EFFECTIVENESS OF ANTI-DISCRIMINATION IMPLEMENTATION FOR LABOR IN MULTICULTURAL SOCIETY IN BATAM CITY FROM INTERNATIONAL AND NATIONAL LAW PERSPECTIVE

Nurul Azlyn[1*], Rina Shahriyani Shahrullah[2], Elza Syarief[3]
[1,2,3]Law Faculty, Batam International University, Kepulauan Riau, Indonesia
2352016.nurul@uib.edu[1*], rina@uib.ac.id[2], elza.syarief@uib.ac.id[3]

Abstract

This study aims to evaluate the effectiveness of anti-discrimination policies in the workforce in Batam City, a center of industry with a high diversity of backgrounds. Although international and national regulations have been implemented to reduce discrimination, the practice of discrimination in the workplace is still a significant issue, as evidenced by the high rate of discrimination that occurs, including in Batam City. This study aims to analyze the application of international and national laws in Batam City because the industries in Batam City are comprised of local/national and foreign industries. This research uses a statutory approach and an empirical approach. The research was conducted through in-depth interviews with companies and agencies related to labor policies. The findings show that most companies in Batam City have adopted anti-discrimination policies to realize the international and national legal approaches. However, implementing these policies is often hampered by a lack of understanding and awareness of workers' rights, as well as weak monitoring mechanisms and sanctions for violations. This study recommends increased training on diversity and equality in the workplace, strengthened reporting mechanisms, and stricter law enforcement against perpetrators of discrimination. Thus, it is expected that a more inclusive and fair work environment can be created in Batam City.

Keywords: Workers' Rights, Discrimination, Legal Protection

INTRODUCTION

Indonesia is a country rich in tribal groups, ethnicities, religions, and cultures so it is known as a country of pluralism. This makes Indonesia one of the most multicultural countries globally consisting of thirteen thousand islands, three hundred tribes and two hundred languages, six recognized religions namely Islam, Christianity, Catholicism, Buddhism, Hinduism, and Confucianism as well as all kinds of other faiths (Ningsih et al., 2022). Like a double-edged sword that has two sides, one side of Indonesia's cultural diversity (multiculturalism) has become an asset of the nation's wealth that is not owned by other nations, but on the other hand, it is also a condition that is very prone to conflict divisions, especially the rampant acts of discrimination among heterogeneous communities (Nugraha, 2020).

The act of discrimination comes from the Latin word *discriminatus*, which means dividing/distinguishing (Widjaja et al., 2020). Discrimination is an act that distinguishes in treating a certain person/group. The difference in treatment is motivated by cultural diversity, skin color, class/tribe, gender, economy, religion, and so on. Discrimination remains prevalent in society, especially in the workplace (Widyadmono & Yuniarto, 2024). The rise of discrimination in the world of work often occurs as a result of intense competition, lack of nationalism, stereotyping, and other things. Based on the international realm, discrimination in the world of work has been regulated by the ILO (International Labor Organization). Until now, the ILO has issued hundreds of conventions and recommendations covering various aspects of labor ranging from rights, and safety to legal protection for workers, especially related to discrimination in the world of work as contained in ILO Convention No. 111 concerning Discrimination in Employment and Occupation 1958) which was ratified as Law No. 21 of 1999 concerning the Ratification of ILO Convention No. 111 (Ananta et al., 2024). Nationally, arrangements related to discrimination in the world of work have been specifically regulated (lex specialis) in Law No. 13 of 2003 concerning employment which has been amended by the Law Of The Republic of Indonesia number 2 of 2022 Conserning Job Creation (Fauzi, 2023).

Nationally, anti-discrimination policies in the world of work have been fundamentally regulated in Article 27 paragraph (2) of the 1945 Constitution, which states that every Indonesian citizen has the right to work and a livelihood worthy of humanity. In addition, Law No. 39 of 1999 concerning Human Rights also stipulates that "the right to decent work by the talents, skills, and abilities of every citizen; the right to fair labor conditions, the right to equal wages and employment agreements; and fair wages according to merit and guarantees of family life" (Qolby & Cahyono, 2022). Then in Law 13 of 2003 concerning Manpower which has been amended by the *Job Creation* Law (Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation), especially in Article 5 which states that "Every worker has the same opportunity without discrimination to obtain employment" and Article 6 states that "Every worker/laborer has the right to receive equal treatment without discrimination from employers".

In the workplace, discrimination has even occurred since the beginning of the recruitment of workers in the form of job advertisements that contain information that is only devoted to accepting certain candidates based on gender, race, ethnicity, religion, and others (Amanda Raissa, 2020). When viewed nationally, the majority of qualification requirements for prospective workers should only require skills, educational background, and also experience in the job in question, but in reality, it is found that the recruitment of many workers is based on specific criteria such as religion, ethnicity, race, and others. This harsh reality often occurs in big cities with a large number of workers such as Batam City (Hidayani & Kartikasari, 2016).

Batam City is known as an industrial city with a total population of 641,605 people in the labor force and according to the Batam City Central Bureau of Statistics there are around 52,203 people who find it difficult to get a job. The high rate of competition for workers in Batam City is also directly proportional to cases of workplace discrimination (Yessika Nababan et al., 2023). Since 2024, there have been several cases of discrimination in the workplace in Batam City, such as controversy over height requirements and discrimination against female workers (Teras Batam, 2024). In addition to the news, there are several real examples of discrimination in the recruitment of workers that are widespread through social media with criteria based on ethnicity such as the words "Chinese"/"Javanese"/'Batak', or with criteria based on religion such as "Muslim Boy"/"Christian Girl", and so on (Loker.id, 2024). In fact, the anti-discrimination policy has been in place but is not implemented by employers, especially in Batam City.

There are several previous studies that discuss anti-discrimination policies in the workplace such as research by Mardi Widyadmono and Yudi Yuniarto in 2024 with research results of 17.48% reported discriminatory treatment in the workplace and discrimination was positively influenced significantly by gender, tenure, and location (Widyadmono & Yuniarto, 2024). Research by Rani

Ramadani in 2024 with the results of research on conflict in the world of work can also come from religious, political, economic, and social differences (Ramadani et al., 2024). Research by Ariel Malabar in 2023 with the results of research on the high rate of discrimination against hijab-wearing women in the world of professional workers (Malabar et al., 2023). Research by Dewa Gede Agung in 2022 with the results of research on discriminatory behavior in employment for workers caused by a variety of factors such as education level, gender, ethnicity, and race (Dewa Gede Agung, 2022), and research by Sri Hartaty in 2020 which discusses the implementation of legal protection for women workers from discrimination based on positive law (Hartaty et al., 2020).

Based on previous research, this research has a similar theme, namely analyzing discrimination In the workplace in general, but this research focuses on the study of the application of anti-discrimination In the workplace with a multicultural perspective, especially in Batam City. The urgency of this research is due to the high rate of discrimination in the workplace, especially in Batam City which is an industrial city. Therefore, the purpose of this study is to analyze the application of international and national laws at the local level, in this case, the workplace in Batam City. This is important to do considering that the industry in Batam City is not only a local industry, but also foreign industries from various countries.

Due to the differences with previous research, this research addresses the following research questions:

1. How is the effectiveness of anti-discrimination policy implementation for labor in Batam City based on international and national law perspectives?
2. What are the obstacles in optimizing the implementation of anti-discrimination policy for workers in Batam City from the perspective of international and national laws?
3. What are the solutions to overcome obstacles to optimize the implementation of anti-discrimination policy for workers in Batam City from the perspective of international and national laws?

To answer the research question, the Theory of Legal Effectiveness from Soerjono Soekanto is used. This theory is used as an analytical tool using an international and national legal approach. The Theory of Legal Effectiveness by Soerjono Soekanto explains that the effectiveness of a law is determined not only by the content of the law itself, but also by several supporting factors, such as law enforcement, facilities and infrastructure, community awareness, and the prevailing legal culture. A law is considered effective when it is implemented and obeyed in practice by the society it governs. This theory serves as a framework to assess whether legal norms are functioning as intended in real-life contexts.

RESEARCH METHOD

his research uses empirical legal research methods. The empirical legal research method is one type of legal research that analyzes and examines the operation of law in society (Disemadi, 2022). The types of approaches used in this research are statutory approaches and empirical approaches. The statute approach is an approach that is carried out by examining regulations related to the legal issues being studied. The empirical approach is an approach that is based on direct experience, observation, experimentation, and observation of reality that can be observed concretely (Tan, 2021).

The type of data used is primary data obtained from observation techniques and in-depth interviews with several agencies and companies such as the Batam City Manpower Office, PT AMGS, PT KMUS, CV IKB, and secondary data consisting of primary legal materials, secondary legal materials, and tertiary legal materials obtained by literature study techniques such as 1945 Constitution of the Republic of Indonesia, Law No. 39 of 1999 concerning Human Rights, Law 13 of 2003 concerning Manpower, Law on Job Creation No. 11 of 2022, Law No. 21 of 1999 concerning the Ratification of ILO Convention NO. 111 Concerning Discrimination in Respect of Employment and Occupation (Purwati, 2020). The data were obtained through library research and then the data were analyzed descriptively-qualitatively. The reasoning used in this research is deduction which in the end will be used to solve specific problems (Ihsan et al., 2023).

RESULTS AND DISCUSSION
Effectiveness of Anti-discrimination Policy Implementation for Labor in Batam City Based on International and National Law Perspectives

In the international arena, harmonized anti-discrimination policies are also regulated in Law No. 21 of 1999 concerning the Ratification of ILO Convention NO. 111 Concerning Discrimination in Respect of Employment and Occupation (Mokaliran et al., 2023). The formation of anti-discrimination policies in

the world of work is to ensure that all workers have equal opportunities without any different/unfair treatment. When examined based on the nature of the form, the forms of discrimination that often occur in the workplace are described as follows (Widjaja et al., 2020):

Table 1. Examples of Forms of Discrimination in the Workplace

Types of Discrimination	Description
Gender Discrimination	Gender discrimination is the sociological and psychological phenomenon of individuals or groups treating other individuals or groups unfairly based on sex or gender. Gender discrimination encompasses all forms of actions or policies that result in gender-based inequalities that are often driven by stereotypes, prejudices, and social norms (Effendi & Ratnasari, 2018).
Ethnic, Racial and Religious Discrimination (Sara)	SARA (Ethnic, Religious, Racial, and Intergroup) discrimination refers to unfair/different treatment of individuals or groups based on ethnic, religious, racial, or social class backgrounds. In the work environment, SARA discrimination may appear in the form of denial of recruitment, promotion, or provision of other benefits to individuals based on SARA background. For example, a person may be rejected in the recruitment process because of their race or religion, despite having sufficient qualifications (Morris & Prianto, 2024).
Age Discrimination	Age discrimination in the world of work is known as ageism which refers to the unfair treatment of individuals based on age. Age discrimination can affect older and younger workers and occurs in various forms, such as hiring, promotion, training, and termination (Sri Novita, 2022).
Political Discrimination	Political discrimination is the unfair or unequal treatment of individuals or groups based on political views, affiliations, or activities. This discrimination can occur in a variety of contexts, including in electoral processes, government decision-making, work environments, and access to public resources or services (Rini, 2018).
Physical Discrimination	Physical or disability discrimination is the unfair or unequal treatment of individuals based on physical conditions. In the work environment, discrimination against individuals with disabilities may occur through denial of employment, promotion, or training. For example, a company may refuse to hire or promote an individual because of a disability, even if the individual is qualified. In addition, the workplace may not provide reasonable accommodations for workers with disabilities (Suryani & Dewi, 2021).
Discrimination against pregnant and breastfeeding mothers	Discrimination against pregnant and breastfeeding women is unfair or unequal treatment experienced by women due to pregnancy, childbirth, or breastfeeding status that is perceived to interfere with performance. In the workplace, discrimination against pregnant and breastfeeding mothers can take many forms, such as refusal to hire, termination of employment, demotion, or denial of promotion. Companies may also not provide adequate facilities for breastfeeding mothers, such as lactation rooms or breaks for breastfeeding (Susiana, 2019).

Source: Author's Analysis, 2025.

Based on the research and field findings, the above types of discrimination are still rampant in Batam City. Based on the results of interviews conducted by the Batam Manpower Office, it is stated that there are still companies that discriminate against workers from the time of recruitment to the time of employment (Batam Manpower Office, March 3, 2025). There were several reports in 2023-2024 by workers regarding discrimination, such as the recruitment of workers only for out-of-town workers, workers experiencing discrimination in the promotion system, excessive pressure on workers based on religion and ethnicity, and unfairness in the salary system based on relationships.

Meanwhile, based on the results of interviews with several companies, namely PT. AMGS (January 20, 2025), PT. KMUS (January 27, 2025), CV. IKB (January 27, 2025) which was analyzed

based on the Theory of Legal Effectiveness, namely from legal, enforcement, infrastructural, societal, and cultural factors, it was found that:

a. Based on legal factors, the three companies, namely PT AMGS, PT KMUS, CV IKB, have adopted regulations related to the prohibition of discrimination in the workplace as contained in Law Number 13 of 2003 concerning Manpower which has been amended to the Ciptakerja Law into Company Regulations(Widjaja et al., 2020).

b. Based on the law enforcement factor, the three companies do not provide advocacy services for workers who experience discrimination such as legal and psychological assistance. The interview results also show that many workers are unaware of the existence of legal aid services that can be accessed to obtain rights and justice (Susetiyo et al., 2022). This states that the facilities and infrastructure to support the supervision and handling of discrimination in the workplace are also still limited.

c. Based on the facilities factor and infrastructure factor, the interview results show that supervision and handling of discrimination are still not available (Andani et al., 2024). Of the three companies, it has been found that they do not have gender-friendly facilities, such as lactation rooms/effective internal grievance mechanisms.

d. Based on community factors, from the results of interviews, it was found that some workers have felt discrimination from the company's side and even the workers themselves, have considered it normal / part of the work culture in the company, so workers tend to be passive and do not report these actions (Z. Salsabila et al., 2024). However, public awareness has grown in knowing their rights as workers.

e. Based on cultural factors, from the three companies that have been interviewed, it has been found that traditional values especially related to seniority still influence the way companies view employees, thus reinforcing stereotypes and discrimination. So culture in the workplace is also one of the causes of discrimination (Zulia Devi Ananta et al., 2024).

Based on the analysis of the interview result with the above resource persons, the effectiveness of anti-discrimination policy implementation for workers at Batam City can be summarized as follows (Tabel 2):

Table 2. Effectiveness of Anti-discrimination Policy Implementation for Workers in Batam City

Factors of the Theory of Legal Effectiveness	Effectiveness Level
Legal Factors	Effective
Law Enforcement Factor	Still Not Effective
Facility and Infrastructure Factors	Still Not Effective
Community Factors	Effective
Cultural Factors	Still Not Effective

Source: Author's Analysis, 2025

Obstacles in Optimizing the Implementation of Anti-discrimination Policy for Workers in Batam City from the Perspective of International and National Laws

Obstacles in optimizing the implementation of anti-discrimination policy for workers, especially in Batam as an industrial city, are motivated by unique socio-economic characteristics (Hussainy et al., 2025). Batam City as an industrial area with vast employment opportunities and a large volume of workers makes minimal supervision one of the big challenges for the government, especially in dealing with discriminatory practices that often occur in recruitment, promotion, and termination of employment (Mau & Derung, 2024). This has resulted in the implementation of anti-discrimination policies for workers, especially in Batam City, only being a formal rule that is less effective/implemented.

Based on data from interviews with several companies related to the implementation of anti-discrimination policies in Batam using the theory of legal effectiveness, it was found that several factors have not been effective, namely Law Enforcement Factors, Facilities and Infrastructure Factors, and Cultural Factors. By using the perspective of legal effectiveness theory as the analytical tool, it is found that there are some main obstacles in optimizing the implementation of anti-discrimination policy for workers in Batam City as follows:

Table 3. Obstacles to Anti-Discrimination Policy Implementation from the Perspective of Legal Effectiveness Theory

Legal Effectiveness Theory as an Analytical Technique	Explanation
Law Enforcement Factor	Law enforcement against perpetrators of discrimination in the world of work still faces challenges, especially in terms of supervision by the Batam City Manpower Office. There are limitations for victims in having direct access to justice, especially in reporting to supervisors and limited supervisors from the Manpower Office (lack of human resources) (Jaya, 2020).
Facility and Infrastructure Factors	The lack of adequate facilities is one of the obstacles to realizing the effectiveness of anti-discrimination policies in the world of work. The implementation of anti-discrimination policies requires adequate tools/facilities such as direct reporting systems, safe and confidential reporting systems rapid response, and infrastructure for the protection of victims, especially during the complaint process (Mardianto & Lie, 2023).
Cultural Factors	Organizational values/culture that have been planted based on the habit of discriminating against workers will affect the implementation of anti-discrimination policies. A strong power structure within a company can inhibit reports of discrimination or protection of victims (Mutiasari, 2020).

Source: Author's Analysis, 2025.

Based on the results of the analysis of the obstacles to the implementation of anti-discrimination through the perspective of the theory of effectiveness, several main obstacles were found such as the Law Enforcement Factor that has not been optimal (Mardi & Yuniarto, 2024). One of the main obstacles to implementing anti-discrimination policies is weak law enforcement. Batam City Manpower Office, as the responsible agency, faces limited human resources and supervisory capacity (Edwar, 2024). In reality, the limited number of supervisors is not proportional to the number of companies and workers that must be supervised. As a result, many discrimination cases go undetected and are not pursued to completion. In addition, workers as victims have difficulties accessing the reporting mechanism due to complicated procedures and lack of socialization by the Batam City Manpower Office (Nababan et al., 2024) .

In addition, inadequate facilities and infrastructure also become obstacles and constraints in optimizing anti-discrimination policies in Batam City (Harmen et al., 2024). There is no effective reporting system, especially in terms of security and confidentiality for victims. Many workers do not report cases of discrimination for fear of intimidation from the company. This is exacerbated by the high unemployment rate, which makes competition for jobs even tougher (Rahmat Darmawan & Suryani Hamzah, 2024). In addition, there are cultural factors in some companies in Batam City that become obstacles to implementing anti-discrimination policies. The culture of seniority and discriminatory values in the work environment are normalized. In addition, the hierarchical and authoritarian power structure in some companies also makes workers reluctant to report discrimination cases for fear of losing their jobs or facing social sanctions (Mau & Derung, 2024).

Thus, the problems in the implementation of the anti-discrimination policy in Batam City show that the main obstacles lie in the weak law enforcement and limited supervisory capacity of related agencies (M. Salsabila, 2024). In addition, complex reporting mechanisms and a lack of socialization on labor rights further exacerbate the situation, making many workers reluctant or unable to report discriminatory acts that workers experience in the workplace. Beyond the law enforcement aspect, cultural and social factors in the work environment are also significant barriers to the implementation of anti-discrimination policies. The culture of seniority and the normalization of discriminatory practices in some companies cause discrimination to continue without adequate handling (Pangestu, 2024). Coupled with the high unemployment rate in Batam City, workers prefer to endure discriminatory conditions rather than risk losing their livelihoods. Therefore, a solution is needed to overcome the

obstacles that occur in order to optimize the implementation of anti-discrimination policies for workers in Batam City (Nursyamsu, 2024).

Solutions to Overcome Obstacles to Optimize the Implementation of Anti-discrimination Policy for Workers in Batam City from the Perspective of International and National Laws

Optimization of the anti-discrimination policy for workers at Batam City requires steps that include strengthening regulations, increasing law enforcement capacity, and reforming a healthier work culture. Based on the Theory of Legal Effectiveness, the solution that can be done for each factor influencing the implementation of anti-discrimination policy for workers at Batam City, namely:

Table 4. Solution to Optimize the Implementation of Anti-Discrimination Policy in Batam City from the Perspective of Legal Effectiveness Theory

Legal Effectiveness Theory as an Analytical Tools	Obstacles	Solution
Legal Factors	**Has been Effective**	Despite its effectiveness, legal arrangements related to discrimination in the workplace are still being developed to strengthen the regulation of worker protection as a legal subject in industrial relations (A. Salsabila et al., 2025)..
Law Enforcement Factor	Lack of supervision due to limited human resources from the Manpower Office (lack of human resources).	The government needs to increase the number and capacity of labor inspectors by providing in-depth training on workplace discrimination issues (Ketut Shanti Widyasari et al., 2023).
Facility and Infrastructure Factors	Lack of adequate facilities such as no safe and confidential reporting system and no infrastructure for victim protection especially during the complaint process.	The government builds a digital-based reporting system that guarantees the confidentiality of the victim's identity and provides quick access to the handling of discrimination cases in the world of work (Hidayanto et al., 2024).
Community Factors	**Has been Effective**	Although it has been effective, workers in addition to understanding workers' rights, especially related to protection from discrimination, must also have a sense of concern for other fellow workers who are victims of discrimination in the world of work. This can increase the optimization of the implementation of anti-discrimination policies in the world of work (Naufal Farros Friyadhi et al., 2024).
Cultural Factors	Embedded organizational values/culture based on habits of discrimination and seniority	The government is obliged to supervise the work culture in the company, especially sanctioning discrimination and seniority. Companies are obliged to establish a good and healthy work culture/habits (Mukhasibi, 2024).

Source: Author's Analysis

In addition to the role of the government, companies as legal subjects also play a strategic role in creating a safe and discrimination-free work environment. This is not merely a moral responsibility

but a legal obligation mandated by international and national legal frameworks (Sania, 2025). The ILO Convention No. 111 concerning Discrimination in Respect of Employment and Occupation mandates that member states eliminate all forms of discrimination in employment practices, including in recruitment, job placement, promotion, and termination (Yandika & Kansil, 2024). In line with this, the Indonesian Omnibus Law (Law No. 6 of 2023 on Job Creation) reinforces the principle of non-discrimination and obliges employers to ensure equal treatment and protection of workers' rights regardless of ethnicity, gender, religion, or background (Febiana Ainun Ilmi et al., 2024).

Reflecting these principles, Batam City Local Regulation No. 2 of 2024 on Manpower Placement outlines specific provisions aimed at preventing discriminatory practices in the workplace. The regulation mandates that all companies operating in Batam implement transparent and fair recruitment practices, prohibit discriminatory job advertisements, and ensure equal access to training, promotion, and employment benefits (Redaksi New, 2024). It also requires the establishment of grievance mechanisms to address discrimination complaints and encourages regular company audits to assess compliance. The substance of the regulation aligns with the ILO Convention No. 111 and the Job Creation Law, as it embodies the commitment to uphold equal opportunity, inclusivity, and legal protection for all workers. Companies are therefore expected to integrate these provisions into their internal policies and Company Regulations, thereby strengthening institutional accountability and promoting a work culture based on dignity, fairness, and legal compliance.

In addition to policies, companies can take concrete and actual steps to improve education and training for leaders and employees in the workplace. Training on equality, diversity, and anti-discrimination can help create a better understanding of the work environment. This will build a work culture that is inclusive and respectful of differences among employees to achieve good and healthy corporate goals (Mariza & Setiady, 2024). In addition, reporting and handling mechanisms for discrimination also need to be provided by the company. Employees who experience/witness discrimination must have access to safe, confidential, and transparent reporting mechanisms. The company also needs to guarantee that this reporting will be followed up fairly without any threats or retaliation against the reporter (Zenno Januarsyah, 2024).

The establishment of internal company controls through regular audits can help companies identify and eliminate potential discriminatory practices (Haida et al., 2024). The company can also conduct periodic employee satisfaction surveys to evaluate the working atmosphere and ensure that no one feels unfairly treated in carrying out their duties and responsibilities within the company. This step also shows the company's commitment to creating a healthy and inclusive work environment (Padilah et al., 2024). In addition, the company can cooperate with non-governmental organizations (NGOs)/organizations that focus on protecting workers' rights as a form of reference for the company towards a better direction, especially in preventing discrimination in the workplace (Simanjuntak & Yuliana, 2024).

NGOs can help provide training to employees, provide practical guidance for anti-discrimination policies, and provide support in the case of reporting discrimination that occurs (Sari et al., 2024). In addition, the local government, through the Batam City Manpower Office, can strengthen supervision of labor practices in companies on a regular basis. By implementing these measures, companies together with the Batam City government can contribute to creating a fair and discrimination-free work environment (Hardinata et al., 2023). This will not only improve employee productivity and welfare but also build the reputation of a responsible City of Industry. Effective implementation of anti-discrimination policies will support the sustainable economic and social development of Batam City.

CONCLUSION

The effectiveness of anti-discrimination policy implementation in the workplace in Batam City still faces various obstacles that cause its implementation not to be optimal such as weak law enforcement factors, limited supervisory capacity by the Manpower Office work culture factors that still normalize discrimination. To improve the effectiveness of anti-discrimination policies, strategic measures are needed that include strengthening law enforcement and increasing law enforcement capacity to reform a better and healthier work culture. The government needs to strengthen monitoring mechanisms and ensure a safer and more accessible reporting system for workers. In addition, the government also encourages the protection of workers against discrimination by providing education and socialization to workers and businesses about the importance of diversity and labor rights. With these measures, it is hoped that anti-discrimination policies can be implemented more effectively in Batam City, creating a more equal and discrimination-free workplace.

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