

Synthesis of Theory Labor Value through Perumda Perkebunan Kahyangan Jember Worker

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Abstract

As the several worker policy change related to Omnibus Law need to implement of explain the criteria of labor value. The target to improve human resource performance, Perumda Kahyangan Jember finally issued a lack of human resources workers in Jember with the aim of providing competition and enthusiasm to work harder. However, what actually happened on the ground turned out to be exploitation and intimidation that occurred as a result. This research analysed to find one of the important things that labor of value based on Marx perspective starts with the decision making in quality improvement. In this article, we describe and explain based on the meta synthesis approach regarding labor value, providing management knowledge that stimulates good performance from all employees by increasing the facilitation of responsibility, participation and allocation of all individuals, which is one of the characteristics of employee competence. This article realizes that it builds a theoretical study in the description of labor value can carry out with a sincere passion to be at the forefront of service. In other words, leading by example is also an important factor in the success of the servant labor value model with social necessary criteria, labor power, and free worker.

Keywords: Labor, Value, Worker, Performance, Competence.

1. Introduction

Development in the Jokowi era tried to change the system which was previously called javacentric or development and high levels of human resources were only on the island. Currently trying to wake up areas, especially in the eastern region. Many of the programs implemented, such as the ratification of the Job Creation Law, have become the foundation structure for developing human resources. In 2020, the government voted in the DPR plenary session to ratify the Job Creation Bill (RUU), even though various levels of society continued to express disagreement on the basis of problematic substantive content and implementation (Amania, 2020). Since the government formulated the bill, job creation has been discussed even when Indonesia is facing the COVID-19 pandemic. In the initial draft, the number of laws (UU) affected was 79, which was finally changed to 76. There are still many laws that have been criticized so far which are still part of the

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Job Creation Law, such as 'impact provided' as a sentence that describes how the DPR and the government drafted this law.

In the objective of research in this article, the DPR RI as the law maker is required to understand, and of course be able to explain, the contents of the laws that are formulated. No one really understands and explains the law on job creation. This belief is based on several basic findings, including complexity and the existence of material that should be removed but not completely removed (Kemsetneg RI, 2020). In analyzing the Job Creation Law, based on the researcher's perspective, it can be analyzed based on the impact of forest protection and forest conservation in Indonesia. Specifically, in political science, DPR Commission IV as the parliament has an impact on the handling of forestry and conservation policies in Indonesia. There are at least two principles in Law Number 12 of 2011 that violate the drafting of the Job Creation Law, namely the principle of openness and the principle of ability to implement. With regard to the principle of openness, this principle requires that the planning process up to the formation of statutory regulations be carried out transparently and openly, so that all levels of society receive the widest possible input in the development of statutory regulations. Unfortunately, neither the Job Creation Bill nor the academic text can be officially consulted on until after the President's speech is delivered to the Assembly. At this stage, the drafting stage of the bill has been completed and with the delivery of the president's message, the bill moves to the discussion stage (Afshan et al., 2021). Laborers have become one of the areas that is starting to be developed as a top priority after Papua. The reason for developing this area is because of its abundant natural resources, but its development and management are still quite lacking because human resources are lacking. Even though there have been attempts such as the transmigration program and provision in the form of materials such as including experts on the island of Java, these programs have not yet been successfully implemented. However, it is not as bad as before because the development of state infrastructure and facilities is starting to be developed and advanced.

One of the things that was most affected was building the enthusiasm of local workers there with a value policy limited to providing materials and improving soft skills for workers. Perumda Perkebunan Kahyangan Jember is one of the regional business sectors interested in this policy. The hope is to eliminate fears and especially to deny the aging zone, which means that there will no longer be genuine local workers to build infrastructure in 2020 (Helmiah & Nasrudin, 2021). However, there are a lot of polemics that have occurred in Perumda Kahyangan due to non-transparency and the struggle for indigenous people's land which is still going strong in the previous period. Further polemics such as human resource development are relatively low and many are still undetected by Perumda Kahyangan Jember. Because these immigrant workers entered from the city of Jakarta and went straight to the company in Jember without any double checking. It is said by the local community that these immigrant workers often carry out immoral acts and work unhealthy towards local workers there. It is recorded that most immigrant workers from Taiwan do not have adequate soft skills and only have low education. In fact, only a few and can be counted on the fingers of skilled and highly educated workers (Sihag & Dhoopar, 2022). It is worth asking whether the program to increase human resources there is working very effectively. Furthermore, the problem is that there are many inappropriate time limits. These immigrant workers are only limited to three months to work there, but in fact the duration of these immigrant workers' employment has been extended illegally for reasons. Thus, the company owners are more satisfied with the results of work by the local community in Jember.

Since this policy improved the performance of human resources, the government finally issued a policy to take immigrants in order to improve the human resources of native workers in Indonesia with the aim of providing competition and enthusiasm to work harder. However, what actually happened on the ground turned out to be exploitation and intimidation that occurred as a result of immigrant workers from Taiwan coming to

Jember with native Jember workers. The partiality of industry owners also cannot be blamed because they increase production and quantity quality in their industry so that the industry has a high competency value. In this research, we will determine the systematics related to the relevance of work competencies with the identification of the Labor Theory of Value by Karl Marx. In fact, capital holders or in general industry owners only seek profits without thinking about other aspects. Of course, even in the case of workers, the owners are looking for ways so that these workers also get large profits, one of which is by increasing production working hours but minimizing the wages paid to workers. Then they will also look for how and who wants to be their worker and will oppress the old ones if they do not suit the owners of this capital. The reason is that it is only a motivational aspect, but of course there are other aspects behind it, such as what happens to local workers.

2. Literature Review

Labor Theory of Value

The existence of an exploitative capitalist economy creates a class structure that identifies the working class (proletariat) and the capitalist class (bourgeoisie). In a culture like this, societal segregation can result in social inequality between the two groups, when for example the proletariat wants to fight for their rights by asking for a salary increase according to the value produced by workers, the bourgeoisie thinks more about cheap labor so that the profits obtained are increasing (Pitts, 2022). This kind of non-payment of workers was highlighted by Karl Marx as one of the driving factors of capitalistic production. In this case, both workers and investors must have the same "socially necessary" labor. This does not happen in a capitalist system, where entrepreneurs raise prices to get their capital back, which means they have to get free workers, which also has two meanings, namely: (1) The worker has to give up his labor power as a commodity; (2) The investor must not have other commodities to sell (Absar et al., 2021).

Labor power itself, as Karl Marx said in the first volume of *Das Kapital*, is the sum of a person's mental and physical capabilities, which can be used to produce something. On the other hand, labor itself is a work process. Treated like commodities, investors have the right to consume the commodities they buy. This means that these workers are paid based on the production factors needed by the company, which are regulated based on the struggle between workers and investors, or you could say based on the workers' current living needs to meet the needs of themselves and their families. Marx also said how workers ultimately determine the price of a commodity, which means that everything in the capitalist system is a commodity. By considering all these things as commodities, it could result in an imbalance in income between workers and investors.

In this theory, it is considered the most appropriate in research. Because in the aspects of the case studied and subsequently in the questions models will be based on this theory. In this case, the exploitation of workers in the Influence of Taiwanese Immigrant Workers in Jember is based on aspects of Karl Marx's theory. There will also be divisions in the class structure in the exploitation of these workers. In the future, if it is based on theory, there will be upheaval among workers.

3. Methods

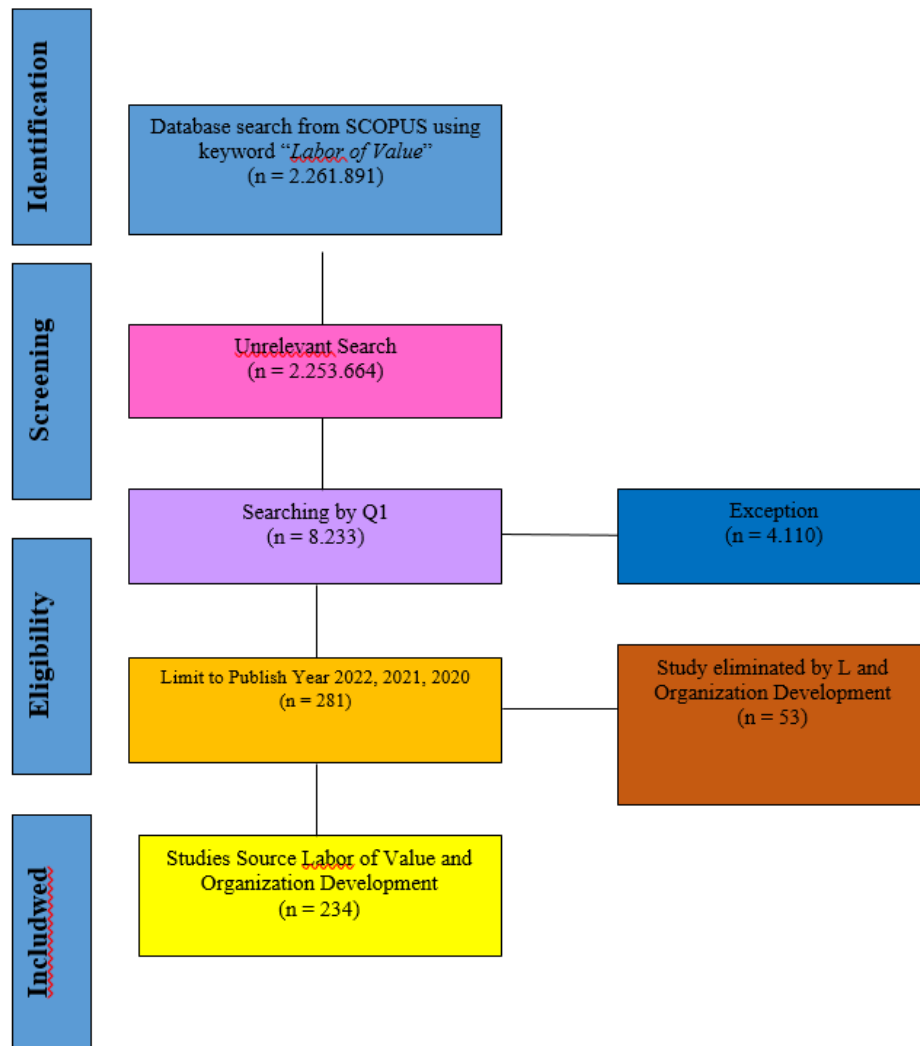
This research approach, the Labor of Value theory will be identified by utilizing a literature review by elaborating the findings from the perspective of workers at Perumda Kahyangan Jember which involves a synthesis of original mechanisms and their impacts. This research approach in reviewing the Labor Theory of Value is still limited and there is a need for continued empirical investigation in finding the context of servant leadership

and the organization it leads. The research question in this article is “how synthesize labor theory of value implement to Perumda Kahyangan Jember?”. The focus of this article will be to summarize hierarchically from above based on the history of the formation of the Labor of Value theory with a review as a form of discussion on theory development in identifying new research area sectors. Next, a methodological summary based on the results of articles obtained on the SCOPUS portal (www.scopus.com) as a portal that is credible and has been indexed internationally as a review of methodological contributions in the field of management science in identifying research results in a systematic and holistic manner. So that in the future we can implement the theory of labor of value in new research object areas (Lose et al., 2020).

Search terms and Study selection process

The keyword Theory of labor of value was the basis for searching the Scopus database (n=234). Database collection, based on 2020-2023. This development of research on resilience, apart from wanting to know how the literature has evolved from grand theory to the latest research data, allows us to carry out an analysis of overall research trends over time. In this case we also choose the highest quotation category with a scoring index.

Figure 1: PRISMA-Index



Source: (Self Process; 2023)

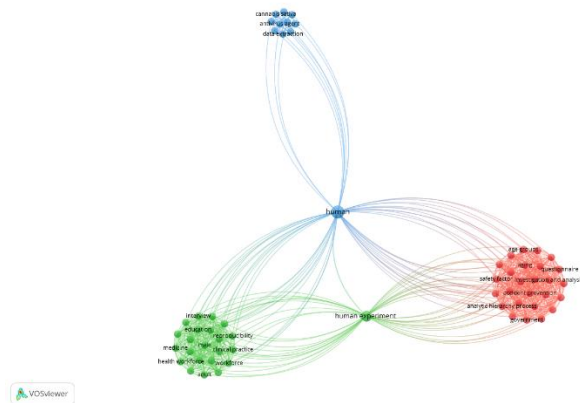
4. Results and Discussion

4.1 Results

4.1.1 The Findings of Bibliometric Analysis

This systematic approach was taken to identify, select and assess relevant literature. Such a systematic process is considered reproducible, objective, transparent, unbiased, and rigorous. The initial process carried out in this research was to carry out a complete literature search using We. This was done because the Scopus database has wider data coverage than other databases, and SCOPUS also has stricter methodological criteria for database coverage.

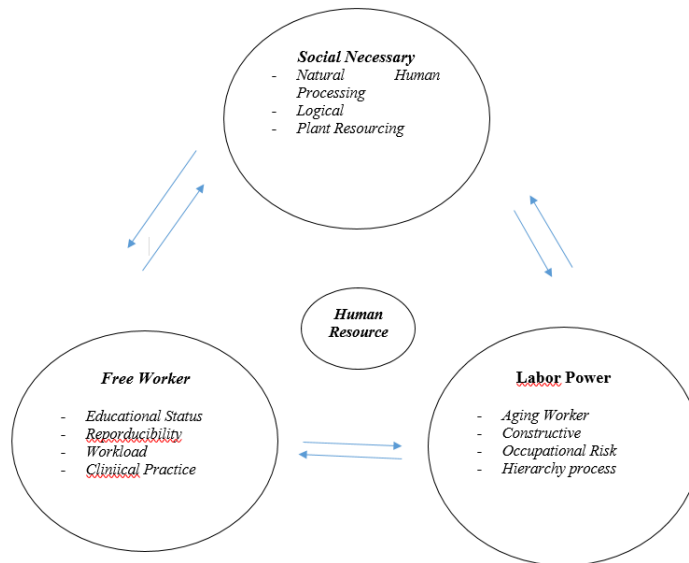
Figure 2. Bibliometric Analysis



Source: (Self Process; 2023)

The keyword Labor Theory of Value was the basis for searching the Scopus database. Database collection does not use year limits. The development of research on resilience, apart from because we want to know how the literature has evolved from grand theory to the latest research data on the topic, allows us to analyze overall research trends over time. In this case we also choose the highest quotation category. Each article was carried out in depth, then initial coding was carried out by identifying various definitions and conceptualizations of leadership as theoretical references, the level of analysis of the objectives and research questions as well as the methods used and results, as well as the main research conclusions and findings. In this case the emphasis is on three dimensions namely - drivers, processes and results - with a number of sub-codes for each dimension.

Figure 3. Labor Value Criteria



Source: (Self Process; 2023)

Number of literature discusses the Labor Theory of Value. There are three forms of relationship. This idea also correlates with its indirect application at Perumda Kahyangan Jember in making decisions according to its own considerations without the need to consult with those it represents. In other words, previous leadership is not required to consult with those they represent or their constituents. The previous organization development indicated the delegates or ambassadors of those they represented, legislative members always followed the instructions and instructions of those they represented in carrying out their duties. The first is the social necessary variable, which refers to the needs of the social formation created between workers and owners of this industry. It can be focused on whether the social formation within the Jember circle between workers and company owners should be on which side.

4.1.2 The Findings of Perumda Kahyangan Jember Based on Theory Labor of Value Perspective

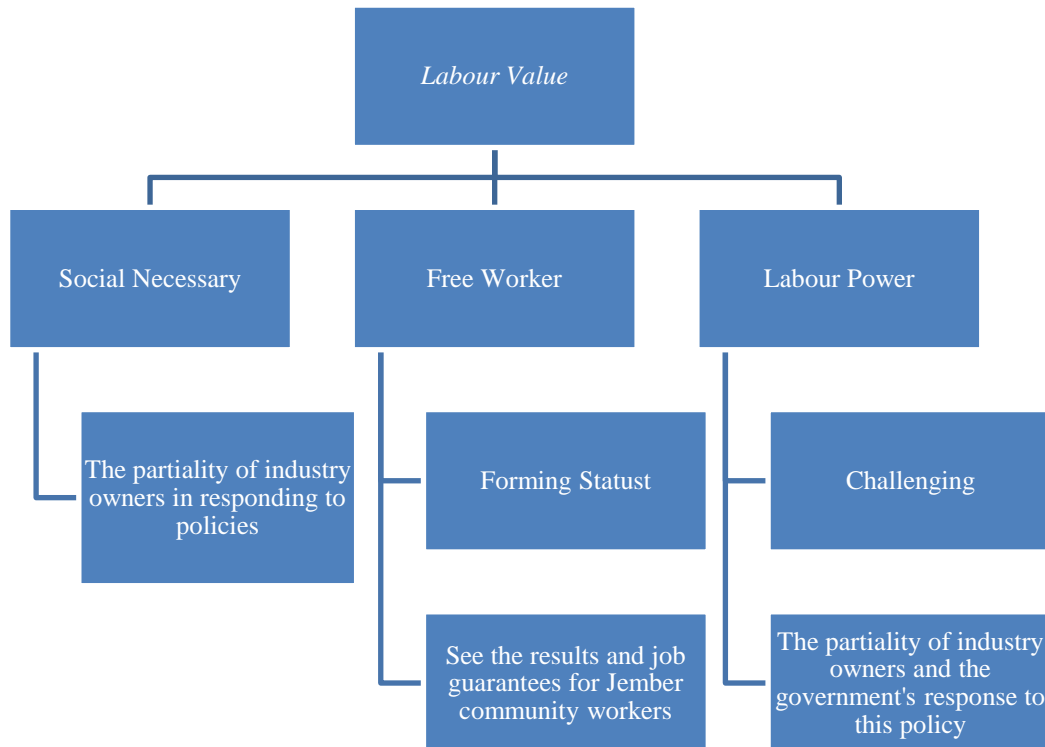
The need for adequate community resources is the perception of the company owner, but there is inequality with the Jember community, which is necessary to improve welfare for themselves. Second, free workers, what is meant here are workers in Jember, whether they have to merge and give up their status to become one with the influence of Taiwanese immigrants who work in Jember for special exploitation. Furthermore, this variable means that the results of workers not being able to be in other statuses or offers of being employed means that in the future, the more trust industry owners will have in providing employment for Taiwanese immigrants, the more likely there will be intimidation in the future. The third is Labor Power, which is the form of power of workers in Jember in facing the exploitation and lack of competence. If there is a balance of power and the strongest between two workers divided from Indonesian society and also immigrant workers from Taiwan, this will lead to a division of class strata in the future. This will of course lead to exploitation and intimidation between classes. Furthermore, the influence of this power is also supported externally by industry owners and the Indonesian government.

Figure 4. Labor Value Criteria

Concept	Category	Indicator
social necessary	Social Structure	The social formation in the Jember circle between workers and company owners should be on which side.
	Workers Commodity	The merging of statuses into one with the influence of worker in Jember
free worker	Workers Result	The form of status or other offers that are employed means that in the future there will be more confidence in industry owners to provide opportunities for worker
Labor Power	Internal	Competition occurs and the strongest is between two workers divided from Perumda Kahyangan Jember
	Eksternal	The influence of this power is also supported externally from Jember government

Source: (Self Process; 2023)

Figure 5. Hierarchy Process



Source: (Self Process; 2023)

There are three patterns in explaining members of parliament that are usually found in the labor of value theory. Members of parliament sometimes portray themselves as a Social Necessary, Labor Power, and Free Worker. Each role chosen by workers actually takes into account the pros and cons and the impact felt by many people. From this definition, it is explained that a person or group of representatives who have been chosen to hold authority must act according to the interests of those they represent, whether with regard to previous agreements that have been made between them during the campaign or actions for the good of those they represent. Representatives are needed because it is impossible for all the large and broad people to participate directly in company policies. Therefore, people's participation as workers has the value of being transformed into the act of voting every few years to elect their representatives.

4.2 Discussion

4.2.1 The Relevance of Theory Labor of Value Through PERUMDA Kahyangan Jember

The relevance of the Labor Theory of Value is long and involves various interest actors who issue restrictions (prohibitions and restrictions) on imported goods, causing a long time to complete the process of understanding work and correlations related to understanding value (Boulongne, 2023). Not to mention the problems related to compensation from the relevant government agencies, and the discrepancy between the rights and obligations of the community. This will increase the slowdown in the resolution process and appropriate policies, because the existing capacity cannot be processed further if the problem has not been resolved.

With a long chain of work in the import process and risks to workers' rights, employee work involvement is very important in completing employee assessments. Employee involvement (employee involvement) is an important factor for organizational effectiveness because it is an important basis for being able to develop advantages in the business market (Strindlund et al., 2021). The 2020 workforce institute conducted a survey to find out the factors that influence employee involvement in work. From the survey results, it is stated that salary influences 40% of employee involvement in work, better facilities have a 30% influence on career development, 34% influence on learning and training, 31% influence on preferred work and 18% influence on organizational culture (Toiviainen et al., 2022). In the survey, participants stated that more pay would influence employee loyalty and engagement with the company in the workplace. Apart from that, a survey conducted by Lawry (2023), stated that the main things that influence employee engagement are benefits, work safety, security, environment. work, and balance between life and work. Meanwhile, research results related to cooperation and structural empowerment are stated to be predictors that have a significant impact on employee engagement, such as feedback on organizational resources, support for work supervision from leaders, and autonomy in work. Low employee involvement in making decisions, awards given by the company, autonomy in work, support by management and feedback on performance have a significant influence on the lack of employee involvement (Bazzoli & Probst, 2022). A number of studies have shown that engagement is a mediating mechanism between organizational conditions, work performance and work behavior, such as proactive work behavior and extra-role behavior (Neve et al., 2022).

Research highlighting employee involvement practices shows that high employee involvement practices directly promote understanding the meaning of the values of the Labor Theory of Value which functions as a trigger. This is especially related to power sharing which contributes the most to workforce agility. The role of employee engagement practices is a core component needed in building and creating work agility, namely by effectively training workers for new skills (training efficiency), shifting workers between types of tasks (switching efficiency), enabling the performance of tasks in parallel (multi-tasking efficiency) (Villanueva-Flores et al., 2021), and grouping workers to increase productivity (collaborative-efficiency) (Hopp & Van Oyen, 2004).

With a lot of deregulation, new provisions and policies often change, creating an element of complexity which means that there are various obstacles that can affect operational implementation; for example, in policy changes operating in different countries, where different regulations must be followed along with new tariffs and values that apply, in operational implementation there will be changes to adapt to new changes, then the company, in this case the workforce, is the driving force and the end result. The company is required to ensure that the workforce is able and always ready to face all changes in the work environment (Keppeler & Papenfuß, 2022). One thing that must be done to address this is organizational learning.

Radović-Marković et al. (2021), postulates that organizational learning is part of the daily activities of employees carried out whether intentionally or not, learning in the workplace determines that employees must acquire knowledge, skills and attitudes which, in turn, have an impact on their current performance. The first perspective on learning organizations contrasts with the views of other researchers who understand the different goals of learning in the workplace, which emphasize the development of the entire enterprise through contributions to production, effectiveness, and innovation (Parachkevova-Racine, 2021). To improve learning capabilities, organizations must create systems in which learners. Individual rans can be shared among members. Individual learning is the basis of organizational learning through individual learning that is learned by the organization as a whole (Widarni & Bawono, 2023). Meanwhile, other opinions relate to the organizational learning process involving the acquisition, interpretation and application of new knowledge by organizational members.

With the digital transformation of workers as a change in value where almost all processes related to exports and imports have been integrated and digitized, so many companies are overwhelmed in facing digital change, this adds to the challenges related to the rapid pace and evolution of technology that organizations and their employees must face. In fact, the pressure is mainly felt by employees who have to keep up with technological changes (Stats et al., 2012). They must ensure to maintain appropriate knowledge, skills, abilities, and attitudes towards the various IT they have to use in their daily work life. Thus, they must remain digitally fluent (Miller & Bartlett, 2012). So there is a real need for workers who are not only literate in digital technology but more than that, namely workers who are digitally fluent (digital fluency).

In recent years, digital fluency has been considered a set of individual skills and abilities for success in the digital era. Digital fluency is defined as an employee's ability to create and reformulate information and use digital technology correctly (Govers & van Amelsvoort, 2023). Digital fluency is based on an individual's ability to search for information, assess the quality of information, and learn new technologies. relates to skills, use of specialized knowledge, and individual critical thinking. The modern workforce is digital, where professional workforce must focus on improving their processes to digitize workplace practices, so to gain value, the workforce needs to utilize new technology and platforms to help create a more productive and adaptive workplace that will advance the organization to be digitally fluent in today's digital economy, employees must have the right skills, knowledge, attitudes and awareness needed to perform, through the use of digital media and IT, a variety of tasks such as problem solving, communicating, collaborating, coordinating, innovating and managing information , learning and socializing (Wu et al., 2023).

In connection with the Labor Theory of Value, it was first expressed in 1991 by a committee at the Iaccocca Institute, Leigh University (PA), to study the lack of international competitiveness of US industry (Bhuyan & Hasan, 2022). Agility has become a paradigm for how organizations must prepare themselves for digital innovation that prioritizes speed and efficiency in a focus that only focuses on the organizational level. In the digital world, organizations increasingly rely on information technology, process knowledge, and communication technologies that enhance their capabilities

(Gayed & El Ebrashi, 2022). Initially, it was believed that a responsive workforce and strategy, flexibility could be achieved only through advanced technologies such as computers and manufacturing that were integrated and focused on the organizational level. However, recent research findings show that manufacturing flexibility depends more on people than on technology. Perumda Kahyangan Jember states that although integrated computers can provide important competitive advantages, the results of his study show that operational flexibility is determined primarily by workers at Perumda Kahyangan Jember and the extent to which the President Director is with them. It is concluded that achieving manufacturing flexibility requires the development and maintenance of a skilled, competent and adaptable workforce that can deal with non-routine and extraordinary circumstances. Thus, can be concluded that Labor Power and Free Work cannot be achieved without utilizing employee knowledge and abilities. It is widely believed to provide various benefits such as improved quality, better customer service, accelerated learning in the economic scope (Tütlys et al., 2022).

In its survey on "Accelerating Workforce Agility and Resilience". Aon conducted a survey of 415 leaders and HR professionals in Singapore from 17 August to 25 August 2020, 84% of respondents said that an agile workforce, defined by employees who quickly adapt to new tasks to support changing business needs, is now more critical to the success of their business than ever before. In a changing business environment, the Labor of Value Theory faces uncertainty and is expected to provide a quick response so that unexpected events can be resolved well, where the Social Necessary attributes are attitudes towards learning and self-development, problem solving abilities, comfort with change, new ideas (Florkowski, 2023)v, and new technology, the ability to generate innovative ideas, accept new responsibilities. The characteristics of Social Necessary as follows: skilled workers in IT, knowledge in teamwork, negotiation, profitable manufacturing strategies, technology, employee empowerment, multifunctional workforce, multilingual work, and independent teams. In contrast to Durst & Leyer (2022), which determines initial indicators from an information technology perspective, such as responsiveness to external changes, skills assessment benchmarks, speed of skills development, speed of adaptation to new work environments, speed of access to information, speed of IT change, use of mobile technology, a free workplace, mobile information access, collaborative technology, virtual teams, knowledge sharing and employee empowerment.

Other research develops and empirically tests a theoretical model of the influence of various managerial employee involvement practices on the Labor Theory of Value, by measuring it showing initiative behavior while workers who handle many tasks carry out adaptive performance behavior, with its aspects of proactiveness, adaptability and resilience. In this research, Perumda Kahyangan Jember proposed a general scale to measure work agility by utilizing job adjustment theory. The findings in his research show that agility strategies and work organization influence the Labor Theory of Value. Other empirical research was conducted by (Adamchik et al., 2022) who stated that workforce attributes were explored by developing them more deeply through a questionnaire that assessed two dimensions of agility, namely speed and flexibility. In the study, the identified workforce was grouped into operators' ability to perform multiple tasks, employee involvement, training information sharing and skills sharing, skill-based salary increase incentives, non-monetary incentives, production-based incentives and power sharing. The findings show that power-sharing techniques (job enrichment and enlargement, self-management teams, quality circles, advice information systems) have a strong and significant influence on the Labor Theory of Value. The information sharing attribute has no influence on the Labor Theory of Value, and non-monetary incentives, namely production-based incentives, have a direct influence on the Labor Theory of Value.

In most situations, people are agile at five different levels namely intelligence, competence, collaboration culture and information systems. The results of the analysis show that the speed of developing new skills, responsiveness to changes in customer needs and market conditions, and the speed of acquiring the skills needed for changes in business processes greatly influence the Labor Theory of Value. Apart from that, it was also found that the communication technology (ICT) factor was a main element of workforce agility. So the new work model has a stronger association with the strength of agile, agile employees than the adoption of technology and computer information and accurate information systems.

Other research related to psychological empowerment and Social Necessary found that psychological empowerment is an important cognition for employees that facilitates Labor Value. Analysis of various psychological empowerment variables has an effect on. This research found that self-determination was also found to be strongly related to the value of the work one has, especially the traditional reputation which is still strong in the city of Jember. In other words, employees with a strong sense of self-determination tend to be intrinsically motivated to proactively contribute to the organization and be flexible. Also, a high level of meaningfulness is closely related to speed and flexibility among workers. Meanwhile, in other research, the competency dimension, which previous studies have identified as the Free Worker dimension, was found to be less related to the Labor Theory of Value, this was because the job rotation carried out by management was not in accordance with the skills and skills of employees so that it was based on their abilities. Labor Theory of Value. Meanwhile, other research results state that organizational practices can explain variations in emotional work (Gabay & Weinstein, 2022).

On the other hand, worker capabilities in terms of competency and productivity, technical and marketing do not affect labor value performance. In addition, research results show that financial reward incentives and non-monetary rewards do not necessarily affect Workforce performance. However, financial compensation incentives directly impact Workforce's revenue, while non-monetary incentives do not necessarily impact worker earnings. Meanwhile, that intrinsic motivation, extrinsic motivation, organizational commitment and rewards have a significant relationship with sales force performance, while free workers have no significant effect on sales force performance. The findings show that worker performance is greatly influenced by sales training, sales experience and the ability to build and maintain business networks. Research findings on the role of adaptive sales behavior indicate that this behavior influences Workforce performance.

The next elaboration lies in the fact that motivation is the main factor that determines employee performance and retention. According to (Rughoobur-Seetah, 2023) as evidence described as something that motivates individuals to take action and is related to the decisions individuals make as part of their goal-directed behavior. Recently, the finding of the research argued that motive is agreeing to make a high level of effort to achieve organizational goals, as long as the effort is able to satisfy some individual needs to be satisfied. Motivation concluding is a person's strength, direction and persistence in an effort to achieve a certain goal. Money is not the only motivator that can inspire an employee. Other stimuli can also act as stimuli.

Free Work has been defined as the organization of feelings and expressions to support the presentation rules promoted by the organization and its goals. Free workers are an important part of an organization or company. When a company has employees with high levels of free workers, these employees will be more cooperative at work, have high productivity, have positive emotions and can work longer. Because free workers can influence work behavior and free workers who are involved in work will create strong motivation so that emotionally they can produce good work. In connection with this understanding, it can also be concluded that if employees receive the results of their work as expected, they will get free workers. Free workers contained in work will create strong

motivation, so that it can produce good labor of value. There are several components of free workers, namely: income or wages, work, supervision, professional promotion, work groups and work environment. To determine the emotional level of employee work, it can be derived from one component, namely the free worker factor. Different studies examining the relationship between free labor and labor value have produced different results. Al Shaer et al.(2023), the character who first used the term Labor of value, revealed a relationship, but the relationship was negative between Labor of value and free workers. Two other studies also support the concept that superficial work as a strategy in Labor of Value has a negative relationship with free workers and in terms of field factors it is still a source of unrest among indigenous groups.

5. Conclusion

With a strong focus on human resource capacity, hierarchical employees at Perumda Kahyangan Jember are eager to comply with organizational presentation rules and successfully support a customer service-oriented culture. With organizations focusing on the quality of interactions between workers and growing organizational efforts to manage and direct employees' emotional expressions, literature examining the impact and impact of emotional labor has since gained attention. These conditions make it easier for employees to carry out employee values. This research theorized that emotional actions arise through two mechanisms: shallow representation and deep representation. Employees use shallow representation by suppressing their negative feelings and displaying expected positive expressions, leading to emotional dissonance between what employees feel and what they show. In turn, employees take deep action by changing their emotions to generate real positive emotions. By engaging in shallow and deep representations as a strategy to regulate their emotions, employees perform emotional actions by following organizational development percentage

While deep and shallow representations are emotional action strategies in value workers use to comply with presentation rules, employees can also automatically feel emotions associated with presentation rules without having to change their feelings. For example, a front desk worker may already feel positive and need to be implement, which is why his labor value is in accordance with government policy.

Major finding factors such as how frequently, how often and how intensely each employee interacts with customers have a major influence on the emotional functioning of employees. In addition, organizational presentation rules significantly regulate the expressions expected from employees and influence emotional labor. These early studies of labor of value not only helped define emotional labor but also stimulated significant growth in the literature. Despite the large numbers in Perumda Kahyangan Jember there are several limitations in the literature.

Acknowledgements

This research become the headstart to accommodate some variables in Labor of Value. For future research need implement to using the variables and indicator in statistically approach.

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