

ABSTRACT

The awareness of the fact that Human Resource is primary asset has made PT. Jembatan Komunika Indonesia (Opal Communication) implement family-friendly policy (FFP) program of six-month paid maternity leave. Indonesia is currently promoting six-month exclusive breastfeeding, but the regulation of only three-month maternity leave for female workers and the fact that not all companies are able to provide nursing room have become an inhibiting factor for such recommendation. This research used a case study approach. This research aimed at generating a deep understanding of the implementation and dynamics of six-month maternity leave policy in a small-scale enterprise. The data collection was done through in-depth interviews and supporting documentation. The data analysis was done by using thematic analysis. The results showed that the effects for the employees who are on leave are: they could focus on their pregnancy, recovery, and quality time with their children, they feel secure when coming back to work, they have less consideration to resign, and they undergo a temporary decline in working performance. The effects for other employees are an increased burden of work and the leverage point of other family-friendly policies. The effects for the company are: the company generates positive image and perception due to gaining natural respect, it is a strategy to maintain talent, and there is an increasing number of work applications from female applicants. In addition, the characteristics of work, direct support from the managers, and the track record of the one carrying out duties become supporting factors of the success of this policy implementation.

Keywords: family-friendly policy, paid scheme, six-month maternity leave, small-scale enterprise.

ABSTRAK

Kesadaran SDM sebagai aset utama membuat PT. Jembatan Komunika Indonesia (*Opal Communication*) menerapkan kebijakan ramah keluarga (*family-friendly policy*) program cuti melahirkan enam bulan dengan skema berbayar. Indonesia saat ini sedang gencar mempromosikan pemberian asi eksklusif enam bulan, namun keterbatasan regulasi masa cuti melahirkan selama tiga bulan bagi karyawan perempuan dan belum semua perusahaan dapat mengakomodir ruangan laktasi menghambat pelaksanaan anjuran tersebut. Penelitian ini menggunakan pendekatan studi kasus. Tujuan dari penelitian adalah mendapatkan pemahaman mendalam mengenai implementasi dan dinamika dampak kebijakan cuti melahirkan enam bulan di perusahaan skala kecil. Metode pengumpulan data pada penelitian berupa wawancara semi terstruktur (*in-depth interview*) dan dokumen pendukung. Analisis data dilakukan dengan menggunakan analisis tematik. Hasil penelitian menunjukkan dampak kebijakan bagi karyawan yang menjalankan adalah fokus masalah kandungan, proses pemulihan diri dan momen bersama anak, ketenangan kembali bekerja, pertimbangan lebih untuk tidak mengundurkan diri, dan penurunan sementara kemampuan kinerja. Dampak kebijakan bagi karyawan lain adalah peningkatan beban pekerjaan dan *leverage point* kebijakan ramah keluarga lain. Dampak kebijakan bagi perusahaan adalah persepsi dan citra positif perusahaan melalui terbentuknya respek secara natural, strategi mempertahankan *talent*, dan peningkatan pelamar kerja perempuan. Karakteristik pekerjaan, perilaku dukungan atasan langsung, dan *track record* pelaksanaan tugas adalah faktor penunjang keberhasilan pelaksanaan kebijakan ini.

Kata kunci: cuti melahirkan enam bulan, kebijakan ramah keluarga, perusahaan skala kecil, skema berbayar.