; Hafid et al., 2025).

Therefore, this study examines how the principle of non-discrimination is regulated under Law Number 13 of 2003 on Manpower and how it is implemented at PT Trio Motor in Kuala Kurun, Gunung Mas Regency. This research aims to analyze the legal framework related to the principle of non-discrimination and to assess its empirical implementation through a juridical-empirical approach using qualitative methods. It is expected that this study will provide practical recommendations to strengthen legal protection for workers, particularly female workers, and to promote the realization of fair, equal, and non-discriminatory employment relations. Based on the background and problems identified in this study, the following research questions are formulated to examine the regulation and implementation of the principle of non-discrimination in employment relations, particularly toward female workers.

1. How is the principle of non-discrimination regulated under Law Number 13 of 2003 on Manpower and other related labor regulations in Indonesia?
2. How is the implementation of the principle of non-discrimination toward female workers carried out at PT Trio Motor in Kuala Kurun, Gunung Mas Regency?

2. Research Methods

The research method used in this study is an empirical juridical approach, which combines normative juridical and empirical juridical methods in analyzing the legal issues under examination. The normative juridical approach is employed to study and analyze legal norms, statutory regulations, legal principles, and legal doctrines related to employment law and the principle of non-discrimination in employment relations. This approach is conducted by examining various legal materials, including laws and regulations, legal literature, scientific journals, legal opinions, and other relevant references that support the discussion of workers' rights protection, particularly for female workers (Muhammad, 2004). The empirical juridical approach is applied to obtain field data and observe how legal provisions concerning non-discrimination are implemented in practice within society and at the company level. Through this approach, the research seeks to compare the normative provisions contained in labor regulations with the actual implementation of employment relations in practice.

This research is descriptive-analytical in nature, meaning that it aims to systematically and factually describe the legal phenomena being studied and analyze them based on applicable legal provisions and empirical findings. The study focuses on examining the implementation of the principle of non-discrimination in employment relations at PT Trio Motor in Kuala Kurun, Gunung Mas Regency, particularly regarding company policies toward female workers. The

research uses both primary and secondary data sources. Primary data are obtained directly through interviews with relevant parties, including workers and individuals related to employment practices within the company. Meanwhile, secondary data are collected through literature studies of primary legal materials such as Law Number 13 of 2003 on Manpower, Law Number 11 of 2020 on Job Creation, Government Regulation Number 35 of 2021, and other relevant regulations, as well as secondary legal materials including books, scientific journals, articles, and previous research studies.

The collected data are then analyzed using descriptive qualitative analysis. This analysis technique is conducted by organizing, interpreting, and explaining the data logically and systematically in order to provide a comprehensive understanding of the legal issues examined. The analysis also aims to identify the conformity between legal norms and their implementation in practice, so that conclusions can be drawn regarding the effectiveness of legal protection and the application of the principle of non-discrimination in employment relations (Wiraguna, 2024).

3. Results and Discussion

3.1. Regulation of the Principle of Non-Discrimination for Workers under Law Number 13 of 2003 on Manpower

The principle of non-discrimination is a fundamental concept in Indonesian labor law that emphasizes respect for human dignity and equality among all workers. This principle serves as an explicit normative foundation of Law Number 13 of 2003 on Manpower, which is designed to ensure the protection of workers' basic rights and to create fair and just industrial relations (Wicaksono & Sudiro, 2021; Agustin et al., 2024). Law Number 13 of 2003 positions the state as a guarantor of equal opportunity and treatment in employment relations, meaning that any form of differentiation not based on competence and objective job requirements is considered contrary to the goals of labor development. Accordingly, this law functions as a primary legal instrument in protecting workers from discriminatory practices, whether at the stage of recruitment, during the course of employment, or in the termination of employment, in line with the constitutional mandate to achieve social justice for all Indonesian people (Amelia & Femmithasari, 2023; Mardianto, 2024).

Article 5 of Law Number 13 of 2003 on Manpower states that "every worker has equal opportunity without discrimination to obtain employment," which implies that the state guarantees equal access to job opportunities for all individuals without distinction based on social background, religion, gender, physical condition, political views, or other personal status; thus, Article 5 functions as a preventive norm that seeks to eliminate discrimination from the very beginning of the employment relationship, while also reflecting the state's commitment to fulfilling the right to work as part of fundamental human rights (Iswaningsih et al., 2023; Nirwana & Damayanti, 2024).

Furthermore, Article 6 of Law Number 13 of 2003 on Manpower stipulates that “every worker/laborer has the right to receive equal treatment without discrimination from the employer,” a norm that extends the scope of the non-discrimination principle into the ongoing employment relationship, meaning it applies not only at the initial stage but also throughout the execution of workers’ rights and obligations; the juridical meaning of this provision is that it imposes a legal obligation on employers to treat all workers equally in aspects such as wages, working hours, social security, occupational safety and health, career development, and other working conditions, and it emphasizes not only formal equality but also substantive justice, ensuring that any difference in treatment can only be justified if based on objective considerations relevant to the job, thereby affirming that the purpose of labor law protection is to ensure harmonious employment relations without undue pressure from employers, who are structurally stronger, against workers, who are in a weaker position, and underscoring that internal company policies which limit workers’ rights on the grounds of efficiency or professionalism, but are not based on valid legal norms, have the potential to create discriminatory practices that contradict the principle of labor protection (Nurcahyo, 2021; Hermanto et al., 2024). According to Imam Soepomo (2003), labor law emerged as a protective legal framework due to the imbalance of position between employers and workers in employment relations, where employers hold stronger economic and structural power and thus may exercise their authority unilaterally through internal company policies, making the role of the state through labor law essential to limit employer power and to protect workers from arbitrary treatment.

Article 153 paragraph (1) represents the most explicit manifestation of legal protection for workers in the context of termination of employment. This provision clearly prohibits employers from terminating employment on discriminatory grounds, such as differences in belief, biological conditions, or the personal status of workers (Arafah et al., 2025; IS et al., 2025). This prohibition affirms that termination of employment must not be used as a repressive tool or as a means of excluding workers who are in vulnerable positions; normatively, Article 153 paragraph (1) provides legal certainty that the continuity of employment cannot be arbitrarily terminated based on reasons that contradict the principles of equality and human rights. With this provision, Law Number 13 of 2003 places protection against discriminatory dismissal as an integral part of the national labor protection regime; Abdul Khakim (2016) emphasizes that employers are not justified in establishing company regulations that conflict with labor laws and regulations, particularly when such rules reduce or eliminate workers’ normative rights, therefore internal policies used as a basis for termination due to workers’ personal status cannot be legally justified as they contradict the principles of labor protection and non-discrimination.

Law Number 21 of 1999 concerning the Ratification of ILO Convention Number 111 of 1958 reinforces the concept of discrimination according to the standards of the International Labour Organization (ILO) as any distinction, exclusion, or preference based on race, color, sex, religion, political opinion, nationality, or social origin that results in the nullification or impairment of equality of opportunity and treatment in employment and occupation. This concept is explicitly formulated in Article 1 of ILO Convention Number 111 of 1958, which forms an integral part of

Law Number 21 of 1999, and affirms that discrimination is not limited to the recruitment stage but also includes access to training, job placement, and terms and conditions of employment. Thus, the prohibition of discrimination under the ILO framework is comprehensive and substantive, as it emphasizes the impact of unequal treatment on the loss of equal opportunities and fair treatment in employment relations (Prasetyo et al., 2022; Oktavia & Fatriani, 2025). This understanding is consistent with the analysis presented in the book *Perempuan dan Hukum*, which highlights that labor discrimination is often structural and systemic in nature, particularly against women, thereby requiring legal instruments that clearly define and prohibit all forms of discrimination that disadvantage certain groups (Irianto, 2006).

Furthermore, through the ratification of ILO Convention Number 111 of 1958, the state is assigned an active obligation to prevent and eliminate discrimination in employment and occupation. Article 2 of ILO Convention Number 111 of 1958 requires each member state that has ratified the convention to formulate and implement a national policy aimed at promoting equality of opportunity and treatment in order to eliminate discrimination, while Article 3 obliges the state to take concrete measures through the enactment of laws and regulations, supervision, education, and cooperation with employers' and workers' organizations. These obligations implicitly also extend to employers as legal subjects in industrial relations, requiring them to align their employment policies and practices with the principle of non-discrimination. In this context, it is emphasized that the state is not only responsible for establishing legal norms but must also ensure effective enforcement and supervision of employers to prevent discriminatory practices, particularly against vulnerable groups such as women in the workplace (Irianto, 2006; Zubi et al., 2021). Thus, ILO Convention Number 111 of 1958 places both the state and employers under shared legal responsibility to ensure the effective implementation of the principle of non-discrimination through policies, oversight, and employment practices that guarantee equal opportunity and treatment for all workers (Simanullang et al., 2023).

3.2. Implementation of the Principle of Non-Discrimination in Employment Relations at PT. Trio Motor in Kuala Kurun

Based on the results of an interview with the Operational Head of PT. Trio Motor Kuala Kurun, Mrs. Elvina, it is known that the implementation of the principle of non-discrimination in employment practices within the company has not been carried out optimally, as the company still applies internal policies that in practice differentiate workers based on certain personal conditions, particularly marital status, on the grounds of flexibility and effectiveness in job execution, indicating that the assessment of workers is not entirely based on competence, performance, and professionalism but is also influenced by aspects of their personal lives. such practices need to be critically evaluated because they have the potential to create unequal treatment in employment relations, and when linked to the provisions of Articles 5 and 6 of Law Number 13 of 2003 on Manpower, every worker, including those with indefinite-term employment status (PKWTT), has the right to equal opportunity and treatment without discrimination, therefore internal company policies that limit or differentiate workers based on

certain personal conditions reflect a misalignment between labor law norms and the employment practices implemented in the field (Yitawati et al., 2024).

The interview results also show that PT. Trio Motor does not yet have specific company regulations governing the implementation of the principle of non-discrimination in employment relations, but instead relies only on internal rules and procedures; the absence of explicit normative arrangements regarding non-discrimination has implications for the application of internal policies that may potentially create unequal treatment of workers, one of which is the policy prohibiting husbands and wives from working in the same workplace or unit. According to the Operational Head of PT. Trio Motor, Mrs. Elvina, the principle of non-discrimination “is not implemented optimally because the company applies internal policies aimed at maintaining professionalism and preventing conflicts of interest in the workplace,” and such policies are considered necessary by the company to avoid subjectivity in performance assessment, potential conflicts of interest, and disruption of work effectiveness and professionalism; however, empirically this policy shows that the company prioritizes managerial considerations and internal efficiency over the fulfillment of equal treatment principles for workers (Simanullang et al., 2023; Basofi & Fatmawati, 2023). This condition confirms that labor law protection aims to guarantee workers’ basic rights and prevent arbitrary actions by employers, especially when employers are in a dominant position in the employment relationship, and it also emphasizes that the absence of internal regulations oriented toward worker protection can open opportunities for discriminatory practices, even when justified under the guise of professionalism and business efficiency; from a normative perspective, the situation at PT. Trio Motor reflects the weak internalization of the principle of non-discrimination in the company’s employment governance, because such restrictions are not based on competence, performance, or objective job requirements, but rather on the personal relationship status of workers.

In its implementation in practice, the company acknowledges several constraints that prevent the principle of non-discrimination from being fully applied in employment relations; the main constraint raised by management relates to concerns over declining work professionalism and the potential emergence of conflicts of interest when husbands and wives or family members work within the same work unit. The Operational Head of PT. Trio Motor Kuala Kurun, Mrs. Elvina, emphasized that these considerations “form the basis of the company’s internal policy, although in practice they have implications for limiting employment opportunities based on marital status and the personal conditions of job applicants” (Basofi & Fatmawati, 2023). From the company’s perspective, this policy is seen as a preventive measure to maintain objectivity in performance assessment, avoid subjectivity in managerial decision-making, and minimize the risk of internal conflicts that are considered capable of disrupting the stability and effectiveness of company operations; however, normatively, this condition indicates a conflict between the company’s managerial needs and the principle of legal protection for workers that upholds non-discrimination, as restrictions on employment opportunities based on marital status and personal relationships, even when justified on the grounds of efficiency and professionalism, still have the potential to create unequal treatment for workers, thus the obstacles faced by the

company in implementing the principle of non-discrimination are not only technical and managerial in nature but also reflect the absence of an internal mechanism capable of balancing business management interests with the legal obligation to provide fair and equal protection to all workers (Nurcahyo, 2021; Sinambela et al., 2024).

Based on empirical findings in the field, the employment practices implemented at PT. Trio Motor show limitations in the application of the principle of non-discrimination. The results of interviews with the Operational Head of PT. Trio Motor reveal that the company consciously applies internal policies that differentiate treatment of workers based on certain personal conditions, on the grounds of maintaining professionalism and preventing conflicts of interest. In practice, such policies result in limited employment opportunities and unequal treatment for certain workers. This condition is consistent with the understanding that discrimination in employment relations often does not appear explicitly, but is instead concealed through internal company policies justified as efforts toward efficiency and professionalism. However, empirically, these policies actually result in the reduction of workers' rights and indicate that legal norms guaranteeing equal opportunity have not been fully implemented in industrial relations practices in the field, as is the case at PT. Trio Motor (Basofi & Fatmawati, 2023; Bactiar et al., 2024).

The concrete impact of PT. Trio Motor's internal policy restricting employment relations based on marital status can be clearly seen in the case of a former employee named Ine Febriyanti, who previously worked as a Sales Counter. Based on interview results, Ine was terminated from her job solely because she married a co-worker who held the same job position within the company. Ine stated that "the reason for termination was because I married a co-worker with the same position, and the impact was losing my job and income." This situation places Ine Febriyanti's case as concrete empirical evidence of the implementation of internal company policies that lead to discriminatory treatment in employment relations. The termination of employment solely on the basis of marital status shows that the company's decision was not based on legally valid parameters such as performance, competence, or disciplinary violations, but rather on the personal condition of the worker that has no direct relevance to job performance. Thus, this case not only confirms the existence of indirect (hidden) discriminatory practices in employment relations but also demonstrates the real impact of internal company policies on the loss of workers' rights to employment and a decent livelihood. From a juridical perspective, such practice reflects non-compliance with Article 153 paragraph (1) of Law Number 13 of 2003 on Manpower, which explicitly prohibits employers from terminating employment on discriminatory grounds, including those based on marital status (Wicaksono & Sudiro, 2021; Rafifah et al., 2025).

In the context of employment relations under an Indefinite-Term Employment Agreement (*Perjanjian Kerja Waktu Tidak Tertentu/PKWTT*), Law Number 13 of 2003 on Manpower, as amended by Law Number 11 of 2020 on Job Creation and reaffirmed by Law Number 6 of 2023, positions PKWTT workers as subjects who are entitled to stronger employment security and legal protection compared to fixed-term employment arrangements (Bactiar et al., 2024).

Further provisions under Government Regulation Number 35 of 2021 emphasize that termination of employment for PKWTT workers may only be carried out based on valid, objective reasons that do not contradict the principle of non-discrimination. In relation to practices at PT Trio Motor, the internal policy leading to termination of employment due to an employee marrying a co-worker reflects a shift in the meaning of employment flexibility as regulated under the Job Creation Law. Such flexibility should be understood as adjustments in work mechanisms and industrial relations management, not as justification for terminating employment based on personal conditions that are not directly related to performance, competence, or objective job requirements. The case of termination due to marriage in a PKWTT employment relationship demonstrates a disregard for the principle of non-discrimination and workers' rights, as marital status cannot be used as a lawful basis for ending an employment relationship (Hidayati et al., 2025). Therefore, in analyzing PT Trio Motor's policy, the Job Creation Law must be positioned as a current legal framework that still binds companies to the principles of fairness, employment security, and non-discrimination, particularly for PKWTT workers, rather than being interpreted as a justification for termination practices that disadvantage workers based on marriage status (Hafid et al., 2025).

In line with the previous discussion, which highlights the gap between labor law norms and employment practices at the company level, it can be emphasized that in the event of a conflict between company management policies and labor legislation, the applicable legal norm must be the law, as internal company policies are hierarchically lower and must not contradict or reduce workers' normative rights guaranteed by law. This is based on the principle of the hierarchy of legislation and is reinforced by Articles 5 and 6 of Law Number 13 of 2003 on Manpower, which guarantee equal opportunity and non-discriminatory treatment, as well as Article 153 paragraph (1), which explicitly prohibits termination of employment on discriminatory grounds, including marital status and workers' personal conditions (Wicaksono & Sudiro, 2021). Thus, management policies that restrict or terminate employment on the grounds of efficiency, professionalism, or corporate restructuring cannot be legally justified if they contradict statutory provisions, as such reasons are not directly related to workers' competence or performance.

This view is consistent with the findings of Melia Dwi Hasanah et al. (2025), who state that "the practice of termination of employment (PHK) against female workers in Indonesia still contains many elements of gender-based discrimination (Yitawati et al., 2024; Hasanah et al., 2025). Although laws and regulations have established principles of equality and protection, the reality in the field shows weak implementation and a lack of effective supervision, so that female workers remain a vulnerable group that is often sacrificed in situations of efficiency or corporate restructuring." Therefore, in any conflict between company policies and labor law, statutory provisions and the principle of non-discrimination, including those regulated under ILO Convention Number 111 of 1958, must be prioritized as the basis of legal protection for workers. In conclusion, this discussion emphasizes the importance of strengthening the internalization of the principle of non-discrimination in corporate employment governance, so that managerial policies are not only oriented toward efficiency and professionalism but are also aligned with

labor law and the principles of worker protection, ensuring that industrial relations are conducted in a fair, equal, and legally just manner (Kurniawan et al., 2024).

4. Conclusion

Based on the results and discussion, this study concludes that the implementation of the principle of non-discrimination at PT. Trio Motor Kuala Kurun has not been optimally carried out as mandated by Law Number 13 of 2003 on Manpower. Field findings show that the company's internal policy, particularly the prohibition of married couples working in the same workplace or unit, is the main factor preventing the full implementation of the principle of non-discrimination. The company's justification based on professionalism and conflict of interest prevention cannot, from a normative perspective, justify the restriction of workers' rights and equal treatment. The novelty of this study lies in emphasizing that internal company policies at the regional level still tend to prioritize managerial considerations over compliance with workers' legal protection principles, thus requiring adjustments to company policies to ensure alignment with the principle of non-discrimination and fairness in employment relations.

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