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A Study of the Perception of Outsourced Security Guards (Satpam) in the Jabodetabek Area Regarding Job Security

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Abstract: Job security is a crucial aspect of employment, especially for outsourced security guards (*Satpam*) in Jabodetabek, who face numerous challenges due to their contractual status. This study aims to explore the perceptions, importance, challenges, and root causes of job security issues in this sector. Using a qualitative approach, semi-structured interviews were conducted with outsourced *Satpam*, employees of security service companies (BUJP; *Badan Usaha Jasa Pengamanan*), and users' employees. Data were analyzed using thematic analysis. The results reveal six key elements of job security: benefits, salary, relationships with supervisors, work environment, career development, and job stability. Challenges include unfulfilled benefits, salary discrepancies, hazardous work environments, and job instability. Root causes are linked to poor BUJP management, weak contractual agreements, and limited regulatory enforcement. The study concludes with recommendations for regulatory reform, improved collaboration among stakeholders, and targeted training programs to enhance job security and professional growth

Keywords: Job Security, Outsourcing, Security Guards, BUJP, Jabodetabek.

INTRODUCTION

Job security is a fundamental aspect of employment that significantly impacts workers' well-being and performance. In the context of outsourced *Satpam* (security guards) in Jabodetabek, job security becomes even more critical due to the contractual nature of their employment and the challenges they face, including inconsistent benefits, workplace safety concerns, and career development barriers. These issues are exacerbated by limited regulatory enforcement and the competitive dynamics of the outsourcing industry (Žitkienė, 2015).

This study is motivated by the urgent need to understand how *Satpam* perceive job security and to uncover the root causes of challenges they experience. The research aims to provide evidence-based insights into their lived experiences, contributing to the discourse on human resource outsourcing (HRO) and job security, particularly in developing economies like Indonesia.

The study utilizes a qualitative approach, employing semi-structured interviews and thematic analysis to explore job security from the perspectives of outsoursed *Satpam*, BUJP employees, and the *Satpam*'s users. The findings are grounded in theories of human resource management (Dessler & Varrkey, 2005), job security (Adebayo & Lucky, 2012), and psychological contracts (Guest, 1998), offering a comprehensive framework for addressing this issue. Key questions guiding this research include: How do outsourced *Satpam* in Jabodetabek perceive job security? What are the primary causes of job security issues faced by this workforce?

By addressing these questions, the paper contributes to the body of literature on job security and outsourcing by offering practical recommendations for stakeholders, including policymakers, BUJP, and the users. Through this exploration, the study hopes to enhance the well-being and productivity of *Satpam* while aligning with broader labor rights and human resource development goals.

METHOD

This qualitative exploratory study investigates job security among outsourcing security guards in the Jabodetabek region. Exploratory research was chosen due to the limited prior studies on the topic, allowing for an in-depth exploration of participants' experiences and contextual insights. The research involved data collection through semi-structured interviews with outsourced *Satpam*, employees of BUJP, and employees of user companies, complemented by secondary data from relevant government regulations. Semi-structured interviews provided flexibility to delve into sensitive topics while ensuring guided discussions tailored to each participant group's context.

Purposive sampling was employed to select participants with specific qualifications, such as a minimum of two years' experience, relevant education levels, and professional certifications. Data were analyzed using Braun and Clarke's six-phase thematic analysis framework, enabling systematic identification, coding, and interpretation of patterns. The findings were refined and structured into cohesive themes addressing the research objectives. Triangulation ensured credibility by cross-verifying data across the three participant groups, while reliability was maintained through thorough documentation and transcription accuracy.

The study was conducted in Jabodetabek from August to November 2024, with interviews held both in-person and online via Zoom. By integrating diverse participant perspectives, the research offers a nuanced understanding of job security dynamics in outsourcing security services, laying a foundation for future studies in this field.

RESULTS AND DISCUSSION

This study explored the perceptions, importance, challenges, and underlying causes of job security issues among outsourcing security guards in the Jabodetabek region. Nine participants were interviewed, including outsourced *Satpam*, employees of BUJP, and employees of user companies. The diversity of the participants provided rich insights into how job security is experienced and managed within this sector.

Table 1. Participant Profile

Participant Group	ID	Work Location	Role	Security Certification / Last Education	Gender	Age	Experience
Outsourced *Satpam*	S1	Depok	Admin	*Gada Pratama* / High School	Female	34	13
	S2	Bogor	Team Leader	*Gada Madya* / High School	Male	35	12

Participant Group	ID	Work Location	Role	Security Certification / Last Education	Gender	Age	Experience
	S3	Jakarta	Member	*Gada Pratama* / High School	Male	40	10
	S4	Tangerang	Admin	*Gada Pratama* / Bachelor's Degree	Male	28	4
	S5	Bekasi	Member	*Gada Pratama* / High School	Male	48	9
BUJP Employees	B1	Jakarta	HR Staff	- / Bachelor's Degree	Female	30	5
	B2	Jakarta	Director	- / Bachelor's Degree	Male	60	3
User Employees	U1	Jakarta	HR Supervisor	- / Bachelor's Degree	Female	42	12
	U2	Bekasi	GA Staff	- / Associate's Degree	Male	31	8

Source: Research data

Outsourced *Satpam* identified six primary elements of job security: benefits, salary, relationships with supervisors, work environment, career development, and job stability. Among these, benefits such as BPJS Kesehatan and BPJS Ketenagakerjaan were consistently highlighted as the most critical components of job security, reflecting their importance in ensuring financial stability and access to healthcare. In contrast, relationships with supervisors were mentioned less frequently, suggesting that tangible and contractual elements of job security are prioritized over interpersonal dynamics. Interestingly, salary and job stability were also seen as key pillars of job security, particularly when tied to compliance with regulations such as minimum wage standards and clear contract durations. Table 2 below highlights the identified sub-themes and key statements from respondents.

Table 2. Perceptions of Job Security

Sub-Theme	Key Statements
Benefits	Provision of BPJS Kesehatan, BPJS Ketenagakerjaan, THR, bonuses, and allowances.
Salary	Payment based on minimum wage standards (UMR) specified in the contract.
Relationships	Supportive and communicative relationships with supervisors.
Work environments	Safety, comfort, and sufficient resources to perform tasks effectively.
Career development	Opportunities for training and promotions to foster professional growth.
Job stability	Clear contract terms and predictable renewals.

Source: Research data

Among these, benefits emerged as the most frequently cited factor, with BPJS Kesehatan and BPJS Ketenagakerjaan considered essential for job security. Interestingly, salary and job stability also emerged as key pillars of job security, particularly when tied to compliance with regulations such as minimum wage standards and clear contract durations. This aligns with Maslow's Hierarchy of Needs (Başlevent & Kirmanoğlu, 2013), which places safety and financial stability as foundational motivators for human behavior.

Participants emphasized that these benefits serve as a buffer against unforeseen economic and health-related challenges, enabling them to focus on their work without constant anxiety about their welfare. Conversely, relationship with supervisors was the least mentioned, indicating a greater focus on contractual and financial aspects of job security (Boon & Kalshoven, 2014). This finding resonates with Guest's psychological contract theory, which underscores the significance of transactional elements such as salaries and benefits in shaping employees' perceptions of organizational commitment. However, the study also highlights the potential underutilization of relational aspects, such as supportive supervisory relationships, in fostering long-term employee engagement and satisfaction.

The study further uncovered three main reasons why job security is essential for outsourcing security guards: economic stability, knowledge development, and emotional comfort. Participants emphasized that job security provides the financial foundation to support their families and meet daily needs. Economic stability was identified as the most significant reason, as most respondents relied on their jobs as their primary or sole source of income. This underscores the critical role of job security in safeguarding against poverty and unemployment, particularly in a volatile labor market like the outsourcing industry. Opportunities for training and career development were valued as they helped enhance skills and open pathways for professional growth (Ngobeni et al., 2022). These align with Maslow's self-actualization needs, reflecting aspirations for personal and professional advancement beyond immediate economic concerns. While emotional comfort was less emphasized, it emerged as a crucial factor in creating a sense of peace and motivation at work (Khan et al., 2023). Participants noted that a stable and supportive work environment contributes to psychological well-being, enabling them to perform effectively without constant stress about job insecurity. Table 3 presents the key sub-themes identified under this topic.

Table 3. Importance of Job Security

Sub-Theme	Key Statements
Economic stability	Job is the main source of income, supports family needs.
Knowledge development	Opportunity for training and gaining expertise.
Emotional comfort	Stable conditions provide peace of mind and improve motivation.

Source: Research data

The findings align with the psychological contract theory, emphasizing that fulfilling safety and growth-related needs strengthens employees' commitment to their organizations. Moreover, Maslow's framework provides a robust lens for understanding how job security addresses both fundamental (safety) and higher-order (self-actualization) needs.

Despite its importance, the study revealed significant challenges undermining job security for outsourcing security guards. Key issues included unfulfilled benefits, salary discrepancies, hazardous work environments, strained relationships with supervisors, limited career development opportunities, and job instability. Among these, salary discrepancies, particularly delayed payments, and salaries below minimum wage standards, were the most frequently cited challenges, reflecting significant gaps in regulatory compliance. Table 4 provides a detailed overview of these challenges and related statements.

Table 4. Challenges in Job Security

Sub-Theme	Key Statements
Unfulfilled benefits	Inconsistent BPJS payments, inadequate overtime compensation.
Salary discrepancies	Delayed payments, salaries below minimum wage standards.

Work environment hazards	Dangerous working conditions, high crime areas.
Supervisor relationships	Poor leadership, tasks assigned outside SOP.
Career development gaps	Limited training opportunities, lack of promotions.
Job instability	Short-term contracts, risk of job loss with BUJP or user changes.

Source: Research data

These findings resonate with Žitkiene and Blusyte (2015) analysis of outsourcing, which highlights the tendency of outsourcing firms to prioritize cost efficiency at the expense of employee welfare. For instance, hazardous work environments and limited career development opportunities reflect systemic inefficiencies, as many participants reported unsafe conditions and a lack of structured pathways for advancement.

The root causes of these challenges were traced to weaknesses in BUJP management, user company demands, and insufficient regulatory oversight. The analysis identified five key factors contributing to job security issues: poor BUJP management, BUJP characteristics, user company characteristics, contractual agreements between BUJP and user companies, and the mentality of outsourcing security guards themselves. These findings are summarized in Tabel 5, which outlines the structure of the data related to these causes.

Table 5. Root Causes of the Challenges in Job Security

Sub-Theme	Key Statements
Poor BUJP management	Lack of BUJP control, non-compliance of BUJP with regulations or agreements
BUJP characteristics	BUJP capabilities, policies, and the working agreement
User characteristics	Risks associated with the user's working environment, user demands, user capabilities
BUJP and user contract agreements	Terms agreed upon between BUJP and users
Mentality of outsourcing security guards	Individual performance and personal motivation of outsourcing security guards

Source: Research data

From the participants' perspectives, poor BUJP management, such as insufficient monitoring and failure to adhere to contractual obligations, was a dominant issue. This echoes Dessler's (2017) argument that effective human resource management is critical for ensuring compliance and employee satisfaction. Additionally, characteristics of BUJP and user companies, such as budget constraints, inconsistent policies, and low-risk awareness, often exacerbated the problem. The study also found that contractual agreements between BUJP and user companies played a significant role in determining the working conditions of outsourcing security guards. Weak agreements often resulted in delayed payments or unmet obligations, reflecting a lack of balance between cost efficiency and employee welfare. Mentality-related factors, such as individual performance and motivation of the security guards themselves, were also highlighted as contributors to job insecurity. These interrelated factors demonstrate the complexity of addressing job security challenges in the outsourcing industry (Halvey & Melby, 2007).

The study's findings provide significant insights into the dynamics of job security among outsourcing security guards in the Jabodetabek region, highlighting the interplay between individual perceptions, systemic challenges, and regulatory frameworks. The centrality of benefits, particularly *BPJS Kesehatan and BPJS Ketenagakerjaan*, underscores the critical role of government-mandated social protections in ensuring job security. These benefits are mandated under Law No. 24 of 2011 on BPJS and Law No. 13 of 2003 on Manpower, which emphasize the provision of social security for all workers, including

outsourced employees. However, the inconsistency in their implementation, as reported by participants, reflects a gap between regulatory intentions and practical realities. This gap is exacerbated by weak enforcement mechanisms, which align with findings by Žitkiene and Blusyte (2015) that outsourcing often leads to a neglect of worker welfare in pursuit of cost efficiency.

The prioritization of contractual elements, such as salary and job stability, further emphasizes the transactional nature of job security perceptions among outsourcing security guards. This finding resonates with the psychological contract theory posited by Rousseau (1995), which distinguishes between transactional and relational aspects of employment relationships. While relational factors like supervisor relationships were less emphasized, the study reveals that the absence of clear contractual commitments, such as delays in salary payments and the prevalence of wages below the regional minimum wage standards, significantly undermines employees' sense of security. These issues contravene Government Regulation No. 78 of 2015 on Wages, which stipulates that wages must meet or exceed the UMR to ensure decent living conditions for workers.

The challenges related to work environment hazards and limited career development pathways also reveal structural inefficiencies within the outsourcing system. Participants described unsafe working conditions and limited access to training or promotions, issues that violate the principles outlined in Law No. 13 of 2003. This regulation mandates employers, including outsourcing firms (BUJP), to provide safe working environments and invest in skill development to enhance employee competencies. However, the findings suggest that these mandates are often overlooked in practice, as BUJP prioritize short-term cost savings over long-term workforce development. This aligns with Dessler's (2017) emphasis on the importance of human resource practices that balance organizational goals with employee well-being.

The role of BUJP management and their contractual relationships with user companies emerged as critical determinants of job security. Weaknesses in BUJP management, including non-compliance with agreements and insufficient oversight, directly impact workers' welfare. This issue is further compounded by the competitive pressures of the outsourcing industry, where BUJP often accept lower fees to secure contracts, leading to compromises in worker compensation and benefits. This dynamic mirrors findings in outsourcing literature, which highlights how cost pressures can erode job security and employee satisfaction (Žitkiene & Blusyte, 2015). Furthermore, the study identified that user company demands, such as budget constraints and limited risk awareness, exacerbate these issues, indicating a need for greater accountability and collaboration between BUJP and user companies.

The study also revealed the importance of stable contractual relationships between BUJP and user companies in fostering job security. Participants frequently cited the risk of job loss following contract terminations or changes in user company partnerships. This instability is linked to the absence of clear regulations governing outsourcing agreements, despite the provisions in Regulation of the Chief of the National Police of the Republic of Indonesia Number 17 of 2006 concerning Guidelines for the Development of Security Services Business Entities (Regulation No. 17 of 2006 on Security Service Providers), which outline the standards for managing outsourcing security guards. The regulation's focus on ensuring continuity of employment during contract transitions appears insufficiently enforced, leaving many workers vulnerable to job insecurity.

Interestingly, the findings also highlight the role of individual factors, such as the mentality and motivation of outsourcing security guards, in shaping their job security experiences. While systemic issues dominate the discourse, the study suggests that individual performance and adaptability also influence job outcomes. This aligns with Maslow's

Hierarchy of Needs, which underscores that an individual's motivation is driven by the sequential fulfilment of needs, beginning with physiological and safety needs. The lack of career development opportunities reported by participants suggests a failure to meet their higher-level needs for esteem and self-actualization, leading to diminished motivation and long-term commitment. Furthermore, the concept of job security as a fundamental driver of psychological well-being aligns with theories discussed by Dessler and Varrkey (2005), which emphasize that human resource management practices must integrate opportunities for growth and personal development to maintain employee engagement. These findings underscore the importance of aligning individual aspirations with organizational policies to foster a supportive environment that promotes both job security and personal growth.

From a broader perspective, the study's findings align with Maslow's Hierarchy of Needs, demonstrating that job security addresses both basic safety needs and higher-order aspirations, such as self-actualization through career growth. The consistent emphasis on financial stability and benefits underscores the foundational importance of safety needs, while the expressed desire for career development and training reflects aspirations for self-fulfilment. This theoretical alignment emphasizes the need for a holistic approach to job security that integrates tangible benefits, stable contracts, and opportunities for personal growth.

The challenges and root causes identified in this study underline the urgent need for regulatory reforms and stronger enforcement mechanisms to protect the rights of outsourcing security guards (Berlian & Vega F. R., 2023). Law Number 6 of 2023 on Stipulating Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation into Law (Law No. 6 of 2023 on Job Creation), which aims to streamline labor regulations, provides an opportunity to address these gaps by enhancing oversight of outsourcing practices and ensuring compliance with labor standards. Furthermore, the collaboration between BUJP, user companies, and government agencies must be strengthened to create a more sustainable outsourcing model. This includes revisiting contractual agreements to balance cost efficiency with worker welfare and investing in training programs to equip security guards with the skills needed for career advancement.

CONCLUSION

The study sheds light on the multifaceted issue of job security among outsourced security guards (*Satpam*) in the Jabodetabek region, emphasizing the intricate interplay between individual perceptions, systemic challenges, and regulatory frameworks. It identifies key elements of job security such as benefits, salary, relationships with supervisors, work environment, career development, and job stability while highlighting benefits such as BPJS Kesehatan and BPJS Ketenagakerjaan as critical determinants. However, significant gaps in regulatory compliance, including delays in salary payments and unmet benefit obligations, underscore the challenges faced by this workforce, compounded by weak enforcement mechanisms and cost-driven outsourcing practices.

The findings also reveal systemic inefficiencies, such as hazardous working conditions, limited career development opportunities, and the instability of short-term contracts. These challenges point to deficiencies in BUJP management, the nature of BUJP-user company agreements, and regulatory oversight. Furthermore, the study highlights the role of individual factors, such as the motivation and adaptability of *Satpam*, which influence their job security experiences despite systemic shortcomings.

From a theoretical perspective, the study aligns with Maslow's Hierarchy of Needs and Rousseau's Psychological Contract Theory, demonstrating how job security addresses both foundational safety needs and higher-order aspirations, such as self-actualization and organizational trust. It also underscores the transactional nature of job security perceptions,

emphasizing the need for stable contracts, clear salary agreements, and accessible benefits as fundamental components.

The study calls for urgent regulatory reforms and stronger enforcement mechanisms to bridge the gap between policy and practice. Collaboration between BUJP, user companies, and government agencies is vital to creating a more equitable and sustainable outsourcing model. Efforts should focus on revisiting contractual agreements, ensuring compliance with labor standards, and investing in training programs to enhance skills and career prospects for outsourcing security guards. By addressing these issues, stakeholders can foster a supportive environment that promotes both the well-being and professional growth of this vulnerable workforce. This study provides a foundation for further research on job security in outsourcing industries, particularly within developing economies.

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