

Operational Management Practices for Employee Job Satisfaction and Employee Retention: A Study at SJ Security

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Abstract

Employee retention has become a critical organizational challenge in labor-intensive service industries, particularly in security outsourcing companies, where workforce stability directly affects service continuity and operational effectiveness. SJ Security, a multi-site security outsourcing company, experienced recurring operational issues characterized by inconsistent communication, uneven task allocation, and variations in operational practices across supervisors and work sites, indicating that consistency in operational management remained a key organizational concern. This study aimed to identify operational management issues and examine how these practices influenced employee job satisfaction and retention at SJ Security. A qualitative approach was employed using semi-structured interviews with nine participants, consisting of six security personnel, two operational supervisors, and one management representative. The interviews explored employees' experiences related to communication, task allocation, operational consistency, and supervisory support. The data were analyzed using thematic analysis, root cause analysis, Pareto analysis, and priority ranking. The findings identified four major themes: communication and operational coordination, fairness in task allocation, operational consistency, and performance monitoring and employee support. Communication inconsistency and unfair task allocation emerged as the primary areas requiring improvement because they were consistently associated with employees' perceptions of organizational support and workplace fairness. Employee retention was found to develop gradually through repeated workplace experiences, with recurring communication gaps, inconsistent operational practices, and perceived unfairness progressively reducing employees' intentions to remain with the organization. Based on these findings, three improvement strategies were proposed: communication standardization, equitable task allocation, and operational management standardization, to be implemented in phases.

INTRODUCTION

Outsourcing has become a common business practice used by organizations worldwide to improve operational efficiency and workforce flexibility (Kulembayeva et al., 2022; Shi, 2022). As competition has intensified across industries, many organizations have outsourced supporting operational activities to focus on their core business functions (Lahiri et al., 2022). Over time, outsourcing has expanded into sectors such as manufacturing, logistics, cleaning services, customer support, and security services (Uygun et al., 2023; Alrwashdeh et al., 2022). This growth has increased the importance of operational workforce management, particularly in industries that rely heavily on daily coordination and large operational workforces (Choudhary & Brookes, 2025).

In Indonesia, outsourcing continues to play an important role in supporting business

operations across various sectors. Outsourcing practices are regulated under Law No. 13 of 2003 on Manpower, which permits companies to outsource certain supporting operational activities to third-party service providers. Along with the expansion of industrial and commercial activities, demand for outsourcing services has continued to increase, particularly in the security services industry (Agburu et al. 2017; Cezar et al. 2017; Fakhouri et al. 2024; Jansen et al. 2018; Schweer et al. 2016). Many organizations rely on security outsourcing providers to maintain operational safety, access control, and site security while ensuring continuous operational readiness.

Compared with many other outsourcing sectors, security services depend heavily on workforce coordination and day-to-day operational management. Security personnel work in shifts across multiple client locations and are expected to maintain discipline, punctuality, operational readiness, and compliance with client procedures. Daily operations require rapid coordination, schedule adjustments, workforce allocation, and effective communication among field teams. Consequently, operational consistency is essential for maintaining service quality and operational stability across client sites.

As a labor-intensive industry, the security services sector also faces significant workforce stability challenges (Luamba et al., 2026; Dhoopar, 2026). High employee turnover can disrupt operational coordination, reduce team cohesion, increase recruitment and training costs, and place additional operational pressure on field teams (Zhong et al., 2022; Jun & Eckardt, 2025). Frequent personnel turnover may also affect employees' ability to adapt to operational routines and client expectations, particularly in environments that depend heavily on teamwork and communication (Xuecheng et al., 2022; Ghani et al., 2022).

SJ Security is a Bandung-based security outsourcing company that provides security services to industrial and commercial clients throughout Bandung and its surrounding operational areas. The company manages workforce deployment across multiple client sites with varying operational characteristics and service requirements. To maintain service quality, SJ Security has continuously improved several operational functions, including recruitment, training, and operational monitoring.

Despite these improvements, the company has continued to experience relatively high employee turnover among security personnel assigned to client sites. Internal operational records from July 2024 to June 2025 indicated that employee turnover exceeded 100%, meaning that the total number of personnel replacements during the period surpassed the company's average active workforce. Although SJ Security maintained adequate staffing levels through continuous recruitment, recurring personnel changes gradually created operational challenges related to employee adaptation, team coordination, and workforce stability across operational teams.

Frequent personnel turnover also increased the need for repeated operational adjustments, particularly within teams that relied heavily on daily coordination and operational consistency. Newly assigned personnel often required additional time to adapt to client expectations, operational routines, communication patterns, and team working arrangements. In several instances, recurring personnel changes increased operational pressure on field teams responsible for maintaining consistent service quality at client sites.

Based on internal operational observations and informal employee feedback, the company identified several concerns related to the management of day-to-day field operations.

These issues gradually affected employees' work experiences and their sense of operational support within different teams.

Several previous studies have examined the relationship between human resource management practices and employee retention across various industries. Alam et al. (2024) found that the relationship between human resource management practices and employee engagement was influenced by supervisory roles. Ghani et al. (2022) reviewed challenges and strategies for employee retention in the hospitality industry. Cachon-Rodríguez et al. (2022) examined how sustainable human resource management contributes to employee loyalty and retention through the development of social capital. Sypniewska, Baran, and Kłos (2023) investigated work engagement and employee satisfaction within sustainable human resource management practices. Tkalac Verčič and Men (2023) further examined the relationship between internal communication and employee engagement. However, most previous studies have focused on manufacturing, hospitality, or general corporate settings. Limited research has specifically examined how operational management practices, such as communication consistency, fairness in task allocation, procedural standardization, and supervisory support, influence job satisfaction and employee retention within the security outsourcing sector, where workforce stability is essential for maintaining service continuity across multiple client sites.

The research gap lies in the limited empirical evidence regarding the relationship between operational management practices and employee outcomes within Indonesia's security outsourcing industry, where distinctive characteristics—including multi-site operations, shift-based work, intensive coordination requirements, and partnership-based employment arrangements—remain underexplored. This study addresses this gap by examining how communication consistency, fairness in task allocation, operational standardization, and performance monitoring influence job satisfaction and employee retention among security personnel across multiple client sites. The novelty of this study lies in its focus on Indonesia's security outsourcing sector, a context that has received limited attention in the employee retention literature, and in its multilevel perspective that incorporates the views of security personnel, operational supervisors, and management to provide a comprehensive understanding of operational management issues.

In day-to-day security operations, operational adjustments and workforce coordination frequently occur in response to changing operational conditions and client requirements. Consequently, consistency in operational management is essential for maintaining workforce stability and employee satisfaction within operational teams.

Because security outsourcing operations depend heavily on workforce stability and effective operational coordination, consistent operational management is essential for sustaining both workforce stability and operational performance. Accordingly, this study examines how operational management practices at SJ Security influence employee job satisfaction and employee retention, particularly with respect to communication, coordination, personnel management, and consistency in daily operational activities. Academically, the study contributes to the human resource management and operations management literature by providing empirical evidence on the relationship between operational management practices and employee outcomes within the security outsourcing sector, an area that has received limited scholarly attention. Practically, the findings provide actionable recommendations for SJ Security and other security outsourcing companies to improve operational consistency,

enhance employee job satisfaction, and reduce employee turnover. The proposed framework may also serve as a reference for organizations facing similar challenges in maintaining workforce stability in labor-intensive service industries.

METHOD

This study employed a qualitative, applied, cross-sectional research design to examine employees' experiences of operational management practices at SJ Security. The study focused on the perceptions and experiences of security personnel, operational supervisors, and management across different client sites and work shifts. The unit of analysis was operational management practices and their relationship with employee job satisfaction and employee retention.

Data were collected through semi-structured, face-to-face interviews with nine participants selected using purposive sampling. The participants represented three groups: security personnel, operational supervisors, and management staff, all of whom were directly involved in daily operations. The interview protocol covered communication practices, standard operating procedure (SOP) implementation, fairness in task allocation, performance monitoring and feedback, organizational support, job satisfaction, and employee retention. Credibility was enhanced through data triangulation using non-confidential internal records, such as attendance data, while confidential organizational records were excluded to protect privacy. All interviews were conducted with informed consent, anonymized, and securely stored for research purposes.

The data were analyzed using thematic analysis to identify recurring operational issues, root cause analysis to determine their underlying causes, Pareto analysis to prioritize the most critical issues, and priority ranking to assess their relative impact and urgency. Findings were compared across participant groups to identify convergent and divergent perspectives and were used to develop practical recommendations for improving employee job satisfaction and strengthening employee retention at SJ Security.

RESULTS AND DISCUSSION

Findings on Operational Management Practices

This section presents the findings obtained from interviews conducted with security personnel, operational supervisors, and management representatives at SJ Security. The findings provide insights into how operational management practices are experienced across different levels of the organization and how these experiences may influence employees' job satisfaction and their willingness to remain with the company.

As a security outsourcing company, SJ Security operates across multiple client locations and work shifts, requiring continuous coordination among management, supervisors, and security personnel. Under these working conditions, employees' experiences are shaped not only by formal organizational policies, but also by how daily operational activities are communicated, implemented, and monitored. Therefore, understanding employees' experiences from different organizational perspectives is essential to identify operational issues that may affect workforce stability.

The interview findings reveal several recurring patterns that consistently appear across respondents. These patterns are associated with communication and operational coordination,

fairness in task allocation, performance monitoring and organizational support, as well as the implementation and consistency of standard operating procedures. Although these issues originate from day-to-day operational activities, respondents indicated that they have a meaningful influence on employees' overall work experiences.

Rather than evaluating isolated incidents, this study focuses on identifying operational conditions that repeatedly occur and are perceived by employees as influential factors affecting their work environment. Through this approach, the study aims to identify operational priorities that can support practical managerial improvements within SJ Security.

Communication and Operational Coordination

Communication and operational coordination emerged as one of the most frequently discussed themes across all respondent groups. Security personnel, operational supervisors, and management representatives consistently emphasized the importance of clear and consistent communication in supporting daily operations. Since security personnel are assigned to different client locations and work shifts, effective coordination becomes essential to ensure that operational information is communicated accurately and implemented consistently.

Several respondents described situations in which instructions were delivered differently depending on the supervisor responsible for a particular site or shift. While certain supervisors provided detailed explanations regarding operational expectations, others relied on informal communication methods, resulting in inconsistencies in how instructions were interpreted by employees. These differences occasionally created uncertainty regarding task execution and operational priorities. Security personnel also highlighted that communication challenges became more noticeable during shift changes, schedule adjustments, and the introduction of new operational procedures. In some cases, employees reported receiving information with limited explanation, requiring them to seek clarification from colleagues or supervisors. Although these situations did not necessarily disrupt daily operations, respondents indicated that recurring inconsistencies could create confusion and increase employees' dependence on informal communication channels.

From the supervisors' perspective, communication challenges were often associated with the need to coordinate multiple client locations simultaneously. Supervisors explained that operational conditions may vary across sites, requiring them to adapt instructions according to specific client requirements. However, this flexibility may unintentionally contribute to differences in communication practices when clear organizational standards are not consistently applied. Management representative also acknowledged the importance of maintaining communication consistency across operational sites. They emphasized that clear communication is necessary not only to support operational efficiency but also to ensure that employees understand organizational expectations and feel supported in their daily responsibilities.

Communication and operational coordination appear to play an important role in shaping employees' overall work experiences within SJ Security. Respondents consistently associated clear communication with a better understanding of responsibilities and stronger perceptions of organizational support. In addition, consistent communication practices may contribute to higher employee job satisfaction by improving employees' confidence in carrying out their daily tasks. Over time, these positive work experiences may also strengthen employees' willingness to maintain long-term employment relationships with the organization.

Fairness in Task Allocation

Fairness in task allocation was another recurring theme identified during the interview process. Security personnel frequently associated fairness with how responsibilities, shift assignments, and additional tasks were distributed among employees. Although operational requirements may differ across client locations, respondents emphasized the importance of ensuring that workloads are allocated consistently and transparently.

Several security personnel explained that differences in task allocation occasionally created perceptions of unequal treatment among employees. In some situations, certain individuals were assigned additional responsibilities more frequently than others, while some employees perceived that workload distribution depended heavily on the supervisor responsible for a particular site or shift. These situations did not necessarily indicate intentional unfairness, but respondents indicated that inconsistent practices could affect employees' perceptions of equity within the organization.

The two operational supervisors acknowledged that balancing workloads across different client locations can be challenging due to varying operational demands. They explained that certain sites require additional attention because of client requests, staffing conditions, or unexpected operational situations. However, both supervisors also recognized the importance of maintaining transparency when assigning tasks to avoid misunderstandings among employees. The management representative similarly emphasized that fair task allocation is essential to maintain employee morale and support smooth operational activities. From a managerial perspective, employees should have a clear understanding of how responsibilities are assigned and the reasons behind specific operational decisions. This transparency may help reduce perceptions of favoritism and strengthen employees' trust in organizational practices.

Based on the interview findings, fairness in task allocation influences employees' perceptions of their work environment and their relationship with the organization. Employees who perceive greater fairness are more likely to develop positive attitudes toward their daily work experiences. These perceptions may contribute to higher employee job satisfaction and strengthen employees' willingness to remain within the organization. Conversely, recurring inconsistencies may reduce positive workplace experiences and gradually weaken employees' long-term commitment to the organization.

Performance Monitoring and Employee Support

Performance monitoring and employee support also emerged as important aspects of daily operations at SJ Security. Respondents explained that regular monitoring helps employees understand organizational expectations and maintain operational standards across different client locations. However, the way monitoring and support were implemented sometimes varied depending on the supervisor responsible for a particular site. Several security personnel explained that feedback was often delivered only when operational issues occurred, while positive performance was rarely discussed. Although employees understood that monitoring is part of their responsibilities, some respondents indicated that more regular feedback could help them better understand their performance and identify areas for improvement.

The two operational supervisors explained that providing continuous feedback can be challenging due to the need to oversee multiple client locations simultaneously. In many cases, supervisors prioritize resolving operational issues and responding to client requests, which may limit opportunities to provide individual feedback to employees. Nevertheless, both supervisors

acknowledged that regular communication and performance discussions could strengthen employees' understanding of organizational expectations. The management representative also emphasized that employee support extends beyond performance evaluation. From a managerial perspective, employees need to feel that their concerns are acknowledged and that they have access to guidance when operational difficulties arise. Maintaining this support system is considered important to ensure that employees remain engaged and confident in carrying out their responsibilities.

Based on the interview findings, performance monitoring and feedback influence how employees perceive organizational support and their overall workplace experiences. Respondents generally associated constructive feedback with a more positive working environment and a clearer understanding of organizational expectations. These experiences may positively influence employee job satisfaction and reduce employees' intentions to seek alternative employment opportunities. Consequently, strengthening performance monitoring and feedback practices may also support long-term employee retention within SJ Security.

SOP Implementation and Operational Consistency

The implementation and consistency of standard operating procedures (SOPs) emerged as another frequently discussed issue. Respondents agreed that clear, consistently applied procedures are essential for maintaining service quality across client locations and helping employees understand their responsibilities. Security personnel noted that while formal procedures generally exist, their implementation often varied by site and supervisor, sometimes requiring employees to rely on verbal instructions or past experience—particularly during unexpected situations. This inconsistency, while allowing operations to continue, created confusion about expected work standards.

Operational supervisors acknowledged the difficulty of maintaining consistency given differing client requirements at each site, but stressed the importance of keeping core organizational procedures uniform while allowing necessary site-specific adjustments. The management representative similarly emphasized that standardization supports operational efficiency and ensures employees receive consistent guidance regardless of location or shift. Overall, the findings indicate that consistent SOP implementation strengthens employees' confidence, clarifies organizational expectations, and contributes to more positive work experiences. This consistency is linked to higher job satisfaction and, over time, may support employee retention by reinforcing employees' trust and commitment to the organization.

Employee Satisfaction and Retention

Interview findings show that employee job satisfaction and retention at SJ Security are shaped less by compensation or operational conditions alone, and more by communication quality, fairness in task allocation, organizational support, and consistency of procedures. Security personnel reported feeling more motivated and confident when communication was clear and practices were consistently applied, while inconsistent communication and procedural differences gradually weakened their attachment to the organization. Importantly, dissatisfaction was not caused by single incidents but accumulated through repeated daily experiences affecting perceptions of fairness and support.

Supervisors acknowledged that operational pressures, manpower shortages, and varying client demands make consistency challenging, but stressed that clear communication, fair

treatment, and ongoing support remain key to team stability. The management representative echoed this, noting that while turnover is common in the security outsourcing industry, a supportive and consistent work environment can strengthen employees' willingness to stay long-term. Overall, job satisfaction and retention are closely tied to the quality and consistency of operational management practices—particularly communication, fair task allocation, performance monitoring, and procedural consistency—suggesting that strengthening these areas could improve workplace experiences and long-term workforce stability.

Thematic Analysis Summary

The thematic analysis identified four major recurring themes shaping operational management practices at SJ Security: communication and operational coordination, fairness in task allocation, performance monitoring and feedback, and SOP implementation/operational consistency. These themes emerged consistently across respondents at different organizational levels. Communication and coordination were seen as critical since security personnel rely on clear information across varying sites and shifts, with inconsistent communication increasing confusion and reliance on informal channels.

Fairness in task allocation was linked to transparent, consistent distribution of responsibilities, with fair treatment fostering trust and a more positive work environment. Performance monitoring and feedback were valued for helping employees understand expectations and build confidence in their roles. SOP implementation and consistency were seen as essential for maintaining quality and reducing uncertainty, particularly given the varied operational conditions across client sites. Together, these four themes influence not only employees' daily experiences but also their job satisfaction and retention. Positive experiences—driven by clear communication, fair treatment, regular feedback, and consistent procedures—strengthen employees' commitment to staying, while recurring inconsistencies in these areas may gradually erode satisfaction and long-term workforce stability.

Root Cause Analysis

Based on the thematic findings, the root cause analysis identified several underlying issues driving workforce instability at SJ Security. First, inconsistent communication and coordination among supervisors created uncertainty around operational expectations—especially during schedule changes, overtime coordination, and sudden operational shifts—even though supervisors often worked under time pressure.

Second, operations remained heavily focused on discipline enforcement and control, which, while necessary for security services, sometimes limited opportunities for supportive communication and constructive feedback between supervisors and personnel. Third, limited transparency in operational decision-making contributed to perceptions of unfairness. While employees understood that flexible manpower allocation is sometimes necessary, unclear communication around these decisions led them to perceive workload and shift distribution as inconsistent.

Fourth, the absence of sufficiently standardized management practices meant operational approaches varied by supervisor experience, site conditions, and specific requirements—resulting in inconsistent communication, task allocation, and procedure implementation across teams. Collectively, these issues gradually shape employees' perceptions of organizational support, fairness, and consistency. Repeated negative experiences over time can weaken employees' commitment to the organization, underscoring the importance of strengthening

operational management practices to support both daily operations and long-term employee retention.

Pareto-Based Priority Analysis

To support the problem-repair orientation of this study, the operational management issues identified during the thematic analysis were further organized using a Pareto-Based Priority Analysis approach. This analysis was conducted to identify issues that appeared most consistently across respondents and were perceived to have the greatest influence on employee job satisfaction and employee retention within SJ Security's operational environment. The Pareto-Based Priority Analysis was applied to support managerial prioritization by identifying recurring operational management issues that require immediate attention. By focusing on the issues that were mentioned most frequently and perceived to have the greatest impact, the organization can prioritize improvement efforts that are expected to contribute to workforce stability and long-term employee retention.

To support managerial prioritization, the identified operational issues were further analyzed using a frequency-based Pareto analysis. The frequency values represent the number of coded references identified throughout the interview process rather than the number of respondents. A single respondent could contribute multiple coded references when describing different operational situations. This approach allowed the study to identify operational issues that appeared most frequently and subsequently prioritize managerial interventions. The objective of this analysis was not to perform statistical testing, but to support managerial decision-making by prioritizing recurring operational issues that may have the greatest influence on employee job satisfaction and employee retention.

Table 1. Frequency-Based Pareto Analysis

Operational Management Issue	Freq	Percentage	Cumulative Percentage	Operational Impact
Communication and operational coordination	13	40.6%	40.6%	Reduced operational coordination and employee work comfort
Fairness in task allocation	9	28.1%	68.7%	Reduced perceptions of fairness and organizational trust
SOP implementation and operational consistency	6	18.8%	87.5%	Differences in operational practices across work environments
Performance monitoring and employee support	4	12.5%	100%	Lower employee confidence and workplace engagement

Source: Researcher's analysis based on interview data from SJ Security respondents (2025)

The Pareto analysis found that communication and fairness issues together account for 68.7% of all coded references, emerging as the most dominant operational management concerns across respondent groups. However, these issues are interconnected rather than

isolated, so managerial interventions should be implemented in an integrated way rather than targeting a single issue.

Communication inconsistency was seen as especially significant given the security outsourcing industry's reliance on coordination and rapid response to operational changes—unclear communication created confusion about responsibilities and reduced perceptions of organizational support. Similarly, perceived unfairness in task allocation—particularly around overtime distribution, shift replacement, and workload allocation—affected employees' sense of fairness and transparency, even though some operational flexibility was generally understood as necessary.

Performance feedback gaps and inconsistent SOP implementation were mentioned less frequently but were still linked to reduced confidence and engagement, as well as variation in practices across sites.

Priority Scaling

Based on the priority scaling process, communication inconsistency was identified as the highest-priority issue due to its direct impact on operational coordination and employees' understanding of expectations—critical given security operations' reliance on rapid communication and timely adjustments. Perceived unfairness in task allocation was similarly high-priority, as recurring concerns over overtime, shift replacement, and workload distribution eroded employees' trust and, over time, could weaken their willingness to stay.

Performance monitoring/feedback and SOP implementation/consistency were categorized as secondary priorities—still influential but seen as less immediate than communication and fairness. However, since all these issues are interconnected, improvements across all areas remain important for creating clearer expectations and more standardized practices. Overall, communication consistency and fairness in task allocation emerged as SJ Security's primary improvement priorities, expected to generate the greatest impact on job satisfaction and long-term retention, while operational standardization and employee support systems should be strengthened in parallel to support overall workforce stability.

Business Solution

Based on the priority analysis, this study proposes business solutions targeting the key issues identified—communication consistency, fairness in task allocation, performance monitoring/feedback, and operational standardization—to improve operational management at SJ Security.

Given that SJ Security operates as a labor-intensive outsourcing organization across multiple client sites and shifts, effective coordination between management, supervisors, and personnel is essential for workforce stability and consistency. Rather than proposing large-scale structural changes, the solutions focus on field-level improvements: establishing clearer communication practices, increasing transparency in task allocation, strengthening performance monitoring and feedback, and standardizing operational procedures across sites.

These initiatives aim to create a more supportive and consistent work environment, thereby improving employee job satisfaction. Over the long term, they are also expected to strengthen employee retention by reducing the recurring operational issues that negatively affect employees' daily experiences—ultimately supporting both operational effectiveness and SJ Security's long-term workforce stability and sustainability.

Operational Communication Standardization Program

The first proposed business solution is an Operational Communication Standardization Program, aimed at improving communication consistency and coordination across SJ Security's client sites and shifts. This directly addresses the finding that inconsistent communication among supervisors—especially during schedule changes, overtime coordination, shift changes, and sudden updates—was one of the most frequently cited operational issues affecting employees.

Rather than replacing existing channels or adding administrative burden, the program is designed as a practical system to help supervisors deliver information more consistently and transparently. Key practices include: (1) short pre-shift briefings covering daily priorities, updates, manpower adjustments, and client-specific requirements; (2) standardized procedures for communicating changes to schedules, overtime, and manpower allocation; and (3) clear opportunities for employees to seek clarification when instructions are unclear.

Improved communication consistency is expected to reduce uncertainty, strengthen perceptions of organizational support, and boost employee confidence and job satisfaction. Over time, since dissatisfaction tends to build through repeated experiences rather than single incidents, more reliable communication practices may help create a more stable, supportive work environment and contribute to stronger employee retention.

Fair Task Allocation and Workforce Transparency System

The second proposed business solution is a Fair Task Allocation and Workforce Transparency System, aimed at establishing clearer procedures for workload distribution, shift replacement, overtime assignments, and manpower adjustments. This addresses the finding that while workforce flexibility is often necessary given SJ Security's multi-site operations, employees are more likely to perceive unfair treatment when operational decisions aren't communicated transparently—eroding trust over time.

Rather than limiting operational flexibility, the system focuses on increasing transparency: supervisors retain decision-making authority but should communicate the rationale behind those decisions more clearly. Proposed practices include: (1) explaining the reasons behind overtime assignments, shift replacements, and temporary manpower adjustments when changes occur; (2) regularly monitoring workload distribution to ensure even allocation among employees in similar roles; and (3) encouraging open discussion when employees raise concerns about task distribution or schedules.

Greater transparency is expected to strengthen employees' perceptions of fairness and organizational support, fostering more positive attitudes and stronger trust. Over the long term, since dissatisfaction typically builds gradually through repeated experiences, reducing perceived unfairness may help create a more stable work environment and strengthen employees' commitment to remaining with SJ Security.

Operational Management Standardization Program

The third proposed business solution is an Operational Management Standardization Program, aimed at establishing more consistent operational practices across client sites while strengthening performance monitoring and feedback. This addresses the finding that necessary site-specific adjustments have led to varying employee experiences across locations, highlighting the need for a common operational standard alongside continued flexibility.

Rather than adding supervisory layers, the program provides supervisors with practical, uniformly applicable guidelines to reduce unnecessary variation while preserving adaptability. Proposed initiatives include: (1) standardized operational checklists for shift handovers and daily monitoring; (2) regular feedback sessions to discuss challenges, concerns, and improvement opportunities; and (3) documentation of recurring operational issues to guide future decisions and promote cross-site consistency.

These improvements are expected to boost employee confidence and job satisfaction through clearer guidance and stronger organizational support, while also supporting long-term retention by reducing recurring sources of dissatisfaction and building a more stable workforce. Importantly, all three proposed solutions—communication standardization, fair task allocation, and operational management standardization—are interconnected and should be implemented together as an integrated initiative rather than separately, since improvements in one area reinforce the others. Collectively, these solutions aim to create a more supportive, transparent, and consistent working environment at SJ Security, forming the foundation for the implementation plan discussed next.

Implementation Plan & Justification

To ensure that the proposed business solutions can be implemented effectively within SJ Security's operational environment, this study proposes a phased implementation approach focusing on communication consistency, fairness in task allocation, and operational management standardization. The implementation plan is designed to remain practical and operationally feasible within the context of a labor-intensive security outsourcing organization, where operational continuity and client service reliability must be maintained throughout the implementation process.

The implementation process is divided into several stages to allow gradual adaptation among supervisors and security personnel. Rather than introducing major organizational restructuring, the proposed implementation emphasizes incremental improvements that can be integrated into existing operational routines. This approach is intended to minimize operational disruptions while establishing more consistent operational management practices across different work environments. By implementing the proposed initiatives in phases, SJ Security may allocate resources more efficiently while allowing employees sufficient time to adapt to new operational expectations and procedures.

Table 2. Implementation Plan

Implementation Program	Main Activities	Timeline	Expected Outcome
Operational Communication Standardization Program	Implement standardized shift briefings, communication procedures, and operational update protocols	Month 1	More consistent communication and clearer operational expectations
Fair Task Allocation and Workforce Transparency System	Establish transparent procedures regarding workload distribution, overtime assignments, and manpower adjustments	Month 1-2	Improved perceptions of fairness and reduced operational misunderstandings

Implementation Program	Main Activities	Timeline	Expected Outcome
Operational Management Standardization Program	Implement SOP checklists, regular feedback sessions, and operational issue documentation	Month 2-3	More consistent operational practices and stronger organizational support
Monitoring and Evaluation Mechanism	Conduct periodic implementation reviews and operational discussions	Month 3 onward	Sustainable improvements and stronger workforce stability

Source: Researcher's proposed implementation plan based on findings and analysis (2025)

The phased implementation approach was selected because the identified operational management issues are closely interconnected and cannot be addressed through isolated interventions. Communication consistency, fairness in task allocation, performance monitoring, feedback mechanisms, and operational standardization collectively shape employees' daily work experiences within SJ Security. Therefore, implementing all improvement initiatives simultaneously may create unnecessary operational disruptions and increase the difficulty of adaptation among supervisors and security personnel. A gradual implementation process allows the organization to establish foundational practices first before introducing subsequent improvements, while maintaining operational continuity and client service reliability.

The Operational Communication Standardization Program is positioned as the initial priority because communication serves as the primary coordination mechanism within security outsourcing operations. Security personnel rely heavily on timely information to perform their responsibilities across different client locations and work shifts. Establishing more consistent communication practices is expected to reduce misunderstandings, strengthen operational clarity, and improve employees' perceptions of organizational support. In addition, improvements in communication may facilitate the implementation of subsequent initiatives because employees and supervisors will have a clearer understanding of operational expectations and responsibilities.

The Fair Task Allocation and Workforce Transparency System is implemented in the second phase because employees' perceptions of fairness are strongly influenced by how operational decisions are communicated and executed. Although workforce flexibility remains necessary within the security outsourcing industry, transparent explanations regarding overtime assignments, shift replacements, and manpower adjustments may reduce perceptions of unequal treatment. Strengthening transparency is expected to improve employees' workplace experiences while simultaneously increasing trust toward organizational practices. Employees who understand the rationale behind operational decisions are more likely to perceive the working environment as fair and supportive.

The Operational Management Standardization Program is implemented in the following phase because long-term operational consistency requires clear procedures and continuous support mechanisms. Standardized operational checklists, regular feedback sessions, and documentation of recurring operational issues are expected to reduce unnecessary variations across operational sites. These practices may also strengthen employees' confidence in carrying

out their responsibilities and create a more supportive working environment. Establishing consistent operational practices is particularly important because SJ Security operates across multiple client sites that may have different operational characteristics and service requirements.

The proposed implementation approach is considered feasible for SJ Security because it prioritizes practical improvements that can be integrated into existing operational routines without requiring major organizational restructuring or significant financial investment. As a labor-intensive service organization, SJ Security must maintain uninterrupted operations and stable client service quality throughout the implementation process. Therefore, gradual implementation is considered more realistic and sustainable than introducing immediate large-scale organizational changes. By emphasizing operational practicality and continuous adaptation, the proposed initiatives are expected to improve employee job satisfaction, strengthen employee retention, and support long-term workforce stability within the organization.

Monitoring and Evaluation Mechanism

Monitoring and evaluation activities are necessary to ensure that the proposed business solutions are implemented consistently and continue to generate positive outcomes over time. Since the objective of this study is to improve employee job satisfaction and strengthen employee retention, implementation efforts should not stop after the initial rollout phase. Instead, SJ Security needs to establish a continuous monitoring process that allows management and supervisors to evaluate progress, identify operational challenges, and make adjustments whenever necessary.

The monitoring process should be integrated into existing operational activities to minimize additional administrative burdens. Operational supervisors can conduct periodic reviews regarding communication practices, workload distribution, implementation of operational procedures, and employees' responses toward the newly introduced initiatives. These reviews do not need to be highly formalized; however, they should be conducted consistently to ensure that improvement efforts remain aligned with organizational objectives.

Evaluation activities should also involve both supervisors and security personnel. Employees can provide feedback regarding communication clarity, fairness in task allocation, and the consistency of operational procedures they experience during daily activities. Collecting these perspectives may help SJ Security identify potential gaps at an earlier stage and prevent recurring issues from developing into larger operational problems. Through continuous monitoring and evaluation, the organization may establish a cycle of ongoing improvement that supports workforce stability and strengthens employee retention over time.

These monitoring and evaluation activities should be coordinated jointly by management representatives and operational supervisors, as both parties play important roles in maintaining implementation consistency, responding to operational challenges, and ensuring that the proposed initiatives remain aligned with organizational objectives.

Table 3. Monitoring and Evaluation Indicators

Improvement Objective	Operational Indicator	Expected Improvement
Improve communication consistency	Reduced operational misunderstandings and coordination complaints	Better operational clarity and teamwork
Improve fairness in task allocation	Reduced employee complaints regarding shift allocation and overtime distribution	Stronger perceptions of fairness and organizational trust
Improve performance monitoring and feedback	More regular feedback sessions and supportive interactions	Improved employee confidence and workplace experiences
Improve workforce stability	Reduced recurring dissatisfaction and turnover tendencies	Better employee retention and operational stability

Source: Researcher's proposed monitoring framework based on improvement objectives (2025).

The implementation plan proposed in this study is designed to ensure that the identified operational management issues can be addressed through practical and sustainable improvement initiatives within SJ Security. Rather than introducing major organizational restructuring, the proposed approach focuses on strengthening day-to-day operational management practices that directly influence employees' workplace experiences. By improving communication consistency, fairness in task allocation, performance monitoring, and operational standardization, the organization is expected to establish a more supportive and stable operational environment.

The proposed initiatives should also be viewed as interconnected improvement efforts rather than independent programs. Communication consistency may strengthen transparency in operational decision-making, while fair task allocation may improve employees' perceptions of organizational support and workplace fairness. Similarly, regular feedback practices and more consistent implementation of operational procedures may reinforce employees' understanding of organizational expectations and reduce uncertainty in daily activities. Since these operational management practices influence one another, improvements in one area are expected to support improvements in other operational areas and collectively contribute to stronger employee job satisfaction.

In the long term, the implementation of these initiatives is expected to strengthen employee retention by creating more positive and consistent workplace experiences. Employees who experience clear communication, fair treatment, supportive feedback, and consistent operational practices are more likely to develop stronger trust toward the organization and greater willingness to maintain long-term employment relationships. Therefore, the proposed implementation plan is expected not only to improve operational effectiveness but also to strengthen workforce stability and support the long-term sustainability of SJ Security's operations.

CONCLUSION

This study examined how operational management practices influenced employee job satisfaction and retention at SJ Security. The findings indicated that workforce-related

challenges were closely associated with the consistency of operational management practices implemented in daily operations. Although SJ Security had established organizational structures and procedures, employees' workplace experiences varied depending on how communication, task allocation, performance monitoring, and operational support were implemented across different teams. Employee job satisfaction was strongly influenced by cumulative workplace experiences, with communication consistency, fairness in task allocation, organizational support, and operational standardization emerging as the key contributing factors. Employees reported more positive workplace experiences when expectations were communicated clearly, responsibilities were allocated transparently, and supervisors provided regular feedback and support. Employee retention was likewise shaped by cumulative workplace experiences rather than isolated incidents. Repeated exposure to communication uncertainty, inconsistent operational practices, and perceived unfairness gradually reduced employees' intentions to remain with the organization. These findings demonstrate that employee job satisfaction and retention are closely interconnected, as positive workplace experiences strengthened employees' organizational attachment, whereas recurring negative experiences weakened organizational commitment. This highlights the need for integrated improvements across operational management practices rather than isolated interventions.

From a managerial perspective, the findings underscore the importance of shifting from reactive problem-solving to proactive operational management. SJ Security would benefit from establishing more consistent communication practices, increasing transparency in operational decision-making, implementing standardized operating procedures, and strengthening supportive supervision across all client sites. Maintaining operational consistency is particularly important in a multi-site operating environment to ensure that employees receive comparable levels of support regardless of their assignment location. Overall, strengthening operational management practices should become a strategic organizational priority because workforce stability cannot be achieved solely through formal structures but requires continuous managerial commitment. By integrating consistent communication, equitable task allocation, supportive supervision, and standardized operating procedures into daily operations, SJ Security can improve employee job satisfaction, strengthen employee retention, and support long-term organizational stability.

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