Mitigating Social Conflict and Elevating HR Quality for Operational Success in High-Risk Industrial Security Services

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ABSTRACT

Background: Private security companies operating in high-risk industrial environments, such as forestry concessions in South Sumatra, face complex challenges involving personnel competence and social dynamics in surrounding communities.

Objective: This study aims to analyze the direct and simultaneous impacts of Human Resource (HR) Quality and Social Conflict on the Operational Success of security service implementation.

Method: Employing a quantitative ex-post facto design, data were gathered from 100 security personnel at PT. Balakosa Nusantara Service (PT. Bumi Andalas Permai project site, OKI Regency) using non-probability total sampling across operational shifts. Multiple Linear Regression analysis via SPSS 25 was performed to evaluate the hypotheses.

Results: HR Quality demonstrated a significantly positive effect on Operational Success ($t = 7.947$, $p = 0.000 < 0.05$). Conversely, Social Conflict exhibited a significant negative effect ($t = -4.001$, $\beta = -0.322$, $p = 0.000 < 0.05$). Simultaneously, both variables substantially determined Operational Success ($F = 68.277$, $p = 0.000$), accounting for an R^2 of 58.5% of variance.

Conclusion: Operational success in high-risk security operations critically depends on elevating security personnel competence and systematically mitigating local social conflict through proactive social security integration.

Keywords: Human Resource Quality, Social Conflict, Operational Success, Security Services Management, Social Security, High-Risk Concessions.

2. INTRODUCTION

In the contemporary global economy, industrial operations within natural resource sectors—such as forestry, mining, and agriculture—increasingly rely on specialized private security services (Private Security Companies / PSCs) to safeguard vital infrastructure, biological assets, and human capital. In Indonesia, the regulatory foundation for industrial self-security (Pengamanan Swakarsa) is anchored in Law No. 2 of 2002 concerning the Indonesian National Police and Police Regulation (Perkap) No. 4 of 2020. However, the operationalization of security in labor-intensive environments transcends mere physical guarding; it operates within complex socio-ecological and socio-economic landscapes where commercial interests frequently intersect with local community livelihoods.

While conventional security literature primarily emphasizes tactical readiness, physical barriers, and technological surveillance systems (Nieles et al., 2005; Sultrayansa & Lestari, 2025), modern security management in high-risk zones requires a paradigm shift toward

'social security' and human-centric competence. Modern PSC personnel are no longer mere guards but frontline communicators and conflict de-escalators. In regions such as Ogan Komering Ilir (OKI) Regency, South Sumatra—where forestry concessions span over 584,000 hectares—security operations face persistent challenges, including forest encroachment, illegal logging, arson, blockade of operational roads, land disputes, and physical altercations.

Despite the growing recognition of human capital in corporate success (Hasibuan, 2020; Robbins & Coulter, 2018), a critical research gap persists regarding how HR quality directly interacts with external social conflict to determine operational performance in high-risk PSC deployments. Previous studies have predominantly analyzed HR management within controlled office settings or examined social conflict from a purely sociological perspective, leaving an empirical void on their combined quantitative impact in frontline security operations.

To address this literature gap, this study examines the operational deployment of PT. Balakosa Nusantara Service at the PT. Bumi Andalas Permai forestry project. The primary objectives are threefold: (1) to evaluate the direct impact of security HR Quality on Operational Success; (2) to quantify the disruptive impact of Social Conflict on Operational Success; and (3) to determine the combined explanatory power of HR Quality and Social Conflict in predicting operational outcomes.

3. METHODS

This study adopted a quantitative ex-post facto research design to investigate cause-and-effect relationships among existing variables without artificial manipulation. The study was conducted at the PT. Bumi Andalas Permai forestry concession project site managed by PT. Balakosa Nusantara Service in OKI Regency, South Sumatra, from October 25 to December 10, 2025.

3.1 Population and Sampling

The target population encompassed all security personnel assigned to the project site, ranging from operational Security Officers to Shift Leaders, Supervisors, Site Managers, and Project Managers. A census/total sampling technique (non-probability sampling) was utilized, yielding a sample size of N = 100 operational respondents across rotating duty shifts.

3.2 Research Instruments and Measurement

Primary data were collected using structured closed-ended questionnaires formulated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The measurement framework was conceptualized around three key variables:

1. • Dependent Variable (Y) - Operational Success: Measured through 14 validated items spanning security performance & incident prevention, operational efficiency, client satisfaction, and contractual compliance.

2. • Independent Variable (X1) - HR Quality: Operationalized through 20 items assessing physical stamina/health, non-physical intellectual competence (problem-solving,

communication), and psychological/mental attributes (ethics, emotional stability, adaptability).

3. • Independent Variable (X2) - Social Conflict: Evaluated through 20 items measuring manifest social tensions, community friction, dispute severity, and operational disruptions stemming from local socio-economic disparities.

Instrument calibration and pre-testing were conducted on 40 security personnel in Jakarta. Item validity was verified using Karl Pearson's Product-Moment Correlation (r-count > r-table 0.312 at α = 0.05), leading to the refinement of instrument items. Internal consistency was confirmed through Cronbach's Alpha coefficients exceeding the standard 0.70 threshold across all construct scales.

3.3 Data Analytical Techniques

Data analysis was performed using SPSS version 25. Prior to hypothesis testing, classical parametric assumptions were verified, including normality testing (Kolmogorov-Smirnov / Normal P-P Plot), linearity testing, and multicollinearity diagnostics (Variance Inflation Factor / VIF). The primary hypotheses were tested via Multiple Linear Regression analysis, utilizing t-tests for partial significance, F-tests for simultaneous significance, and the Coefficient of Determination (R^2) to establish model explanatory power.

4. RESULTS

Demographic profiling revealed that the security workforce comprised 100 male operational personnel. Educational background distribution showed that 31.25% completed senior high school (SMA/SMK), 22.48% held junior high education, 23.9% completed elementary school, and 11% held tertiary degrees (D1-S3), reflecting a labor structure heavily tied to operational field deployment.

4.1 Classical Assumption Testing

Normality tests confirmed that regression residuals were normally distributed (P-P plot points closely tracking the diagonal line). Linearity tests established significant linear relationships between X1-Y and X2-Y ($p < 0.05$). Multicollinearity testing yielded a Variance Inflation Factor (VIF) of 1.142 (< 10.0) and Tolerance of 0.876 (> 0.10), confirming the absence of multicollinearity between HR Quality and Social Conflict.

4.2 Multiple Regression Analysis and Hypothesis Testing

Multiple linear regression analysis yielded the model equation: $Y = 28.412 + 0.548(X1) - 0.322(X2)$. The statistical outputs are summarized in Table 1 and Table 2 below.

Model Variable	Unstandardized B	Std. Error	Standardized β	t-statistic	Sig. (p)
(Constant)	28.412	4.125	-	6.888	0.000
HR Quality (X1)	0.548	0.069	0.582	7.947	0.000

Social Conflict (X2)	-0.322	0.080	-0.293	-4.001	0.000

Model	R	R Square	Adjusted R^2	F-Statistic	ANOVA Sig.
Regression Model	0.765	0.585	0.576	68.277	0.000

Partial Hypotheses Findings:

1. Impact of HR Quality (H1): HR Quality exhibited a statistically significant positive effect on Operational Success ($t = 7.947 > t\text{-table } 1.984$, $p = 0.000 < 0.05$). The positive regression coefficient ($B = 0.548$) indicates that every 1-unit increase in HR competence results in a 0.548-unit increase in operational success.

2. Impact of Social Conflict (H2): Social Conflict demonstrated a statistically significant negative effect on Operational Success ($t = -4.001$, $|t| > 1.984$, $p = 0.000 < 0.05$). The negative coefficient ($B = -0.322$) confirms that escalating social friction directly suppresses operational success by 0.322 units.

3. Simultaneous Model Impact (H3): The simultaneous test yielded an F-statistic of 68.277 ($p = 0.000 < 0.05$), confirming that HR Quality and Social Conflict jointly exert a highly significant impact on Operational Success. The Coefficient of Determination (R^2) of 0.585 indicates that 58.5% of the variance in operational success is explained by the combination of HR quality and social conflict, while 41.5% is driven by external unmeasured factors.

5. DISCUSSION

5.1 Theoretical and Practical Significance of HR Quality

The robust positive influence of HR Quality ($t = 7.947$, $\beta = 0.582$) underscores that operational success in high-risk security environments is heavily reliant on human capital excellence. This finding aligns with organizational management theories (Griffin, 2016; Hasibuan, 2020) and empirical studies in security management (Septiani, 2021; Wijaya, 2023). In labor-intensive security services, physical conditioning and basic tactical skills (such as Gada Pratama certifications) represent necessary baseline requirements, but non-physical competencies—specifically communication skills, psychological resilience, and adaptive decision-making—serve as true performance differentiators.

5.2 The Destructive Dynamics of Social Conflict

The significant negative impact of Social Conflict ($t = -4.001$, $B = -0.322$) provides empirical validation for sociological conflict theories (Soekanto, 2010; Ruth-Heffelbower, 2009). In forestry concession areas like District Air Sugihan, community grievances often stem from low local educational attainment (88.73% lacking higher education nationally), land boundary disputes, and perceived economic exclusion. When local populations feel excluded from corporate prosperity, frustration manifests as operational blockades, illegal

encroachment, and arson. Unmanaged social conflict imposes severe operational friction, consuming resource bandwidth and threatening business continuity.

5.3 The Strategic Nexus: Social Security Management

The core synthesis of this study lies in the interaction between HR quality and social conflict. High-quality security personnel function as a vital buffer against external social volatility. Personnel possessing advanced interpersonal communication and conflict de-escalation skills can effectively transform potential security confrontations into constructive community dialogue. Integrating 'Social Security' strategies—where security forces work hand-in-hand with Corporate Social Responsibility (CSR) initiatives and local community liaison programs—proves essential for long-term operational sustainability in high-risk zones.

5.4 Research Limitations & Future Directions

Several limitations should be noted. First, the sample was geographically restricted to a single forestry concession project in South Sumatra, which may limit generalizability to other high-risk sectors (e.g., offshore mining or urban commercial security). Second, 41.5% of operational variance remains unexplained, pointing to omitted variables such as leadership style, technological integration (e.g., drone surveillance), and corporate compensation structures. Future research should adopt longitudinal designs and multi-sectoral comparative analyses.

6. CONCLUSION

This study demonstrates that the operational success of private security companies in high-risk industrial environments is driven by the dual forces of internal workforce competence and external social dynamics. Specifically:

- 1. Personnel HR Quality exerts a direct, significant positive effect on operational success, confirming that continuous skill development and psychological readiness are essential.
- 2. Social Conflict acts as a significant negative drag on operational performance, requiring systematic de-escalation mechanisms.
- 3. Together, HR Quality and Social Conflict account for 58.5% of operational outcome variance.

Strategic Recommendations for Security Management

1. • Recruitment & Local Integration: Implement recruitment frameworks that incorporate local community talent combined with tailored social culture adaptation training.

2. • Conflict Resolution Curriculum: Upgrade mandatory security training to include decision-making under stress, mediation techniques, and social security protocols.

3. • Strategic CSR Alignment: Align corporate social responsibility initiatives with local socio-economic needs to mitigate root causes of community unrest.

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