

THE INFLUENCE OF GOVERNMENT POLICIES, TRADE UNIONS AND MANAGERIAL ROLES ON THE STABILITY OF INDUSTRIAL RELATIONS WHICH IMPACT THE PERFORMANCE OF TIN MINING SMELTER COMPANIES IN THE PROVINCE OF BANGKA BELITUNG ISLANDS

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This study aims to examine the influence of government policies, trade unions, and managerial roles on the stability of industrial relations and their impact on the performance of tin mining smelter companies in the Bangka Belitung Islands Province. The main problem in this study is how the interaction of these three independent variables can create a stable, productive, and sustainable working relationship climate, which in turn affects the company's overall performance. The method used in this study uses a quantitative approach with a descriptive-causal design, where data is collected through a questionnaire of 170 respondents, consisting of tin smelter employees and employees of the Manpower Office. The instrument was measured on a five-point Likert scale and analyzed using multiple linear regression and simple linear regression to determine the correlative relationship between the variables studied. Based on the results of the study, it can be concluded that simultaneously government policies, trade unions, and managerial roles have a significant influence on the stability of industrial relations. Partially, each independent variable also makes a significant contribution to the stability of industrial relations. This research makes a theoretical contribution to the study of industrial relations and offers practical recommendations for policymakers, company management, and trade unions to strive for a positive and sustainable work environment.

Keywords: *government policies, trade unions, managerial roles, stability of industrial relations, company performance.*

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1. Introduction

The tin mining industry in the Bangka Belitung Islands Province is a strategic sector that plays a significant role in the economy, both at the global, national, and regional levels. As a contributor to more than 20% of the world's tin supply, this region is a mainstay of national exports and provides employment for the local community (Nugraha & Purwanto, 2020). Tin plays a vital role in various industries, from electronics and food packaging to automotive and construction, making tin mining in Bangka Belitung a crucial component in the global industrial supply chain. Nationally, the mining sector contributes approximately 7% to the total Gross Domestic Product (GDP), making tin a leading commodity that not only supports exports and foreign exchange but also meets domestic industrial needs (BPS, 2024). At the local level, the presence of the tin mining industry creates thousands of jobs, stimulates economic activity, and improves the quality of life, although it also leaves significant challenges in environmental management and resource sustainability (Budihardjo et al., 2023).

A crucial part of the tin industry's production chain is the presence of smelters, smelting facilities that process raw tin ore into pure tin metal ready for export. The presence of smelters in Bangka Belitung not only increases the added value of the local economy but also aligns with the government's downstream policy, which emphasizes the importance of domestic natural resource-based industrialization (Porter, 1985); (Government of the

Republic of Indonesia, 2021). This downstream policy aims to ensure that tin processing and refining are carried out in Indonesia, rather than exported in its raw form, thereby creating jobs, increasing foreign exchange, and strengthening national competitiveness. However, the implementation of this policy has not been smooth. Smelters face various challenges, including unstable tin prices on the global market, regulatory changes, investment constraints, and environmental pressures (Nelson et al., 2023). Furthermore, legal and licensing dynamics, including cases of alleged corruption and illegal mining, further complicate the business climate in this sector. Export data from the Central Statistics Agency (BPS, 2024) shows a declining trend in tin exports from Bangka Belitung over the past five years, reflecting serious pressure on the operational sustainability of smelter companies.

Within the internal context of a smelter company, the stability of industrial relations is a crucial aspect that determines overall company performance. The smelter industry is highly vulnerable to labor conflicts due to its labor-intensive, high-risk nature and complex regulatory constraints (Dunlop, 1958). Disharmony between management and workers can lead to decreased productivity, strikes, and even disruptions to production continuity. Conversely, harmonious, participatory industrial relations based on effective communication will create a healthy work environment, employee loyalty, and increased productivity (Wiguna, 2024). In this context, the existence of labor unions plays a crucial role, both as protectors of workers' rights and as strategic partners with management in maintaining organizational stability. Active and cooperative labor unions can encourage the realization of fair collective bargaining agreements, peaceful dispute resolution, and improved worker welfare. However, this role requires synergy with management to prevent counterproductive conflicts of interest (Budihardjo et al., 2023).

Equally important is the role of government policy as an external factor that significantly determines the direction and dynamics of the tin industry. The government has full authority to regulate this sector through various regulations that touch on aspects of exploration, exploitation, processing, exports, and labor protection. (Dye, 1992) defines public policy as "what the government chooses to do or not to do," meaning that each regulation will have a direct impact on the related industrial sector. Several important regulations affecting the tin industry include Law Number 3 of 2020 concerning Mineral and Coal Mining (Minerba), Government Regulation Number 96 of 2021 concerning mining governance, and Regulation of the Minister of Energy and Mineral Resources Number 25 of 2018 concerning the construction of refining facilities (smelters) (Law of the Republic of Indonesia, 2020); (Ministry of Energy and Mineral Resources, 2018). In addition, the export policy stipulated in Regulation of the Minister of Trade Number 22 of 2023 also adds to the regulatory burden that companies must comply with. Regulatory inconsistencies and overlaps often create legal uncertainty and high business risks (Agustin et al., 2024).

Managerial aspects within a company also contribute significantly to the creation of stable industrial relations. Managers are not only tasked with ensuring operational efficiency but also play a crucial role as a liaison between workers and shareholders. A transformational leadership style is considered effective in building healthy working relationships, increasing motivation, and creating a work culture that is adaptive to change (Harinie et al., 2024). Effective leadership also means being able to accommodate workers' aspirations without sacrificing company targets, as well as creating a transparent and inclusive work environment. Conversely, weak leadership has the potential to create dissatisfaction, workplace conflict, and even decline in overall performance (Siagian, 2005). Therefore, in the context of a tin smelter company in Bangka Belitung, managerial effectiveness, accommodating regulations, and synergy with labor unions are key pillars in creating stable, productive, and sustainable industrial relations.

This study primarily aims to identify and analyze the causal relationship between government policies, the role of labor unions, and managerial effectiveness on the stability of industrial relations, and how this stability affects the performance of tin smelter companies in the Bangka Belitung Islands Province. This study not only examines the relationships between variables simultaneously but also analyzes their effects partially to understand the

role of each factor in greater detail. By using a quantitative approach and inferential statistical analysis, this study is expected to provide valid empirical evidence to support policymaking in the mining industry sector, particularly in the aspects of employment and strategic management (Dessler, 2020).

This research is expected to provide concrete benefits in the form of strategic recommendations for stakeholders, including government, business actors, and labor unions, to create more harmonious, equitable, and productive industrial relations. These recommendations are expected to bridge the interests of company efficiency and worker welfare in facing global market dynamics and domestic regulatory challenges. Thus, this research is expected to provide not only theoretical contributions to the development of management science and industrial relations, but also practical benefits in increasing the competitiveness and sustainability of the tin smelter industry in Indonesia.

2. Method

This study applied a quantitative approach intended to examine the influence of Government Policy, the Role of Trade Unions, and Managerial Roles on Industrial Relations Stability and their impact on Tin Smelter Company Performance. The research design was descriptive-causal with a multiple linear regression analysis model. Data were collected in ordinal form and measured using a five-level Likert scale, which reflects respondents' level of agreement with statements designed based on indicators from each variable. The use of the Likert scale was chosen because it is flexible, easy to use, and has high reliability in systematically measuring the intensity of respondents' attitudes (Sugiyono, 2024).

2.1. Population and Sample

The population in this study was divided into two main groups that have a direct relationship with the dynamics of industrial relations in the tin smelter industry sector. The first group consists of employees from various levels of positions in tin smelter companies. The second group consists of employees of the Bangka Belitung Islands Province Manpower Office, which includes structural officials and industrial relations mediators. For the tin smelter company employee group, the population is known to be 8,744 people. The sample size was calculated using the Slovin formula with a 10% error tolerance level, with a minimum sample size of 99 respondents. However, during the implementation of the study, data from 120 questionnaires were successfully collected, all of which were used in the analysis. The sample in this study was taken using a non-probability approach through the accidental sampling method. Meanwhile, for the group of Bangka Belitung Islands Province Manpower Office employees who handle industrial relations, the population is known to be 50 people. Given the relatively small number and all of them are relevant to the research focus, therefore the total sampling method was used, namely the entire population is involved as respondents in this study. Thus, the total number of samples in this study was 170 people, which included 120 employees of a tin smelter company and 50 employees of the Manpower Office of the Bangka Belitung Islands Province.

2.2. Data Sources

This study uses both primary and secondary data as the primary sources of information. Primary data were collected through questionnaires from tin smelter employees and Manpower Office employees in the Bangka Belitung Islands Province to explore their perceptions regarding government policies, the role of labor unions, managerial roles, industrial relations stability, and company performance. Data collection was conducted both in person and online. Meanwhile, secondary data was obtained through relevant and reliable official publications, company reports, government regulations, and scientific literature that supported the research's analysis and conceptual framework.

2.3. Data Collection Techniques

Data collection in this study was conducted using a survey method in the form of a closed-ended questionnaire designed based on indicators for each of the research's focal variables. The questionnaire was designed on a five-point Likert scale to facilitate the measurement of respondents' perceptions of each statement. The questionnaire was distributed indirectly through digital media, such as email and online survey applications.

2.4. Hypothesis

The hypothesis in this study is formulated by referring to the theories that have been studied previously as follows:

H1 : There is a simultaneous influence of government policies, trade unions, and managerial roles on the stability of industrial relations which has an impact on the performance of tin mining smelter companies in the Bangka Belitung Islands Province.

H2 : There is an influence of government policy on the stability of industrial relations in tin mining smelter companies in the Bangka Belitung Islands Province.

H3 : There is an influence of the role of trade unions on the stability of industrial relations in tin mining smelter companies in the Bangka Belitung Islands Province.

H4 : There is an influence of managerial roles on the stability of industrial relations in tin mining smelter companies in the Bangka Belitung Islands Province.

H5 : There is an influence of industrial relations stability on the performance of tin mining smelter companies in the Bangka Belitung Islands Province.

3. Results and Discussion

Results of Descriptive Analysis and Inferential Statistics

This study involved respondents from among managers, workers, and union officials at a tin smelter company in the Bangka Belitung Islands Province, as well as employees of the Bangka Belitung Islands Province Manpower Office. Data processing results showed that the highest indicator for the government policy variable was clarity of policy objectives, with an average score of 4.32, while the lowest indicator was company compliance with policies (an average score of 4.08). For the labor union variable, the indicator Social dialogue with management obtained the highest score (4.22), and Increasing workforce welfare received the lowest score (4.06). For the managerial role variable, the highest score was obtained for the Information Disseminator indicator (4.28), while the Liaison was the lowest (4.11). For the industrial relations stability variable, the Transparency of Management Policy indicator had the highest score (4.25), and the Effectiveness of Dispute Resolution Mechanisms the lowest (4.05). Finally, for company performance, the Compliance with Labor Regulations indicator recorded the highest score (4.28), while Labor Productivity was the lowest (4.06).

Validity Test

Table 1. Validity Test of Government Policy Variables (X1)

Item	r count	r table	Information
X1.1	0.386	0.151	Valid
X1.2	0.416	0.151	Valid
X1.3	0.512	0.151	Valid
X1.4	0.399	0.151	Valid
X1.5	0.395	0.151	Valid
X1.6	0.355	0.151	Valid
X1.7	0.440	0.151	Valid

Based on the table data, it can be concluded that the results of the instrument validity test on the Government Policy variable (X1) have a calculated r value greater than the table r, so the instrument consisting of 7 questions is declared valid.

Table 2. Validity Test of Trade Union Variable (X2)

Item	r count	r table	Information
X2.1	0.412	0.151	Valid
X2.2	0.473	0.151	Valid
X2.3	0.485	0.151	Valid
X2.4	0.442	0.151	Valid
X2.5	0.340	0.151	Valid
X2.6	0.495	0.151	Valid
X2.7	0.510	0.151	Valid

Based on the table data, it can be concluded that the results of the instrument validity test on the Workers Union variable (X2) show that the calculated r value is greater than the table r, so the instrument consisting of 7 questions is declared valid.

Table 3. Validity Test of Managerial Role Variable (X3)

Item	r count	r table	Information
X3.1	0.434	0.151	Valid
X3.2	0.427	0.151	Valid
X3.3	0.429	0.151	Valid
X3.4	0.404	0.151	Valid
X3.5	0.500	0.151	Valid
X3.6	0.499	0.151	Valid
X3.7	0.505	0.151	Valid

Based on the table data, it can be concluded that the results of the instrument validity test on the Managerial Role variable (X3) show that the calculated r value is greater than the table r, so the seven questions on the instrument are declared valid.

Table 4. Validity Test of Industrial Relations Stability Variable (Y)

Item	r count	r table	Information
Y.1	0.457	0.151	Valid
Y.2	0.790	0.151	Valid
Y.3	0.560	0.151	Valid
Y.4	0.483	0.151	Valid
Y.5	0.457	0.151	Valid
Y.6	0.544	0.151	Valid
Y.7	0.839	0.151	Valid

Based on the table data, it is known that the results of the instrument validity test for the Industrial Relations Stability variable (Y) show that the calculated r value is greater than the table r, so that all instruments consisting of 7 questions are declared valid.

Table 5. Validity Test of Company Performance Variable (Z)

Item	r count	r table	Information
Z.1	0.736	0.334	Valid
Z.2	0.736	0.334	Valid
Z.3	0.566	0.334	Valid

Z.4	0.443	0.334	Valid
Z.5	0.617	0.334	Valid
Z.6	0.546	0.334	Valid
Z.7	0.617	0.334	Valid

Based on the table data, it can be seen that the results of the instrument validity test on the Company Performance variable (Z) show that the calculated r value is greater than the table r, so the seven questions on the instrument are declared valid.

4.3 Reliability Test

Reliability testing is carried out as a means of assessing the extent of internal consistency between items in an instrument.(Sugiyono, 2024). Based on the calculation results using Cronbach's Alpha for each variable, namely Government Policy, Trade Unions, Managerial Roles, Industrial Relations Stability and Company Performance as follows:

Table 6. Reliability Test

No	Variables	Reliability Coefficient (Alpha)	Cronbach Alpha	Information
1.	Government policy	0.704	0.600	Reliable
2.	Labor union	0.737	0.600	Reliable
3.	Managerial Role	0.743	0.600	Reliable
4.	Industrial Relations Stability	0.750	0.600	Reliable
5.	Company performance	0.724	0.600	Reliable

Based on the reliability coefficient (Alpha) results shown in the table above, the instrument is considered reliable because it is able to collect data consistently. An instrument is considered reliable if the Cronbach's Alpha value is ≥ 0.6 .

4.4. Classical Assumption Test/BLUE

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		170
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	2.52389753
Most Extreme Differences	Absolute	.071
	Positive	.035
	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed)		.057 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the table above, the significance value of the Kolmogorov Smirnov normality test results is 0.57 and this value is > 0.05 , so it can be said that the data is normally distributed.

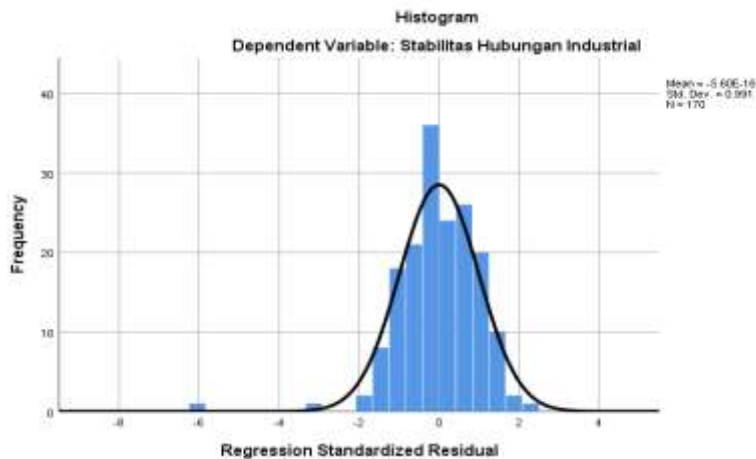


Figure 1 Results of Normality Testing Using Histogram

4.5. Multicollinearity Test

Table 7. Multicollinearity Test Results

Variables	Tolerance	VIF
Government policy	0.600	1,668
Labor union	0.594	1,684
Managerial Role	0.518	1,931

Dependent Variable: Stability of Industrial Relations

Based on the results in the multicollinearity test table, all Tolerance values are greater than 0.10 and all VIF values are less than 10. Thus, it is concluded that there are no symptoms of multicollinearity among all independent variables in this regression model.

4.5. Test Heteroscedasticity

Table 8. Test Results Heteroscedasticity

Variables	Sig. (Glejser)
Government policy	0.421
Labor union	0.538
Managerial Role	0.317

Based on the results of the Glejser test, it shows that the significance value (Sig.) of each independent variable exceeds 0.05, so it can be concluded that this regression model does not experience symptoms of heteroscedasticity.

4.6. Multiple Linear Regression Test

Table 9. Results Multiple Linear Regression Test (Simultaneous)

Model	R	R Square	Adjusted R Square	F Count	Sig.
1	0.675	0.556	0.546	46,421	0,000

The table above shows that the variables of Government Policy, Trade Unions, and Managerial Roles simultaneously have a significant influence on the Stability of Industrial Relations.

4.7. Simple Linear Regression Test

Table 10. Simple Linear Regression Test Results

Model	R	R Square	Adjusted R Square	F Count	Sig.
2	0.625	0.591	0.587	107,710	0,000

The results of the simple linear regression analysis obtained a coefficient of determination (R Square) of 0.591, this indicates that the independent variable can explain 59.1% of the variation that occurs in the dependent variable. In addition, the calculated F value of 107.710 with a significance level of 0.000 (below 0.05) indicates that the regression model used is statistically significant and has a strong influence on the dependent variable.

4.8. Correlation Analysis and Coefficient of Determination (R2)

Table 11. Results of Correlation Analysis and Determination Coefficient

Model	R	R Square	Adjusted R Square
2	0.625	0.591	0.587

The analysis results show a correlation value (R) of 0.625, indicating a strong positive relationship between the independent and dependent variables. An R-square value of 0.591 means that 59.1% of the variation in the dependent variable can be explained by the independent variables in the model. The remaining 40.9% is influenced by factors outside the model.

Discussion

Based on the results of the simple linear regression analysis that has been conducted, a correlation value (R) of 0.625 was obtained, which indicates that there is a fairly strong relationship between the independent variables and the dependent variable. The R Square value of 0.591 indicates that 59.1% of the variation in company performance can be explained by the industrial relations stability variable. The remaining 40.9% is influenced by other factors outside this research model. The Adjusted R Square value of 0.587 also strengthens the validity of the model. In addition, the calculated F value of 107.710 with a significance level of 0.000 (<0.05) indicates that the regression model used is statistically significant and can be relied upon to explain the relationship between these variables.

More specifically, the findings of this study confirm that stable industrial relations significantly influence the performance of tin smelter companies in the Bangka Belitung Islands Province. Harmonious industrial relations can create a conducive work environment, increase employee loyalty and productivity, and reduce the risk of conflict that can hamper operations (Dunlop, 1958; Robbins & Judge, 2022).

In terms of independent variables, the influence of government policies, labor unions, and managerial roles on the stability of industrial relations also showed significant results. Consistent government policies that support industrial downstreaming have been shown to encourage legal certainty and a stable work environment. This aligns with public policy theory, which states that responsive and inclusive regulations can foster harmony in industrial relations (Dye, 1992; Morris et al., 2021).

Furthermore, the role of labor unions also contributes to maintaining stable labor relations. Active yet cooperative unions have proven capable of bridging the interests of

workers and management and resolving disputes constructively. (Dessler, 2020) This reduces the potential for production disruptions and boosts the company's operational efficiency.

Meanwhile, the managerial role is a key variable influencing the creation of stable industrial relations. Managers who are able to implement participatory and communicative leadership have been shown to be more effective in building employee trust and loyalty (Mintzberg, 2019; Hollis & Briggs, 2020). A work environment led by vision and fairness tends to produce a solid work team committed to achieving company goals.

Overall, the results of this study support Dunlop's industrial relations theory (1958), which states that a harmonious relationship between the government, employers, and workers is the foundation of a stable and productive work system. Therefore, it can be concluded that improving the performance of tin smelter companies depends heavily on how these three actors play their roles in a balanced and synergistic manner in creating stable industrial relations.

Government policy

Government policy in industrial relations is a key pillar that regulates the dynamics between employers, workers, and the state in creating a fair, productive, and sustainable work order. As explained by (Dunn, 2015), public policy is a collection of decisions or steps established by the government to resolve public problems through a planned and participatory approach. In the context of industrial relations, this policy encompasses not only labor laws but also regulations on wages, occupational safety, and freedom of association. The Indonesian government, through various legal instruments, has played a role as both regulator and facilitator in balancing the interests of industrial actors.

In the tin smelting industry, implementing this policy is vital given the high level of occupational risk and the importance of stability in the production chain. By applying the tripartite approach proposed by Dunlop (1958), the government not only mediates industrial conflicts but also creates regulations that enable a conducive work climate. Furthermore, within the framework of social control theory (Ambarwati, 2021), government policy functions as a mechanism for establishing order, suppressing potential conflicts, and directing social interactions in the workplace to maintain productivity and harmony. Amid the dynamics of globalization and regulatory changes, the government's role is increasingly strategic in ensuring fair, adaptive, and welfare-oriented industrial relations.

Labor union

Trade unions play an essential role in the structure of industrial relations as collective representatives of workers who fight for their interests, welfare, and the protection of labor rights. According to the International Labour Organization (2019), a trade union is an institution voluntarily formed by workers to represent and protect their rights, both in the context of wage negotiations, working conditions, and dispute resolution. According to Dessler (2020), trade unions act as a collective negotiation channel that enables workers to improve their bargaining position with company management. In labor-intensive and high-risk industries such as tin smelters, the presence of trade unions is crucial not only in fighting for occupational safety standards but also as a stabilizing agent capable of mitigating potential conflicts through effective communication and internal dispute resolution (Mathis, RL, & Jackson, 2021).

Trade unions also act as mediators, channeling workers' aspirations to management and acting as a check on internal company policies deemed unfair or discriminatory. Research (Putri & Wijayanti, 2022) emphasizes that unions play a more than reactive role when conflicts arise, but also proactively advocate for training, welfare, and legal protection. Within the framework of modern industrial relations, trade unions are key actors in building a democratic work climate, where social dialogue, transparency, and participation are fundamental. Therefore, the strength of a trade union lies not only in its membership but also in its ability to adapt to industry dynamics and carry out its representational function in a professional, inclusive, and justice-oriented manner.

Managerial Role

The managerial role in industrial relations is a crucial determinant in creating harmonious, productive, and sustainable work dynamics. (Mintzberg, 2019) categorizes managerial roles into ten categories, such as leader, liaison, and negotiator, all of which point to the manager's active role in managing internal and external organizational interactions. In a complex industry like tin smelting, a manager's ability to maintain two-way communication, handle conflict fairly, and consistently implement human resource policies is key to successfully creating stable industrial relations (Robbins, SP, & Judge, 2022). This role becomes even more significant when the manager acts as a transformational leader, capable of empowering employees, building trust, and creating a collaborative work culture (Hollis, L., & Briggs, 2020).

From an adaptive perspective, managers are also required to be responsive to external changes, including changes in government policy, labor union dynamics, and technological transformation (Clive Thompson, 2021). Furthermore, collaborative management theory emphasizes the importance of a participatory approach to decision-making, which not only encourages employee involvement but also increases management's legitimacy in the eyes of the workforce (Aghamolla, H. & Smith, 2023). In practice, managers who carry out leadership functions fairly, openly, and strategically will build working relationships that are not solely focused on end results but also ensure the sustainability of mutually respectful and beneficial working relationships. Thus, the managerial role is not merely an administrative task, but also a social and strategic function in creating organizational stability and competitiveness.

Industrial Relations Stability

Stability of industrial relations is an ideal condition that reflects harmony and alignment between workers and management, where the production process can run without disruption and conflict can be minimized through effective dialogue and dispute resolution mechanisms. According to the ILO ((International Labour Organization, 2019), this stability is achieved through the implementation of fair regulations, transparent communication, and a shared commitment to the interests of the organization and the welfare of workers. (Graham, JM & Lam, 2023) added that the stability of industrial relations not only has implications for interpersonal relationships in the workplace, but also for the efficiency of the organizational system as a whole, especially in creating trust and sustainable collaboration.

Factors determining this stability include an active government role through labor regulations, the existence of professional labor unions, and responsive and participatory management. In the tin smelter industry, which is fraught with risks and regulations, stable industrial relations are an absolute prerequisite for operational continuity and legal compliance (Armstrong et al., 2023). (Aylott, 2022) state that effective communication and proactive conflict management are key factors in creating a conducive and stable work environment. Stable industrial relations also reflect a company's social maturity in managing differing interests without resorting to confrontation. Thus, stability is not simply about the absence of conflict, but rather the result of healthy social interactions, fair regulations, and an organizational culture that upholds the values of trust, participation, and sustainability.

Company performance

Company performance serves as a benchmark for achieving strategic goals in finance, operations, human resources, and sustainability. In the context of the tin smelter industry, performance is not solely assessed by financial profits or production efficiency levels, but also by the company's ability to meet environmental and occupational safety standards, and build stable industrial relations. (Richards, 2023) emphasizes that modern company performance is also influenced by external factors such as global uncertainty and market volatility, so companies need an adaptive risk management system. Furthermore,

according to (Wamba et al., 2020), data integration and business analytics are crucial elements in improving decision-making, operational efficiency, and long-term value creation.

Research (Mutisya et al., 2020) states that synergy between human resource management and technological innovation is key to fostering sustainable competitiveness. In the context of industrial relations, stable work relationships, trust in management, and employee engagement have been shown to increase loyalty and productivity, while reducing turnover and workplace conflict (Dessler, 2020). Therefore, company performance is the comprehensive result of strategic, collaborative management, and a balance between economic growth and social responsibility.

3. Conclusions and Suggestions

Conclusion

Based on the results of data analysis and discussion that has been conducted, this study concludes that government policies, labor unions, and managerial roles simultaneously influence the stability of industrial relations which in turn impacts the performance of tin mining smelter companies in the Bangka Belitung Islands Province. Partially, government policies are proven to influence the stability of industrial relations, as well as the role of labor unions that have an important contribution in maintaining the balance of interests between workers and companies, as well as the effective role of managers in creating a conducive work climate. In addition, the stability of industrial relations is proven to have a significant influence on company performance, which indicates that the creation of harmonious industrial relations is a key factor in supporting the sustainability and increasing productivity of tin mining smelter companies in the region.

Suggestion

Based on the findings of this study, it is recommended that the government clarify policy direction and strengthen oversight and sanction mechanisms to ensure more effective implementation of regulations in the tin smelter sector. Trade unions need to improve their bargaining position in advocating for worker welfare and ensure that the outcomes of social dialogue can be effectively implemented by management. Company management is advised to enhance their collaborative leadership capacity, particularly in building better external relations with workers and unions. Furthermore, companies need to establish a prompt, fair, and transparent dispute resolution system to maintain stable industrial relations. To boost company performance, a strategy is needed that integrates compliance with labor regulations with productivity-boosting efforts through technical training, performance-based incentives, and the implementation of efficient work technology.

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