

Legal Analysis of Company Obligations in Socializing Menstrual Leave Right for Employees in Indonesia

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Abstract

This study aims to analyze the obligations of companies in socializing menstrual leave right for female employees in Indonesia, both from a national legal aspect and an international perspective. The study uses a normative legal approach supported by empirical data through interviews with a number of female workers. The analysis was conducted on the main regulation such as Law No. 13 of 2003 concerning Manpower, PP No. 78 of 2018 concerning Wages, Law No. 36 of 2009 concerning Health, and Law No. 40 of 2007 concerning Limited Liability Companies, and linked to international standards such as the CEDAW Convention. The results of the study show that although menstrual leave right have been regulated normatively, the obligation to socialize them has not been carried out evenly by companies. The lack of socialization causes many workers to be unaware these rights, which ultimately results in violations of the principles of justice and work protection. These findings are analyzed using the justice theory and the legal compliance theory, and are reinforced by good practices in certain companies. This study recommends the need for integration of socialization of menstrual leave right into CSR policies and company management systems as a form of substantive compliance with fair and inclusive labor laws.

Keywords: Menstrual Leave, Protection of Female Workers, Corporate Social Responsibility (CSR), Dissemination of Labor Rights

Introduction

Woman play a vital role in the modern workplace, not only as workers but also as agents of changes in organizational culture and value dynamics in the workplace. Their contributions are significant in various sectors such as industry, education, and health services, and play a role in strengthening the national and global economy. The presence of women in the work team also increases the company's capacity to understand the needs of the community, considering that women are often decision makers in domestic and family economic matters. Therefore, the fulfillment of women's basic right in the workplace, including the right to health, safety, and welfare, is crucial. This is in line with Naila Kabeer's (2018) view which emphasized the importance of women's economic empowerment in 21st century, as well as the World Bank report (2020) which showed that women's participation is a driver of economic growth and social change.

Fulfilling women's right in the workplace is not just a moral obligation, but a strategy to create a fair, inclusive, and productive workplace. Research by Jill Rubery and A. Rafferty (2013) showed that companies that pay attention to women's right – including health and well-being– have higher levels of productivity and increased employee loyalty and motivation. Commitment to these rights also has a positive impact on the company's reputation and supports equal career development. Organizations such as the International Labor Organization (2019) emphasize that fulfilling women's labor right is key to achieving the Sustainable Development Goals (SDGs), especially in terms of gender equality. One concrete form is the fulfillment of health rights such as menstrual leave, which is often overlooked, but is important for creating a work environment that is responsive to women's needs.

The availability of menstrual leave right is not only a fulfillment of women's biological needs, but when this right is recognized and socialized properly, women feel more valued and protected, especially when experiencing physical discomfort due to menstruation such as pain and fatigue (Smith, 2021; Harris, 2019). Menstrual leave policies are also an indicator of the company's concern for work-life balance and health, which has a positive impact on employee loyalty and satisfaction (Miller, 2019; Johnson and Wallace, 2020). In addition to being a form of protection, the implementation of this policy shows that the company is in line with the values of sustainability and social responsibility, as emphasized by Anderson (2020) and the International Labor

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Organization (2019), and in line with national regulations as stipulated in Law Number 13 of 2003 concerning Manpower Article 81 paragraph (1).

Menstrual leave right plays an important role in supporting the physical and mental well-being of female employees in the workplace. During the menstrual cycle, many women experience a decline in physical condition which has an impact on productivity, as granting menstrual leave right is a form of adaptation to the policy of feeling sick and notifying employers that they aren't required to work on the first and second days of menstruation. This provision shows that female workers have the right to get leave on the first and second days of menstruation if they experience health conditions that don't support them to work. However, the implementation of this regulation in the field still encounters various obstacles, including a lack of understanding and socialization of these rights among employees and employers.

The company's obligation to socialize employee right, especially menstrual leave right, is an important aspect that is often overlooked. This socialization aims to ensure that every employee knows what is humane (Rubery and Rafferty, 2013; Jones, 2020). Recent studies show that companies that pay attention to the physiological and physiological needs of female employees not only improve the quality of life the employees, but also strengthen the stability and long-term performance of the organization (In Indonesia, the right menstrual leave is explicitly regulated in Law NUMBER 13 of 2003 concerning Manpower. Article 81 paragraph (1) of this law states that: Female workers/laborers who are menstruating and understand the basic right they have, so that they can access them without hesitation or worry. Law Number 13 of 2003 doesn't specifically require companies to socialize menstrual leave right. However, this socialization obligation can be interpreted as part of the company's responsibility to protect employee welfare and create a healthy work environment, which is also regulated in various regulations related to Corporate Social Responsibility (CSR).

Several companies Indonesia have begun to provide employees with an understanding of menstrual leave right. For example, a study by Mawar Ela (2021) at PT. Wahyu Manunggal Sejati showed that the company provided regular socialization regarding the rights of female employees, including menstrual leave right. The results of the study showed that this socialization helped female employees feel more supported and their right were guaranteed, and reduced anxiety in taking leave during menstruation (ILO, 2019; Anderson, 2020; Harris, 2019). Therefore, fulfilling menstrual leave right is an important element in supporting the sustainability of human resources and the company's reputation in an era of development that is oriented towards equality and welfare.

Previous studies have shown that the fulfillment and socialization of employment right for women in Indonesia, including the right to menstrual leave, still face serious challenges. A study by Nurhidayati and Putri (2020) highlighted that right such as menstrual, maternity, and breastfeeding leave are still minimally implemented in various workplaces, one of the reasons being the lack of socialization from the company. Santoso and Widjaja (2019) through a comparative study showed that Indonesia is still lagging behind other Southeast Asian countries in terms of regulating menstrual leave right. Meanwhile, Pratama and Sari (2021) emphasized that companies that actively socialize employee right, including reproductive right, tend to have higher levels of job satisfaction and loyalty. These three studies provide an important basis for understanding the position of menstrual leave right in the context of women's employment in Indonesia.

As a complement and reinforcement to these findings, the author conducted interviews with five female employees from various institutions, namely Mayapada, the Ministry of SOEs, PT Semastanustra Distrindo, LAZ Harfa, and the Tanjungbalai City Regional Government. The results showed that most respondents were not aware of the right to menstrual leave and has never received socialization regarding this from the companies where they worked. However, it's important to note that the results of this interview are not intended to represent the entire population of female workers in Indonesia, but rather as additional data that supports the arguments of previous studies. The statement of one respondent who said, "I didn't know that there was menstrual leave. The company never conveyed it," illustrates the ongoing gap in implementation in the field. On the other hand, all respondents agreed that physical conditions during menstruation have a significant impact on work productivity, and the existence of menstrual leave would be very helpful in maintaining their comfort and performance. This finding emphasizes the importance of the role of companies in socializing the basic right of female employees as a form commitment to justice and welfare in the

workplace.

The failure of companies to socialize basic employee right, including menstrual leave right, not only impacts employee welfare conditions but can also have legal consequences. In the context of labor law in Indonesia, companies that fail to fulfill informative obligations regarding employee right can be subject to administrative sanctions or other sanctions as stipulated in applicable laws and regulations. Moris Simanjuntak (2021) emphasized that negligence in socializing menstrual leave right can be categorized as a violation of the company's responsibility to maintain the health and welfare of workers. In addition to potential legal sanctions, companies also face the risk of decline in reputation and a decrease in job satisfaction levels among female employees, as also reviewed by Jones (202), who stated that the absence of policies that support women's reproductive health can weaken employees' emotional attachment to the company.

In comparison several countries in Asia have adopted a more systematic and proactive approach in implementing and socializing menstrual leave right. Japan, for example, has implemented a menstrual leave policy since 1947 through the Employment Act, which allows women to take menstrual leave without having to provide additional reasons (Tanaka, 2020). Socialization of this right is carried out routinely through employee guidelines and training materials, so that women can access their right without stigma. South Korea also implements a similar policy in its employment system, and some companies even provide internal education programs that help women understand how to apply for menstrual leave comfortably and without social pressure (Lee, 2019). Lessons learned from these two countries show that with a consistent and transparent socialization strategy, menstrual leave policies can be widely accepted and have a positive impact on well-being and gender equality in the workplace.

The researcher hereby confirms that the focus of this research cover three main aspects; first, understanding the legal provisions regarding menstrual leave for female employees in Indonesia. Second, identifying the legal obligations for companies in socializing the right to menstrual leave to female employees as part of social responsibility and compliance with the principles of justice. Third, formulating the legal consequences for companies that fail to implement the socialization of menstrual leave, both in terms of employment law, corporate social responsibility, and its impact on reputation and perceptions of justice in the work environment.

Methodology

This study uses a descriptive analysis method with a normative legal approach. This method aims to examine and analyze the applicable written legal norms, especially regarding the right to menstrual leave for female employees as regulated in various laws and regulations in Indonesia, including Law Number 13 of 2003 concerning Manpower, PP Number 78 of 2015 concerning Wages, Law Number 36 of 2009 concerning Health, and Law Number 40 of 2007 concerning Limited Liability Companies. The normative legal approach is used to trace how the company's obligations in socializing these rights are regulated and required in the national legal system and linked to international standards such as the CEDAW Convention.

As a complement, the empirical approach is used in a limited manner and it's not used as the main material for analysis. Empirical data was obtained through interviews with several female employees from various employment sectors, but this data was not used to form legal conclusions, but rather functioned as additional data that enriched the research context and supported the relevance and sustainability of previous studies. In this case, the previous studies by Nurhidayati and Putri (2020), Santoso and Widjaja (2019), and Pratama and Sari (2021), have strongly shown that the socialization of employment right for women, including the right to menstrual leave, is still not optimal in Indonesia. The interview data in this study were only used to show that the problems that have been studied in these studies are also still

This study employs a descriptive-analytical method with a primary normative juridical approach. The purpose of this method is to examine and analyze existing written legal norms, particularly those concerning menstrual leave rights for female employees as regulated in various Indonesian laws and regulations, including Law No. 13 of 2003 on Manpower, Government Regulation No. 78 of 2015 on Wages, Law No. 36 of 2009 on Health, and Law No. 40 of 2007 on Limited Liability Companies. The normative juridical approach is used to trace how

companies' obligations to disseminate these rights are governed and required under the national legal system, while also being linked to international standards such as the CEDAW Convention.

Complementarily, an empirical approach is used in a limited manner and is not the primary basis for legal analysis. Empirical data were obtained through interviews with several female employees from various sectors. However, this data is not used to form legal conclusions but rather serves as supporting material to enrich the context of the study and reinforce the relevance and continuity of previous research. In this regard, earlier studies by Nurhidayati and Putri (2020), Santoso and Widjaja (2019), and Pratama and Sari (2021) have strongly indicated that the dissemination of labor rights for women—including menstrual leave—is still suboptimal in Indonesia. The interview data in this study is solely used to illustrate that the problems identified in these prior studies persist at the practical level, thereby highlighting the significance of the normative analysis conducted.

Results and Discussion

Legal Regulation in Indonesia Regarding the Right to Menstrual Leave for Female Employees

The right to menstrual leave is an integral part of the protection of female workers that hasn't received much attention in employment practices in Indonesia. Although this right has been regulated in laws and regulations, many female workers are not aware of its existence, let alone fully access it. In the context of occupational health, the menstrual period is often accompanied by physical disorders that have a direct impact on productivity and work comfort. Therefore, fulfilling the right to menstrual leave is not only a biological issue, but also part of fulfilling the principles of gender-responsive justice and occupational health. Recent studies have shown that companies that pay attention to employee reproductive health, including providing and socializing menstrual level, have higher employee retention rates and job satisfaction (Anwar et.al., 2022).

This study uses a normative legal approach that focuses on the study of written legal norms that apply the Indonesian national legal system. This approach is important to explore not only the existence of formal legal right, but also how the obligation to socialize can be interpreted normatively within the framework of labor protection. In addition, the normative legal approach allows for analysis of the relationship between national regulations and international legal instruments that have been ratified by Indonesia. This is important because the protection of female workers is not only the responsibility of the company, but it's also part of the state's commitment to implementing human right principle in the workplace (Putri & Arifianto, 2023).

In this discussion, we will systematically analyze four national legal regulations that form the legal basis for menstrual leave right, namely: Law Number 13 of 2003 concerning Manpower, PP Number 78 of 2015 concerning Wages, Law Number 36 of 2009 concerning Health, and Law Number 40 of 2007 concerning Limited Liability companies. These four regulations will be examined in the context of the employment relationship between companies and female workers, and how these regulations can be the basis for interpreting the obligation to socialize. In addition, this analysis also refers to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) as an international standard that provides a normative framework for ensuring gender equality in the workplace, including in the fulfillment of women's reproductive right (Rahman & Nurlatifah, 2021; Dewi & Mahendar, 2022).

As the main legal basis for employment in Indonesia, Law Number 13 of 2003 explicitly regulates the right to menstrual leave through Article 81 paragraph (1). This provision states that female workers who menstruate and feel pain have the right to do not to work on the first and second days, on condition that they provide notification to the employer. This formulation shows that the state recognizes women's biological conditions as part of normative right that need to be protected in the workplace. However, technically, this regulation isn't strong enough because it doesn't explicitly stipulate the company's responsibility to socialize these rights to employees, so the potential for its implementation at the operational level still depends heavily on the initiative of each company (Siregar & Nurdiansyah, 2022).

The lack of assertiveness in the socialization aspect has a direct impact on the effectiveness of the implementation of menstrual leave right in the field. In many cases, female employees don't even know that

they have these rights due to the absence of information from manager or HRD. This shows a gap between legal norms and work reality, which should be addressed through a progressive interpretation of the principle of protecting female workers. Law No. 13 of 2003 also places workers as a relatively weak party in industrial relations. So strengthening the obligation to socialize should be part of the strategy to empower female employees to access their rights without hesitation (Azizah & Hamid, 2023).

PP No. 78 of 2015 concerning Wages provides important legal relevance in ensuring the sustainability of these rights even though it doesn't explicitly discuss the socialization of menstrual leave right. In the context of legal leave according to laws and regulations, including menstrual leave, this regulation emphasizes that wages must still be paid to workers. This means that companies have no legal basis to deduct salaries from female workers who use their menstrual leave right. Therefore, information regarding the relationship between menstrual leave and the right to wages needs to be an important part of internal socialization process in the workplace (Fitri & Basuki, 2021). Concerns about wage deductions or negative stigma from superiors and coworkers often make female workers reluctant to apply for menstrual leave. When information isn't conveyed comprehensively by the company, this creates a work climate that is not conducive to the implementation of these rights. Thus, PP No. 78 of 2015 can be a basis not only for guaranteeing compensation, but also for strengthening arguments regarding the need for openness and transparency of information in the work environment. If integrated into internal policies, this regulation can strengthen the social legitimacy of menstrual leave right in the company's payroll system (Harahap & Rahman, 2022).

Protection of women's reproductive health is an inseparable part of Law No. 36 of 2009 concerning Health. Articles 132 and 136 expressly affirm the right of every worker to health protection in the work environment. In this context, menstrual leave can be understood as a form of preventive intervention aimed at maintaining the stability of women's physical and psychological health during critical biological periods. This regulation broadens the legal basis for the protection of female workers, not only at the employment level, but also within the framework of fulfilling comprehensive health right (Yuliana & Mahendra, 2002). Furthermore, ignoring women's biological needs in the workplace can be categorized as a form of violation of the right to the health. Socialization regarding the right to menstrual leave, in this case, is an important part of the company's efforts to comply with legal provisions while protecting the long-term productivity of its human resources. A recent occupational study stated that companies that fail to adopt a gender-sensitive approach to occupational health policies tend to experience increased absenteeism and decreased employee performance (Rahayu & Prasetyo, 2021). Therefore, the Health Law becomes an important reinforcement that binds companies ethically and legally in this context.

Law No. 40 of 2007 introduced the concept of Social and Environmental Responsibility (CSR) as an obligation of companies operating in the field and/or related to natural resources. Article 74 states that companies must contribute to sustainable development, one of which is through protecting the basic right of workers. Within this framework, socialization regarding reproductive right such as menstrual leave can be positioned as part of the implementation of CSR. This means that companies that don't carry out socialization have ignored one of the important dimensions of their social responsibility towards employees (Fauziah & Nugroho, 2023). Effective implementation of CSR isn't only include external philanthropic activities, but also siding with internal welfare, especially for vulnerable worker groups such as women. In the context of good corporate governance, accurate and accessible information on employee right, including menstrual leave, is an important indicator in building an ethical and sustainable company reputation. Active and structured socialization of right shows the company's commitment to the values of transparency and social concern, which ultimately also has a positive impact on loyalty and work performance (Nafisah & Widodo, 2021).

The equity theory developed by John Stacey Adams states that individuals will compare their input and output with others in the work environment. When employees feel that the treatment they receive is unequal, especially in terms of access to information and normative right, a perception of injustice will arise that has a direct impact on work satisfaction and motivation. In the context of menstrual leave right, information inequality – for example when some women in the company know about this right, while others do not – can create a sense of inequality that triggers negative emotions, demotivation, and distrust of

management. Adams said that injustice is not only about the end result, but also about the process and fairness of information distribution and recognition of employees' biological needs (Adams, 1965).

The relevance of this theory in the case of socialization of menstrual leave right is very important because information about basic right should not be exclusive or limited to certain groups. When a company doesn't socialize this right comprehensively, it has indirectly limited distributive justice which is one of the key components in the theory of justice. This inequality in access to information can create the perception that the organizations is not committed to gender justice or doesn't understand the physiological needs of women in the workplace. In the long term this can reduce loyalty and productivity, and increase the turnover of female employees who feel they are not being treated fairly. Therefore, socialization isn't only an administrative task, but also an important instrument for building a fair, transparent, and gender-equal work environment.

In their classic work *Trust in the Law* (2002), Tyler and Hou explain that compliance with the law isn't driven solely by threat of sanctions, but rather depends on the legitimacy of the law, procedural fairness, and individual participation in the legal process. They found that individuals are more likely to comply with the law when they feel respected and fairly involved. In the employment context, when companies actively socialize basic right such as menstrual leave, it sends a signal that the company's laws and rules represent legitimate and meaningful values for employees. Conversely, if information about right is never communicated, the regulations become merely symbolic, losing their persuasive and implementation power (Tyler & Huo, 2002).

The application of this theory shows that the effectiveness of the law depends on communication and participation, not just normative existence. In the absence of socialization, female workers don't only lose access to information, but also lose their sense of involvement in the workplace legal system. This weakens trust in the law and reduces incentives to exercise rights proactively. Therefore, companies that neglect to convey menstrual leave right are actually also damaging the foundation of voluntary compliance which is very important in modern industrial relations. Socialization isn't just a form of legal formality, but part of a strategy to build a culture of compliance based on awareness, not coercion.

Company Obligations in Socializing Menstrual Leave Right

Socialization in the context of employment law refers to the systematic actions of companies in informing workers of their rights and obligations as stipulated in applicable regulations. In the case of menstrual leave, although there is no explicit provision requiring socialization in Law No. 13 of 2003, this obligation can be interpreted from the general principles of worker protection and the information obligations inherent in industrial relations. Without active communication normative right such as menstrual leave become mere norms on paper that are difficult to implement. Studies show that the information gap in companies is one of the main causes of the low utilization of women's reproductive right in the workplace (Sari & Wibowo, 2022; Yusron & Latifah, 2023).

Within the framework of Corporate Social Responsibility (CSR), the obligation to socialize isn't only a legal aspect, but also an ethical responsibility of the company to create a transparent and inclusive work environment. CSR isn't only measure by the company's external contribution to society, but also how the company maintains the welfare and basic right of employees internally. Failure to socialize right such as menstrual leave can be considered a form of negligence in carrying out comprehensive social responsibility. Therefore, CSR should include a clear and open communication strategy regarding the right of female employees (Anwar & Fadhillah, 2021; Lestari & Supriyanto, 2020).

In addition to having an impact on legal compliance, good socialization practices also improve the company's reputation in the long term. Companies that are known to have a work culture that respects women's right will find it easier to attract and retain quality workers, especially in the context of an increasingly gender-aware labor market. This is also a strong indicator in sustainability reports, which are now important benchmarks in ESG (Environmental, Social, and Government)-based investment. Therefore, companies need to view right socialization as part of their risk management and social investment

strategies (Mulyono & Tanjung, 2022; Hartati & Yuliana, 2023).

Beyond the formal legal framework, socializing menstrual leave right is part of the company's moral responsibility to ensure that all workers have equal access to important information concerning their well-being. In modern industrial relations, open internal communication is a key pillar in building trust between workers and management. Lack of knowledge about normative right is often caused by the organization's failure to communicate socialize internal policies tend to have employees with higher levels of satisfaction and trust (Putra & Hikmah, 2021; Susanti & Dewantara, 2020).

Corporate social responsibility isn't an optimal normative discourse, but rather part of corporate citizenship that requires companies to respect human right, including women's reproductive health right. In this context, menstrual leave must be positioned as part of fulfilling the basic right of employees who deserve fair and humane treatment in the workplace. When companies fail to convey these right, there is a denial of the principles of equality and social justice that are foundation of modern social responsibility (Iskandar & Rachmawati, 2023; Nuraini & Farhan, 2022).

The affirmation of corporate social responsibility towards the right of female employees is also in line with the principles of stakeholder theory which places workers as the main stakeholders in the company's operations. Active socialization of menstrual leave right shows that the company pays attention to the specific needs of its employees, not just pursuing efficiency or economic profit alone. Thus, an approach that is sensitive to the gender dimension will strengthen social legitimacy and create long-term loyalty among the workforce (Fitria & Suseno, 2022; Zakiyah & Arsyad, 2021).

One example of good practice in this context can be found at PT. Wahyu Manunggal Sejati mentioned in Mawar Ela's study (2021), where the company routinely socializes the right of female employees, including menstrual leave. Socialization is carried out through HR training, internal brochures, and interpersonal approaches from managers to employees. The result show that female employees feel more valued, safe, and confident in exercising these rights. This confirms that good internal communication has a strong correlation with the emotional and psychological well-being of workers (Ela, 2021; Widodo & Hartinah, 2022).

This analysis can be further explained through Carroll's (1979) Corporate Social Responsibility theory which divides CSR into four dimensions: economic, legal, ethical and philanthropic. In the context of socializing menstrual leave right, ethical and legal aspects are very relevant. When a company ignores the communication of reproductive right, the company is missing two of the four foundations of CSR. Companies that integrate employee right communication into CSR policies will build internal trust and gain legitimacy from the wider community (Carroll, 1979; Herlina & Subekti, 2020).

Furthermore, Wright & Huang's (2012) employer welfare theory emphasizes that employee welfare is one of the main factors determining organizational performance and effectiveness. A work environment that pays attention to women's biological and emotional aspects has been shown to reduce work stress, increase morale, and encourage sustainable performance. Therefore, the socialization of right isn't just an administrative procedure, but also a form of company investment in quality human resources (Wright & Huang, 2012; Nugraha & Pramudito, 2021).

Legal Implications for Companies That Do Not Socialize Menstrual Leave Right

Violations of worker protection obligations, including not socialize normative right such as menstrual leave, have a clear legal basis for being subject to sanctions. Article 185 paragraph (1) of Law No.13 of 2003 concerning Manpower, which has been partially amended by Law No. 11 of 2020 concerning Job Creation, states that any violation of the provisions of work norms in the Manpower Law may be subject to administrative sanctions. These sanctions are further detailed in Government Regulation (PP) No. 36 of 2021 concerning Wages and PP No. 35 of 2021 concerning Fixed-Term Employment Agreements, Outsourcing, Working and Rest Hours, and Termination of Employment, which reinforce that every employer is required to guarantee workers' rights as regulated, including special rest right such as menstrual

leave. If the company doesn't guarantee that workers know and access this right, it can be categorized as a violations of work norms.

Technically, violations of work norms are regulated in Article 55 – 57 of PP No. 36 of 2021, which stipulate that violations of employer obligations can be subject to written warnings, restrictions on business activities, temporary suspension of some or all productions equipment, and even freezing of the business. In terms of socialization, although not explicitly stated, the doctrine of systematic interpretation directs that rights that are not informed are the same as rights that are not guaranteed, because the legal principle states that right that cannot be accessed = right that are violated (the principle of access to rights). Therefore, if the company doesn't make efforts to communicate the right to menstrual leave, it can be considered to have violated the protection obligations as regulated in employment norms (Simanjuntak, 2023).

In addition, Article 74 of Law No. 40 of 2007 concerning Limited Liability Companies states that companies engaged in fields related to natural resources have CSR (Social and Environmental Responsibility) obligations. CSR isn't only external (environment and society), but also includes internal company responsibility, including the protection of basic workers' rights. In corporate law doctrine, failure to socialize basic right such as menstrual leave can be considered a violation of good corporate governance obligations, and can lead to legal risks in the form of administrative lawsuits or loss of operating permits (Afriani, 2022).

Thus, although the law doesn't literally mention the "obligation to socialize", legal practice recognize that uninformed right is a form of violation of the principle of worker protection. In the context of current regulations and progressive legal systems, the interpretation of corporate legal responsibility has evolved from passive to active, namely not only allowing right, but also ensuring that these rights are understood and accessed by workers. Failure in this case opens up room for administrative sanctions based on the previously mentioned regulations (Prasetyo & Lestari, 2023). Companies that fail to carry out informative obligations, including in terms of menstrual leave, risk significant reputational damage. In the digital era and openness of information, violations of employee right can quickly spread to the public space and affect the company's image widely. This has a direct impact on consumer loyalty, business relations, and public trust in general (Widyaningsih, 2021).

Organizational reputation is also closely related to long-term business performance. Companies that are known to ignore gender and employment issues often face social and market pressure, including consumer boycotts, reduced investor interest, and talent leaving the workplace. In this context, transparency and social responsibility are important indicators in a company's sustainability assessment system, both from the perspective of rating agencies and the community (Ramadhani, 2022). Conversely, companies that are proactive in conveying information on women's reproductive rights shows that companies with work policies that support gender equality tend to score higher on the ESG (Environmental, Social, Governance) index and have more stable female employee retention rates (Salim & Azizah, 2023). In a modern management system, reputation isn't just an external matter but part of the intangible assets that determine corporate value. Therefore, the practice of socializing employee rights – especially sensitive ones such as menstrual leave – is a part of reputational strategy that impacts the company's competitive position in the global labor and business markets (Permana, 2022).

Comparative studies show that countries such as Japan have recognized the importance of menstrual leave right since 1947 through the Labor Standards Act, where female workers have the right to take menstrual leave without having to provide medical reasons. Moreover, the government and private sector in Japan routinely socialize this policy through employee handbooks and job training, making this right part of an established work culture (Tanaka, 2021)

In South Korea, the approach to socializing reproductive right in the workplace is even more integrated. In addition to being regulated in the Labor Standards Act, many companies run internal education programs related to menstrual health and menstrual leave policies. The company culture encourages openness and acceptance of the use of this right without stigma, which has been shown to increase work comfort and female employee attendance (Kim & Seo, 2022).

In contrast to the practice in Indonesia, the approach in Japan and Korea places the socialization of right as part of the human resource management training system. This proves that even legally established policies will lose their effectiveness if they are not consistently socialized. International studies also emphasize that integration between regulation, training, and communication is the key to the successful implementation of gender-based employment right (Matsui, 2022). Therefore, Indonesia can learn from these two countries that the success of implementing menstrual leave right lies not only in the existence of legal norms, but in the consistency of socialization and integration into organizational culture. Companies need to make this right part of routine work orientation training and communication, not just a passive rule written in HRD documents (Choi, 2023).

The theory of legal compliance emphasizes that individuals and organizations don't always comply with the law because they fear sanctions, but rather because they recognize the legitimacy of the law as a value that must be respected. In the context of organizations, when companies choose not to socialize basic right such as menstrual leave, they are consciously or unconsciously weakening the legitimacy of the law itself. Non-compliance not only impacts workers but also damages internal governance structure (Hasibuan, 2021). According to the responsive regulation approach, effective regulations are those that are able to encourage behavioral change through a combination of clear norms and active communication. When companies don't carry out an educational function regarding workers' right, they fail to fulfill the basic elements of responsive regulation. In this case, socialization functions as a link between legal norms and voluntary compliance in the work environment (Rohim, 2022).

Non-compliance with socialization obligations also has an impact on organizational stability. Companies that often ignore communication of workers' rights tend to have higher turnover rates, more frequent industrial conflict rates, and increased employee resistance to company policies. This shows that non-compliance with the law has a systematic impact on the overall effectiveness of the organization (Wahyuni, 2023). On the other hand, organizational research shows that integrity and compliance with work norms contribute directly to organizational citizenship behavior (OCB), which is positive employee behavior that emerges voluntarily. Thus, socialization of right isn't only a legal obligation, but also a strategy for strengthening a healthy and harmonious organizational culture (Mulyadi & Sembiring, 2022).

Conclusion

This study shows that the right to menstrual leave for female employees has a clear legal basis in national laws and regulations such as Law No. 13 of 2003, Government Regulation No. 78 of 2015, Law No. 36 of 2009, and Law No. 40 of 2007, and is reinforced by international standards such as CEDAW. However, the implementation of this right still faces serious challenges due to the lack of socialization from the company. The absence of an explicit obligation to socialize this right creates an interpretative gap that results in low utilization of rights by female workers. The obligation to socialize should be understood as part of the company's social and moral responsibility, as explained in the theory of CSR and employee welfare. Ignoring this is not only has legal implications in the form of administrative sanctions, but can also damage the company's reputation and reduce employee loyalty and productivity. Comparative studies with Japan and South Korea show that the success of implementing menstrual leave is determined by the integration of legal norms and consistent internal communication. Therefore, companies in Indonesia need to take an active role in socializing menstrual leave rights as part of their commitment to protecting workers and gender equality in the workplace.

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