



IMPLEMENTING OF EFFECTIVE AND EFFICIENCE SECURITY SERVICES MANAGEMENT IN MINING COMPANY

(Transition Program From Permanent To Outsourcing Security Officer)

Joko Santoso¹ & Nur Budi Mulyono²

¹) Master Program of Business Administration, School of Business and Management, Institut Teknologi Bandung, Jl. Ganesha No. 10, Bandung 40132, Indonesia, Indonesia, E-mail: Joko_Santoso@sbm-itb.ac.id

²) Departemen of Business Administration School Of Institute Teknologi Bandung Jl. Ganesha No. 10, Bandung 40132, Indonesia.

Abstract.

Security in a business, especially in the mining industry, is a paramount necessity for the company's sustainability. The assurance of security is also a determining factor for a company's productivity in carrying out its activities. Therefore, the management of an effective and efficient physical security system is required to support the company's operations in producing and gaining profits. The ultimate goal of security management is the creation of a conducive situation that can minimize threats, disturbances, obstacles, or challenges that disrupt a company's operations. In this research, the researcher will conduct a study on the effective management of the security division's organizational structure during the transition from permanent employees to outsourcing or contract employees in the mining industry sector. In the ongoing transition process, the researcher has identified gaps in various stages, including planning, communication, implementation, and development. Therefore, there is a need for improvisation on what has been done. By conducting qualitative research, security managers in mining companies will receive guidance and guidelines based on the research when undergoing the transition from permanent security personnel to outsourcing, while still adhering to the security rules and standards of mining companies in Indonesia and globally. The recommendations from this research emphasize the need for a Needs Analysis and Risk Assessment by security managers when undergoing the transition process. This involves a comprehensive identification of the core tasks and functions of a security officer in a mining company, thus gaining a clear understanding of the quantity, qualifications, and types of skills required for contract or outsourcing employees in the mining company.

Keywords; Mining Security Industry, Organization Transition, Outsourcing Security Service Security services, Security Management.



1. Introduction

With the rapidly evolving era and initiatives from companies to implement effective and efficient business practices, these companies also have the right and obligation to implement Law number 13 of 2003 regarding labor and its implementing regulations, one of which regulates the provisions for the use of outsourcing labor, including security service companies. Therefore, even the world's largest mining company must transition from permanent employees to contract or outsourced workers. As time progresses rapidly and company take initiatives to apply effective and efficient business practices, the world's largest mining company must also transition from permanent employees to contract or outsourced workers. Therefore, the management of security services in the mining business is crucial and absolutely necessary, as its effectiveness greatly affects the operational continuity of a company in pursuing its vision and mission. Specifically, mining companies operating in the Papua region, precisely in the Tembagapura district, conduct mining operations using two methods: underground mining and open-pit mining.

Security & Risk Management (SRM) Division

The Security & Risk Management (SRM) is one of the divisions within PT Freeport Indonesia, specializing in the implementation of security systems, particularly physical security through preventive, persuasive, and pre-emptive measures. In its operations, the SRM division is divided into 6 areas of responsibility, usually referred to as Area Owner Responsibility (AOR), where, in addition to AOR, there are also departments managed by the SRM division, including Labor/Manpower (Administration), Logistics (Procurement & Facilities), Internal Affairs & Investigation, Data Collection, and the Security Operation Center. Both AOR and departments/sections report to the Vice President, the highest leader in the Division. Initially, the SRM division was a small unit led by a level 1 supervisor, with responsibility areas ranging from the Port to the Grasberg open-pit mine. However, with the growing needs of the company and an increase in company projects, around 2005, security and risk management began to be led by a Vice President, who reports to the President Director of PT Freeport Indonesia in a hierarchical manner. In line with the general programs implemented by the company and considering cost efficiency and operational effectiveness, negotiations and tenders for security service providers began in early 2017. Among several Security Service Companies (BUJP), two met the requirements and criteria set by PTFI: PT G4S and PT Nawakara Perkasa Nusantara. Thus, around April 2018, PT G4S officially joined SRM PTFI and immediately took over AOR#1 and the AOR#3 area, specifically the Light Industrial Park (LIP) complex. This program continued with PT Nawakara joining, immediately transitioning the handover with permanent security officers and taking over the checkpoint area in the Lowland and all areas of LIP. Meanwhile, G4S, previously occupying the LIP area, was moved to AOR#5 Ridge Camp and Mile 74 Plant to replace the SRM officers who were permanent employees of PTFI. SRM permanent officers in AOR#5 were moved to AOR#4 and AOR#2. Additionally, some security officers who were contractor employees but not from G4S

or Nawakara, began having their contracts terminated and were moved to either PT G4S or Nawakara.

Business Issue

Winardi states, “organizational actions that transition from the current condition to a desired future state aim to enhance effectiveness through elements within the organization towards a better direction” . Furthermore, in his book titled ‘Conflict Management And Change in Organizations,’ he mentions that change will continue to occur in line with the demands of society and the development of the times. Based on the description above, several business problems related to the transition being undertaken by the SRM division can be identified as follows (1) Service Quality and Consistency, The replacement of permanent security officers with outsourced employees can affect the quality and consistency of security services. (2) Security Issues and Risk Management, Permanent security officers who are trained and familiar with the work environment may have a better understanding of specific security risks the company might face. (3) Safety & Compliance, The continuity of safe operations and compliance with relevant security regulations often become a primary focus for companies.

Research Objectives

Specifically, this research aims to; (1) Identify and analyze challenges faced by the SRM division during the implementation of the transition program. (2) Explore and assess methods and strategies planned by the SRM division to effectively address challenges arising before, during, and after the transition to outsourced security personnel.(3)Develop standard transition methods in security and risk management to achieve effective and efficient security service management in the mining company. By addressing these research objectives, this study aims to provide valuable insights and recommendations to the SRM division of PT Freeport Indonesia and the broader mining industry in managing the transition process effectively and mitigating potential impacts from this significant organizational change.

Conceptual Framework

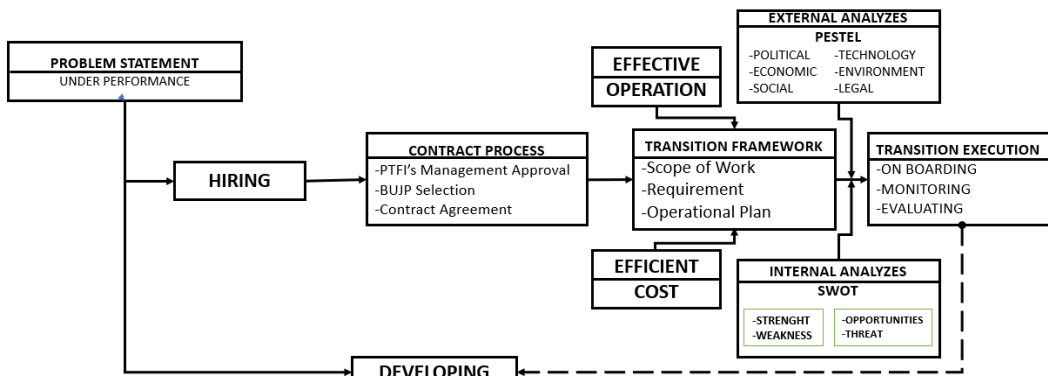


Figure I-1 Conceptual Framework of Transition from Permanent to Outsourcing Security officer



In order to get maximum results in the transition process from permanent security officers to outsourced security officers, it is necessary to have a work concept that can become a reference and guide to achieve the goal in the security division, namely the implementation of effective and efficient security management.

2. Research Method

According to the jurnal with title "Research using qualitative, quantitative or mixed methods and choice based on the research", qualitative research methods are more geared towards investigating problems. The existing problems form the basis used by the researcher to collect data.

Research Design

In this case, the researcher uses purposive sampling to select participants who have experienced the transition program implemented by the Security & Risk Management (SRM) organization at PT Freeport Indonesia (PTFI) from permanent employees to outsourced security officers.

Data Collection

According to Sugiyono (2017), methods or techniques for data collection can be conducted through interviews, questionnaires, observations, or a combination of these three. By using a planned and systematic approach, researchers can gather valuable insights and contribute to understanding and enhancing management. Particularly in the field of security, especially in the mining industry.

In-Depth Interviews

The researcher will seek to understand the impact from the perspective of organizational security, risk management practices, and challenges faced by individuals and the organization involved. Additionally, open-ended questions will be used to encourage participants to provide more detailed responses¹.

Surveys and Document Analysis

Survey research is used to collect information in the form of opinions from a large number of people on a specific topic or issue. Surveys are used to address large-scale current issues with a very large population, necessitating large sample sizes ². Reviewing documents, policies, and procedures related to the transition program being undertaken by the Security & Risk Management organization at PTFI.

Field Observations

Observation as a data collection technique has specific characteristics compared to other techniques.

1. Muhammad Rijal Fadli, "Memahami Desain Metode Penelitian Kualitatif," *HUMANIKA* 21, no. 1 (April 30, 2021): 33–54, <https://doi.org/10.21831/hum.v21i1.38075>.

2. Eli & Mulyadin & Syaiful Syamsuddin Meivawati, "Makalah Penelitian Survei," *Journal of Research Methods*, 2017.



Observations are made by directly viewing field conditions, such as the work environment, which can be used to determine suitable factors supported by interviews and questionnaires ³.

Focus Group Discussions

Researchers will ensure proper space is given to participants to discuss a topic or issue in a context. Participants are allowed to agree or disagree with each other's comments, Kitzinger and Barbour (1999) in the journal⁴.

Data Analysis

It is a crucial step that helps the researcher interpret the collected data and ensures that the research findings are robust and meaningful. Susan Bray-Stainback in her book "Understanding & Conducting Qualitative Research" (1988) explains that data analysis is critical in the qualitative research process. It involves examining and understanding relationships and concepts within the data, so hypotheses can be developed and evaluated⁵. Data Analysis in this research use Thematic Analysis to analyze data to identify patterns or to find themes through data collected by the researcher⁶, and to find patterns in a phenomenon and explain the extent to which a phenomenon occurs through the researcher's lens⁷. Content Analysis to Analyzing organizational documents to identify themes and patterns related to the objectives, processes, and outcomes of the transition program, to be more effective and efficient, the researcher will extract relevant information and draw connections between the program and security and risk management. Descriptions about the literature source state that Content Analysis features three requirements: objectivity, using scientific procedures and rules; generality, every finding of the study has relevance to a specific Qualitative Research theory; and systematic, the entire research process is systematic in the categorization of data ⁸.

Ethical Considerations

Ethical considerations in the data collection stage of a thesis are crucial to protect research participants, maintain research integrity, and adhere to ethical principles. Complying with ethical guidelines ensures that the research is conducted ethically, responsibly, and

3. Sugiyono, *Statistika Untuk Penelitian*. Bandung: Penerbit Alfabeta.

4. Barbour Rosaline, "Focus Groups In: *Introducing Qualitative Research*," in *Research Design: In Introducing Qualitative Research*, 2011.

5. Emzir, "Metode Penelitian Kualitatif Analisis Data," Jakarta : PT Grafindo Persada, 2010.

6. Virginia Braun and Victoria Clarke, "Thematic Analysis: A Practical Guide," *QMIP Bulletin* 1, no. 33 (2022), <https://doi.org/10.53841/bpsqmip.2022.1.33.46>.

7. Jennifer Fereday and Eimear Muir-Cochrane, "Demonstrating Rigor Using Thematic Analysis," *International Journal of Qualitative Methods* 5, no. 1 (2006).

8. Irfan Taufar Asfar, "ANALISIS NARATIF ANALISIS KONTEN DAN ANALISIS SEMIOTIK," Researchgate, 2019.



respects the rights and welfare of the involved Participants⁹. There is two methode in Ethical Consideration; Informed Consent explained in a journal created by Peter A. Newman, Adrian Guta, and Tara Black (2021)¹⁰ & Privacy and data protection Privacy and data protection taken by researchers from a journal created by Sekaring Ayumeida Kusnadi (2021)¹¹

Validity and Reliability

Validity and reliability at the data collection stage of a thesis are essential to produce trustworthy and accurate research results. By establishing the validity of research steps and ensuring the reliability of data collection instruments, the researcher can draw meaningful conclusions and contribute to the credibility of the research in the academic community¹². In this stage including¹³; Triangulation¹⁴, Member Checking and Reporting¹⁵.

SWOT Analysis

SWOT analysis is an analytical instrument that, if used correctly, can be widely beneficial. SWOT stands for strengths, weaknesses, opportunities, and threats. The strategic factors in SWOT analysis are divided as follows; Strength, Weaknesses, Opportunities & Threats¹⁶.

Strategy

Strategy is a means of achieving objectives or executing a task. It also defines the long-term goals and targets of an organization. A strategy is a large-scale plan for the future, interacting with the environment to achieve set organizational goals¹⁷. To create a strategic plan, both external and internal

-
9. J. Creswell, "Creswell (2013) *Qualitative Research Narrative Structure.Pdf*," in *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, Third Edition, 2012.
 10. Sekaring Ayumeida Kusnadi, "PERLINDUNGAN HUKUM DATA PRIBADI SEBAGAI HAK PRIVASI," *AL WASATH Jurnal Ilmu Hukum* 2, no. 1 (2021), <https://doi.org/10.47776/alwasath.v2i1.127>.
 11. Gian Sugiana Sugara, "Kualitas Dan Keterpercayaan Penelitian Kualitatif Dalam Bimbingan Dan Konseling," *Jurnal Fokus Konseling* 4, no. 1 (2018), <https://doi.org/10.26638/jfk.514.2099>.
 12. Shyamalima Bhattacharyya et al., "Validity and Reliability of a Questionnaire: A Literature Review," *Chronicles of Dental Research* 6, no. 2 (2017).
 13. Johnson Honorene, "Understanding the Role of Triangulation in Research," *Scholarly Research Journal for Interdisciplinary Studies* 4, no. 31 (2017).
 14. Dr. M.A. Lexy J. Moleong, "Metodologi Penelitian Kualitatif (Edisi Revisi)," PT. Remaja Rosda Karya, 2019, <https://doi.org/10.1016/j.carbpol.2013.02.055>.
 15. Anthony J. Onwuegbuzie and Nancy L. Leech, "Taking the 'Q' Out of Research: Teaching Research Methodology Courses Without the Divide Between Quantitative and Qualitative Paradigms," *Quality & Quantity* 39, no. 3 (June 2005): 267–95, <https://doi.org/10.1007/s11135-004-1670-0>.
 16. Sondang P Siagian, *Organisasi, Kepemimpinan Dan Perilaku Administrasi*, Gunung Agung, 2009.
 17. Veronika Nugraheni, *PENERAPAN ANALISIS SWOT SEBAGAI DASAR DALAM MENENTUKAN STRATEGI BISNIS*, VIEWSOC, EDISI, 2005.



factors must be evaluated. Analyzing these factors should reveal the strengths within an organization and identify its weaknesses. Analysis of external factors should uncover opportunities open to the organization and the threats it faces¹⁸. A thorough SWOT analysis requires a review of crucial external and internal factors. In SWOT analysis, internal factors create strengths and weaknesses (S and W) within the organization’s conditions. External factors create opportunities and threats (O and T) related to conditions outside the organization. These internal and external factors influence organizational decision-making in designing future strategies. Strategies can be found by weighting and valuing each aspect in the analysis of internal and external factors. This is done in a SWOT matrix, which simplifies the formulation of strategies to be taken by the organization based on actions in utilizing strengths, improving weaknesses, exploiting business opportunities, and overcoming threats¹⁹.

SWOT Analyze Of The Transition Program In SRM Division Of PT Freeport Indonesia From Permanent Security Officer to Outsourced Security Officer	
STRENGTH	WEAKNES
<ul style="list-style-type: none"> • Experienced and knowledgeable permanent security officers. • Existing infrastructure and resources that can be utilized. • Training and development of new security officers. • An established security and risk management division with set processes and procedures. • Access to historical data and insights that can assist in understanding security needs. 	<ul style="list-style-type: none"> • Potential resistance to change from permanent security staff during the transition phase. • The need for appropriate training and placement of outsourced security officers to align them with the company’s security objectives. • Possible communication gaps and coordination issues between permanent and outsourced security officers. • Challenges in maintaining consistent security standards during the transition period.
THREATS	OPPORTUNITIES
<ul style="list-style-type: none"> • Security breaches and associated risks during the transition period. • Negative impacts on employee morale and organizational culture during the transition. • Potential contractual issues with security outsourcing providers. • Possibility of a decline in service quality if the outsourcing partner fails to meet expectations. 	<ul style="list-style-type: none"> • Cost savings from outsourcing security services, which can be reinvested in other areas of the company. • Access to specialized security expertise from the security outsourcing provider. • Flexibility in scaling security resources up or down based on operational needs. • Potential enhancement of security performance and efficiency through collaboration with delegated experts.

Table 1; SWOT Analyze of transition process in SRM Division

18. Bpu Della Laundry, "Analisis Swot Untuk Menentukan Strategi," Repository.Usm.Ac.Id, 2020.

19. M. Kubilay Akman, "SWOT ANALYSIS AND SECURITY MANAGEMENT," European Journal of Management and Marketing Studies 0, no. 0 (2019).



PESTEL Analysis

If you want to know precisely what it contains, its advantages, and how to develop it step by step, in this article, we have gathered all the information you need to know²⁰. PESTEL analysis is an analysis of a business's external environmental factors, which includes political, economic, social, technological, environmental, and legal dimensions²¹.

PESTEL Analysis And Application in PTFI

PESTEL analysis assesses the four external factors concerning the business situation. It examines the opportunities and threats that emerge from these factors. With the results offered by PEST analysis, it is possible to have a good perspective when conducting research, and make better decisions for the organization. Factors involved in PESTEL Analysis

Political; Topics to consider include tax guidelines, intellectual property rights and enforcement, political stability, trade regulations, social and environmental policies, labor laws, and safety regulations. Companies should also consider their local and federal power structures and discuss how anticipated changes in power could affect their business²².

Economic; This consists of examining external economic issues that can play a role in a company's success. Factors include an evaluation of aspects such as interest rates, inflation changes, unemployment, gross domestic product, and the availability of credit.

Social; With social factors, companies can assess the socio-economic environment of the market, allowing them to understand how consumer needs are formed and what motivates them to make purchases. Items to be evaluated include population growth rate, age distribution, attitudes towards work, and labor market trends.

Technological; It is vital in business as it can affect them negatively or positively. With the introduction of new products, new technologies, and new services, certain markets may find it difficult to adapt, so it is important to evaluate it from all angles.

Environmental; Environmental factors become important due to the increasing scarcity of raw materials, pollution targets, running a business as an ethical and sustainable company, and carbon footprint targets.

Legal; Legal factors include health and safety; equal opportunities; advertising standards; consumer rights and laws; product labeling and product safety. Legal considerations and contracts when outsourcing security services. Compliance with labor laws and regulations during the transition process. In this research, the researcher emphasizes the existence of a comprehensive legal review by the security risk management manager before and after carrying out the transition, even during the transition the security and risk management division must pay attention to existing legal rules in Indonesia, especially

20. Ovidijus Jurevicius, "PEST & PESTEL Analysis," Strategic Management Insight, 2013.

21. Ihsan Yüksel, "Developing a Multi-Criteria Decision Making Model for PESTEL Analysis," International Journal of Business and Management 7, no. 24 (2012), <https://doi.org/10.5539/ijbm.v7n24p52>.

22. Yüksel.



those relating to replacing permanent employees with permanent employees. contract/outsourcing status

3. RESULT AND DISCUSSION

Result

Based on the background and situation as described above, the researcher employs a qualitative research method that will focus more on the root of the problems currently being faced, especially those that are impacts of the ongoing transition program being implemented by the company. Several measures have already been taken with the aim of minimizing issues, but the researcher intends to provide solutions that will address the current business problems.

Field Facts

The facts on the ground regarding the problem statement show a failure to meet the target for staffing security officers assigned to guard and occupy each post, mainly due to; (1) The number of personnel not matching the number of posts. (2) An increase in the number of posts due to the expansion of the work area. (3) The rising operational workload of the company requiring additional security personnel. (4) A change in work roster from 5-2 (five days of work and two days off) to 5-2.5-3, necessitating the addition of one crew to the existing two.

Assumptions of Stakeholders

In relation to the problem statement concerning personnel shortages and performance decline, assumptions become a consideration in analysis to find solutions. Stakeholders have assumed that the decline in performance of PT Freeport Indonesia's permanent security officers is due to their inability to keep up with developments in the mining world, where most mining companies in Indonesia already use outsourced security services.

Course of Action (Pros & Cons)

One consideration in analysis is to first consider how to act in handling the pros and cons of the problem statement, including finding the right way to make decisions on using external security service providers through outsourcing.

Decision

This decision was then presented to management for approval, followed by the tender, selection, and evaluation processes, leading to the decision to use the Security Service Enterprises (BUJP) of PT G4s and PT Nawakara Perkasa Nusantara. From about 15 BUJPs that received tenders from the contract group, after internal selection, 5 BUJPs were shortlisted, and representatives from these 5 BUJPs visited the jobsite directly, providing a direct overview of the workplace



as the primary security objective and the challenges faced and anticipated by the company.

Security Officer Composition

Most security officers from the G4s service provider come from outside Papua and already have experience in the security field. However, experience in the unique environment of mining and the Papua region is minimal, with some having no such experience at all.

Security Officer Service Provider Work Roster

Initially, security officers from the G4s service provider were stationed in AOR#1 (Portsite-Cargodock Area), LIP AOR#3, and Grasberg-UG areas. The work roster of G4s security officers followed that of the previous permanent security officers, which was a 5-2 5-3 roster, where each team in every area comprised 3 security crew groups.

Report and Communication

Initially, G4s and Nawakara security officers were stationed in AOR#1, AOR#3 LIP, and AOR#6, utilizing a centralized reporting system to the Security Supervisor Officer (SSO) or the head of AOR who were permanent officers for each crew.

Theoretical Framework

In Indonesia, security units (Satpam) have three working model systems: in-house or proprietary security, outsourced security or contract security, and hybrid security. In Indonesia, outsourced security services or contract security services involve Security Service Enterprises (BUJP), where each BUJP member is part of ABUJAPI, thereby assisting the Indonesian National Police (Polri) in overseeing their operations.²³

Outsourced Security Officers

Outsourcing security officers is more cost-effective for companies/institutions compared to in-house because the company must carry out and finance recruitment, training, uniforms, salaries, health, pensions, etc. Internal personnel administration from recruitment, selection, training, salary, career, social security is more complicated compared to outsourcing (Charles A. Sennewald, 2021). A good outsourcing and BUJP security officer is expected to meet all physical and skill requirements as they are monitored by the police regarding their training and requirements, and they do not require a separate security organization within the company²⁴

23. S Suharyati and W Wagiman, "Pengawasan Pelaksanaan Outsourcing Pada Badan Usaha Jasa Pengamanan (BUJP) Oleh Kepolisian Negara Republik Indonesia," *JURNAL HUKUM ...*, 2021.

24. (Suharyati & Wagiman, 2021).



Permanent Security Officers

As company employees, internal security officers are also directly supervised by company leadership. The loyalty of internal security officers to the company is better compared to outsourced officers who are deemed more loyal to the BUJP. In-house security officers feel more prestigious as the company selects and trains them according to the company's conditions and needs.

Hybrid System

Besides in-house/permanent and outsourced security personnel, there is also a hybrid system combining in-house (proprietary) and outsourced (contract security services).

Combining career and non-career/Outsourced Personnel

Although having weaknesses, permanent security personnel can excel, depending on good management. Non-career/Outsourced personnel, whether contract or part-time, despite the aforementioned weaknesses, can excel with proper supervision and good management. In the initial stage of this, reference is made to the potential utilization of both career and non-career/Outsourced personnel, a combination that is applied in many organizations²⁵.

Legal Consideration

In practice, legal rules and regulations regarding the use of outsourced security guards must consider various aspects, ranging from workers' rights to supervisory regulations. In Indonesia, outsourcing labor arrangements are regulated in several laws and regulations, the main ones being:

Republic of Indonesia Law No. 13 of 2003 concerning Employment.

This law is the main basis for regulating labor in Indonesia, including aspects of outsourcing. These segments aim to explore the legal framework regarding the transition from permanent employment to outsourcing within the labor laws. Moreover, the research delves into company responsibilities, like providing clear information about job status changes, ensuring worker well-being, and adhering to legal requirements connected to job transitions are; (1) Transition from Permanent Employment to Outsourcing, (2) Protection and Workers' Rights, (3) Company Obligations and Legal Compliance

Government Regulation no. 35 of 2021 concerning Specific Time Work Agreements (PKWT)

This regulation regulates more specifically the use of fixed-term employment contracts, which are often the basis for outsourcing practices. This regulation provides provisions regarding

25. Luffi, Agrasadya, and Apriansyah, "PENGARUH PELATIHAN DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PADA PT. G4S SECURITY SERVICE JAKARTA (Studi Kasus Pada Karyawan Security Proyek PT HM Sampoerna Tbk Di Jakarta)."



the conditions for making a PKWT, including the duration and extension of the contract ²⁶.

Decree of the Minister of Manpower and Transmigration No. KEP.101/MEN/VI/2004 concerning Provisions for Implementation of Work in the Supporting Services Sector.

The Minister of Manpower and Transmigration Decree No. KEP.101/MEN/VI/2004 sets out regulations governing employment in the supporting services sector. Considering the transition of security officers from permanent roles to outsourcing within PT Freeport Indonesia’s Security and Risk Management Division, this decree’s provisions on work implementation in supporting services will be scrutinized.

Decree of the Minister of Manpower and Transmigration No. KEP.220/MEN/2004 concerning Conditions for Handing over Part of the Work Implementation to Another Company

This regulation further regulates the terms and conditions under which companies can hand over part of their work to other companies through outsourcing and together form the legal framework that regulates outsourcing practices in Indonesia, including the rights and obligations of both parties (workers and employers), as well as certain limitations and conditions under which outsourcing can be carried out.

Previous Related Journal

In the development of research related to security management at PTFI, researchers have identified at least 2 related journals whose topics and discussions focus on security at PT Freeport Indonesia, these journals are;

No	Topic	Author/ Affiliate	Focus
01	Analisis kebijakan pengamanan objek vital di PT Freeport Indonesia, ²⁷	<i>Hasan Namudat, Nina Karlina, Budiman Rusli, Univ. Padjajaran, Indonesia</i>	The journal focus about the; problem formulation, forecasting, policy recommendation, monitoring, and evaluation, in the context of securing vital national objects at PT Freeport Indonesia from the police officer perspective.
02	Pengaruh Sistem Pengamanan Objek Vital, File Dan Cyber Terhadap Manajemen Sekuriti Pada PT Freeport Indonesia, ²⁸	<i>Edy Soesanto, Fadila Kurniasih, Putri Mutiara, Salsabila Taqwaning Afifi. Universitas Bhayangkara Jakarta Raya</i>	Phisical & Cyber Security System and Continuously adaptation and improvement in security strategies to safeguard vital national assets in the mining sector against an array of evolving physical and cyber threat.

26. Nurhana Nuruh Hidayati Murtafiah, “Peraturan Pemerintah Nomor 35 Tahun 2021,” *Mubtadiin* 8, no. 2 (2022).

27. Hasan Namudat, Nina Karlina, and Budiman Rusli, “ANALISIS KEBIJAKAN PENGAMANAN OBJEK VITAL DI PT FREEPORT INDONESIA,” *Responsive* 1, no. 2 (2019), <https://doi.org/10.24198/responsive.v1i2.20673>.

28. Edy Soesanto et al., “PENGARUH SISTEM PENGAMANAN OBJEK VITAL , FILE DAN CYBER TERHADAP MANAJEMEN SEKURITI PADA PT FREEPORT INDONESIA,” *JORAPI : Journal of Research and Publication Innovation* 1, no. 2 (2023): 251–60.



03	Implementing Effective & Efficient Security Service Management in Mining Company (2023)	<i>Joko Santoso, Nur Budi Mulyono, \\ Sekolah Bisnis Management Institut Teknologi Bandung</i>	Transition program From Permanent to Outsourcing Security Officer. The Improvisation of transition Process and minimize the impact of the transition program. Legal consideration related the transition from permanent to outsourcing Security Officer.
----	--	--	--

Table-2; The Journey of previous related research

From the table above, it can be concluded that several previous studies related to security at PT Freeport Indonesia have not addressed the transition management from permanent security personnel to outsourced security personnel. Therefore, in the ongoing research conducted by the current researcher, this can be categorized as a novelty that will complement previous studies and serve as a reference for future research, particularly concerning the security of National Vital Objects within mining companies that are among the state-owned enterprises (SOEs).

4. Conclusion

From the discussion above, it can be concluded that the transition program of security officers from permanent security personnel to outsourced security staff at PT Freeport Indonesia is a response to various problems that have arisen, particularly related to the shortage of personnel and the decline in performance of permanent security officers. The method used in the transition process involves several important aspects, including field fact analysis, stakeholder assumptions, course of action (pros and cons), recommendations, and decision-making. The chosen solution is to use security services from Indonesian security service providers that meet the company’s established standards. The selection process for security service providers was carried out meticulously, and the company chose Security Service Enterprises (BUJP) from PT G4s and PT Nawakara Perkasa Nusantara. This decision was based on a comprehensive analysis of field facts and the resulting recommendations. Furthermore, the composition of security officers involving a combination of permanent and outsourced personnel is arranged in such a way as to address the emerging problems. The work roster, reporting, and communication between permanent and outsourced security officers must be well managed to ensure the smooth running of the transition process.

Research Recommendations

Recommendations for Security & Risk Management Division of PT Freeport Indonesia related to the transition process from permanent security officers to outsourced security personnel in the context of research on “Implementation Effective and Efficient Security Service Management in Mining Company” with the subtopic “Transition Program of Security Officers from Permanent to Outsourced Security Personnel” are as follows:



Analysis of Needs and Risk Evaluation

Before starting the transition process, conduct an in-depth analysis related to the security needs of the company and identify risks that may arise during the transition. Ensure all security aspects, including the number of personnel, work areas, and changes in equipment and procedures, are considered.

Plan Intensive Orientation and Training

Ensure that the outsourced security service providers have an intensive orientation and training program for their officers, especially regarding the mining environment, company regulations, and relevant security procedures. Training helps workers develop specific skills that enable them to succeed in their current job and develop future career paths. Training is a series of activities designed to improve the skills, knowledge, Experience, or Attitude change of an individual²⁹.

Strong Coordination between Internal and Outsourced Officers

During the transition, maintain strong communication between internal (permanent) and outsourced security officers. Ensure they understand each other's roles and share relevant information to maintain effective security.

Implement an Efficient Reporting System

Ensure there is an efficient and structured reporting system between security officers, outsourced security service providers, and management. This will assist in performance monitoring and quick issue resolution.

Regular Audits and Evaluations

During and after the transition, conduct regular audits and evaluations of the performance of outsourced security service providers. Ensure they meet the standards set by the company and contribute to the effectiveness and efficiency of security, similar to what was written by Hasan Namudat et al., (1998) in a journal titled "Security Policy Analysis at PT Freeport Indonesia," where security audits and evaluations must be periodically conducted by the police institution in addition to internal audits (Namudat et al., 2019).

Consider a Hybrid Security System

If possible, consider a hybrid security system that mixes internal (permanent) security personnel with outsourced personnel. This can help achieve a balance between local experience and expertise from security service providers.

29. Pristika Handayani and Indra Sakti, "PERJANJIAN PENYEDIAAN JASA SATUAN PENGAMAN PADA PERUSAHAAN PENGGUNA JASA," *PETITA* 4, no. 1 (2022), <https://doi.org/10.33373/pta.v4i1.4351>.



Build Cooperation with Security Service Providers

Develop a good relationship with outsourced security service providers. Involve them in decision-making processes related to security and strive to build a mutually beneficial partnership.

Review and Update the Transition Process

Regularly evaluate the transition process and make improvements if problems or opportunities for improvement are found. Ensure that this process is smooth & efficient.

Maintain Personnel Availability

Ensure that outsourced security service providers can maintain sufficient personnel availability to address fluctuations in security needs, especially during changes in work areas or increased risks.

Continuously Review and Adjust

The leadership of the Security & Risk Management Division should continuously review and adjust security strategies according to the company's development and changing security environment. In the mining industry, adaptation and innovation are key.

Consult a legal expert or employment law practitioner

In connection with the development of information technology and changes in existing legal regulations in Indonesia, there is a need for consultants who will provide input and considerations from a legal perspective, especially to obtain accurate legal explanations and advice, especially for certain cases or situations.

5. REFERENCES

JOURNAL

Akman, M. K. (2019). SWOT ANALYSIS AND SECURITY MANAGEMENT. *European Journal of Management and Marketing Studies*, 0(0).

Asfar, I. T. (2019). *ANALISIS NARATIF ANALISIS KONTEN DAN ANALISIS SEMIOTIK*. Researchgate.

Bhattacharyya, S., Kaur, R., Kaur, S., & Amaan Ali, S. (2017). *Validity and reliability of a questionnaire: a literature review*. *Chronicles of Dental Research*, 6(2).

Fereday, J., & Muir-Cochrane, E. (2006). Demonstrating Rigor Using Thematic Analysis. *International Journal of Qualitative Methods*, 5(1).

Handayani, P., & Sakti, I. (2022). *PERJANJIAN PENYEDIAAN JASA SATUAN PENGAMAN PAD PERUSAHAAN*



- PENGGUNA JASA. PETITA, 4(1). <https://doi.org/10.33373/pta.v4i1.4351>
- Honorene, J. (2017). Understanding the Role of Triangulation in Research. *Scholarly Research Journal for Interdisciplinary Studies*, 4(31).
- Jurevicius, O. (2013). *PEST & PESTEL Analysis. Strategic Management Insight*.
- Kusnadi, S. A. (2021). PERLINDUNGAN HUKUM DATA PRIBADI SEBAGAI HAK PRIVASI. *AL WASATH Jurnal Ilmu Hukum*, 2(1). <https://doi.org/10.47776/alwasath.v2i1.127>
- Kusworo. (2019). *Manajemen Konflik dan Perubahan dalam Organisasi*. In Nucl. Phys.
- Laundry, B. Della. (2020). *Analisis Swot Untuk Menentukan Strategi*. Repository.Usm.Ac.Id.
- Meivawati, E. & M. & S. S. (2017). *Makalah Penelitian Survei*. In *Journal of Research Methods* (Vol. 8, Issue 9).
- Namudat, H., Karlina, N., & Rusli, B. (2019). *ANALISIS KEBIJAKAN PENGAMANAN OBJEK VITAL DI PT FREEPORT INDONESIA*. *Responsive*, 1(2). <https://doi.org/10.24198/responsive.v1i2.20673>
- Newman, P. A., Guta, A., & Black, T. (2021). Ethical Considerations for Qualitative Research Methods During the COVID-19 Pandemic and Other Emergency Situations: Navigating the Virtual Field. *International Journal of Qualitative Methods*, 20. <https://doi.org/10.1177/16094069211047823>
- Nugraheni, V. (2005). *PENERAPAN ANALISIS SWOT SEBAGAI DASAR DALAM MENENTUKAN STRATEGI BISNIS*. In *VIEWSOC, EDISI* (Issue Maret).
- Nuruh Hidayati Murtafiah, N. (2022). Peraturan Pemerintah Nomor 35 Tahun 2021. *Mubtadiin*, 8(2).
- Pavlov, G., & Karakaneva, J. (2011). Information Security Management System in Organization. *Trakia Journal of Sciences*, 9(4).
- Rosaline, B. (2011). *Focus Groups In: Introducing Qualitative Research*. In *Research Design: In Introducing qualitative research*.
- Siagian, S. P. (2009). *Organisasi, kepemimpinan dan Perilaku administrasi*. In Gunung Agung.
- Sugiyono. (2017). *Statistika untuk Penelitian*. Bandung: Penerbit Alfabeta. In *Jurnal Akuntansi* (Vol. 21, Issue 1).
- Sugara, G. S. (2018). Kualitas dan Keterpercayaan Penelitian Kualitatif Dalam Bimbingan dan Konseling. *Jurnal Fokus Konseling*, 4(1). <https://doi.org/10.26638/jfk.514.2099>
- Soesanto, E., Kurniasih, F., Mutiara, P., & Afifi, S. T. (2023). PENGARUH SISTEM PENGAMANAN OBJEK VITAL , FILE DAN CYBER TERHADAP MANAJEMEN SEKURITI PADA PT FREEPORT INDONESIA. *JORAPI : Journal of Research and Publication Innovation*, 1(2), 251–260.
- Tampubolon, M. P. (2020). *Change Management Manajemen Perubahan : Individu, Tim Kerja Organisasi*. In *Bogor; Mitra Wacana Media*.
- Yüksel, I. (2012). Developing a Multi-Criteria Decision Making Model for PESTEL Analysis. *International Journal of Business and Management*, 7(24). <https://doi.org/10.5539/ijbm.v7n24p52>



BOOK:

Braun, V., & Clarke, V. (2022). *Thematic Analysis: A Practical Guide*. QMiP Bulletin, 1(33). <https://doi.org/10.53841/bpsqmip.2022.1.33.46>

Charles A. Sennewald. (2021). *Effective Security Management* 7th Edition.

Creswell, J. (2012). Creswell (2013) *Qualitative Research Narrative Structure.pdf*. In *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, Third Edition.

Emzir. (2010). *Metode Penelitian Kualitatif Analisis Data*. Jakarta : PT Grafindo Persada.

Lexy J. Moleong, Dr. M. A. (2019). *Metodologi Penelitian Kualitatif (Edisi Revisi)*. PT. Remaja Rosda Karya. <https://doi.org/10.1016/j.carbpol.2013.02.055>

Onwuegbuzie, A. J., & Leech, N. L. (2005). *Taking the "q" out of research: Teaching research methodology courses without the divide between quantitative and qualitative paradigms*. *Quality and Quantity*, 39(3). <https://doi.org/10.1007/s11135-004-1670-0>

INTERNET:

<HTTPS://www.ptfi.co.id>

<https://www.g4s.com/id-id>

<https://nawakara.com/id/about-us/?#portfolio>

<https://ekonomi.bisnis.com/read/20220119/44/1490870/pt-smelting-raih-sertifikat-gold-untuk-sistem-manajemen-pengamanan-obvitnas>

REGULATION

Regulation of the Head of the National Police of the Republic of Indonesia No. Pol.: 17 of 2006 concerning Guidelines for the Development of Security Services Business Entities

National Police Chief Regulation No.Pol. 24 of 2007 concerning Security Management Systems for Companies/Government Agencies.

Joint Skep with Minister of Manpower No. KEP.275/Men/1989 and National Police Chief No.Pol. Kep/04/V/1989 concerning Regulation of Working Hours, Shifts and Rest Hours and Development of Security Unit Personnel

Law of the Republic of Indonesia Number 13 of 2003 concerning Employment

Government Regulation no. 35 of 2021 concerning Specific Time Work Agreements (PKWT).

Decree of the Minister of Manpower and Transmigration No. KEP.101/MEN/VI/2004 concerning Provisions for Implementation of Work in the Supporting Services Sector:

Decree of the Minister of Manpower and Transmigration No. KEP.220/MEN/2004 concerning Conditions for Handing Over Part of Work Implementation to Another Company