

The Impact of BPJS Ketenagakerjaan Participation on Corporate Risk Profile Changes: A Comparative Analysis Based on ISO 31000

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Abstract

The BPJS Employment Program is a labor social security system in Indonesia that is mandatory for companies and aims to provide protection against various employment risks. In addition to protecting workers, participation in this program also has the potential to affect a company's risk profile. However, empirical studies that systematically analyze changes in corporate risk profiles before and after *BPJS Ketenagakerjaan* membership remain limited. Therefore, this study analyzes changes in corporate risk levels and examines their implications for risk management based on the ISO 31000:2018 framework. This study employs a descriptive-comparative quantitative approach using a before-and-after method. Primary data were obtained through questionnaires distributed to 39 companies participating in *BPJS Ketenagakerjaan*. Risk assessments cover four categories: legal, financial, operational, and reputational risks. Each is evaluated using likelihood and impact on a Likert scale of 1–5. Data analysis uses the geometric mean to derive representative values, followed by risk scoring and mapping onto a 5 × 5 risk matrix. The results indicate that *BPJS Ketenagakerjaan* membership alters corporate risk profiles. Legal and operational risks tend to decrease due to improved regulatory compliance and worker protection. Conversely, some financial and reputational risks increase, driven by contribution obligations and heightened stakeholder expectations. These findings suggest that *BPJS Ketenagakerjaan* acts as a risk transfer mechanism without fully eliminating risks, leaving residual risks that require ongoing control and monitoring. The study highlights that labor social security programs influence not only worker protection but also corporate risk dynamics from an organizational risk management perspective.

Keywords: risk management, BPJS Employment, ISO 31000, risk transfer, company risk profile

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INTRODUCTION

Social protection for workers is one of the key components of the modern labor system. The social protection system aims to provide guarantees against various risks that workers may experience during their working lives, such as work accidents, death, and economic uncertainty in retirement. Work accident insurance programs generally function as a mechanism for transferring risks from companies to insurance institutions or social security institutions (Kozlov, V., 2021). In Indonesia, social protection for workers is administered through the Employment Social Security Administering Agency (BPJS Ketenagakerjaan), which was established under Law Number 24 of 2011. This institution is responsible for organizing labor social security programs through various protection schemes such as Work Accident Insurance (JKK), Old Age Security (JHT), Pension Security (JP), and Death Benefits (JKM) (BPJS Ketenagakerjaan, 2020). Participation in the BPJS Ketenagakerjaan program is mandatory for all companies that employ workers, both in the formal and informal sectors. Although regulations require companies to register their workers in the BPJS Ketenagakerjaan program, the participation rate in Indonesia is still not optimal. Data show that out of approximately 130

million workers in Indonesia, only around 55 million had been registered in the BPJS Ketenagakerjaan program in 2020 (BPJS Ketenagakerjaan, 2021). This condition indicates that many companies, especially in the micro, small, and medium enterprises (MSMEs) sector, have not provided adequate social protection for their workers. This low level of compliance remains one of the main challenges in implementing the labor social security system in Indonesia (Allen 2016; Wardhana et al. 2020).

Company compliance with labor regulations, including the obligation to participate in BPJS Ketenagakerjaan, is an important aspect of good corporate governance (Saragih et al. 2023; Sirait et al. 2023). This compliance is not only related to legal obligations but also to the sustainability of the company's operations and the welfare of its workforce (Hopkin, 2018). Based on Law Number 24 of 2011, companies that fail to register their workers in the BPJS Ketenagakerjaan program may be subject to administrative sanctions, such as fines or suspension of certain public services, and may even face criminal sanctions under certain conditions. In addition to legal risks, companies that do not provide social protection to their workers also face potential reputational risks that can affect their image in the eyes of the public, business partners, and prospective employees (Parker & Nielsen, 2011). Investment in occupational safety programs has been shown to provide positive financial benefits through the reduction of work accidents, increased productivity, and the strengthening of corporate reputation (Mustard, C. A., et al., 2023). Companies that do not participate in the BPJS Ketenagakerjaan program also face various significant financial risks. In the event of a workplace accident or worker death, the company must bear the costs of compensation, medical treatment, and benefits for the affected worker's family. This financial burden can be substantial, especially for companies with a large workforce or those operating in high-risk industries. The workers' compensation system influences company behavior in managing occupational safety risks through economic incentives that encourage investment in accident prevention (Lengagne, P., 2014). Under these conditions, participation in the BPJS Ketenagakerjaan program can function as a risk transfer mechanism that helps companies reduce the potential for unexpected financial losses.

However, for some companies, participation in the BPJS Ketenagakerjaan program also presents certain challenges (Daely et al. 2025; Dimisyqiyani et al. 2023). Companies are required to pay social security contributions for each worker, calculated as a percentage of the worker's wages. For companies with a large workforce, this obligation can represent a significant additional financial burden (BPJS Ketenagakerjaan, 2021). In addition, some companies perceive that the service system of the BPJS Ketenagakerjaan program is not yet fully optimal, for example, due to relatively slow claims processes or administrative procedures that are considered complex (Yusran & Hartono, 2021). These conditions can influence companies' perceptions of the program's benefits. In the global context, labor social security systems have long been implemented in various countries with differing characteristics. International research shows that workers' compensation systems can influence both workplace accident rates and organizational risk prevention behaviors. Systems with broader coverage tend to correlate with lower rates of occupational accidents (Shin, I., Oh, J. B., & Yi, H. K., 2011). Countries in Europe generally implement comprehensive social protection systems within a welfare state framework, providing protection through programs such as health insurance, pension schemes, and work accident insurance. In Germany, for example, the social security system has been in place since the late nineteenth century through the Sozialversicherung program, which provides comprehensive protection for workers (Manow, 1997). This system is supported by a mutual contribution mechanism between workers and employers, with relatively transparent and efficient management (Wilthagen & Tros, 2016). In the United States, protection against employment risks is generally provided through a workers' compensation insurance system regulated at the state level and often delivered by

private insurers. Although this system offers flexibility for companies, not all workers receive adequate protection, particularly those in non-permanent or contract employment (Tompa et al., 2020). Occupational health and safety risks remain a significant global issue, with countries continuing to develop labor protection systems to mitigate the social and economic impacts of workplace accidents (Acke, S., et al., 2022).

Meanwhile, Japan has a relatively comprehensive labor protection system through the Workers' Accident Compensation Insurance program, which is mandatory for all employers (Min et al. 2019; Shizume et al. 2021). This program provides various benefits, including financial compensation, medical treatment, and rehabilitation support for workers who experience workplace accidents or occupational diseases (Sugeno, 2020). The system is also integrated with other social security programs, offering relatively comprehensive protection throughout workers' life cycles (Ishida & Matsuda, 2018). Compared to these countries, Indonesia's labor social security system still faces several challenges, particularly in terms of coverage, corporate compliance, and public awareness of the importance of social protection. Data from the Central Statistics Agency indicate that only about 30% of the Indonesian workforce had been registered in the BPJS Ketenagakerjaan program (BPS, 2022). This condition highlights a significant gap between established regulations and their implementation. From an organizational risk management perspective, participation in the BPJS Ketenagakerjaan program can be viewed as a corporate risk mitigation strategy. The ISO 31000 risk management framework emphasizes that organizations must identify, analyze, evaluate, and control risks that may affect the achievement of their objectives (ISO, 2018). One key risk control strategy is risk transfer, which involves shifting part of the risk burden to other parties, such as insurance providers or social security agencies.

A number of previous studies have shown that labor social security programs can enhance worker protection while also strengthening industrial relations within organizations. Labor social insurance systems are designed to mitigate economic risks arising from workplace accidents or incapacity to work (Ehrenberg, R. G., 1985). However, most existing research focuses primarily on worker protection or corporate compliance with labor regulations. Studies that specifically compare changes in corporate risk profiles before and after participation in the BPJS Ketenagakerjaan program remain limited. From an organizational risk management perspective, participation in such programs not only affects labor protection but may also influence the company's overall risk profile, including legal, financial, operational, and reputational dimensions. Therefore, a comparative analysis of changes in corporate risk profiles before and after participation in BPJS Ketenagakerjaan is important. Based on this background, this study aims to analyze changes in corporate risk levels before and after participation in BPJS Ketenagakerjaan and to examine their managerial implications within the ISO 31000 risk management framework.

METHOD

This study used a quantitative approach with a descriptive-comparative design to analyze changes in the company's risk profile before and after BPJS Ketenagakerjaan participation. Occupational safety research shows that a scientific research-based approach can help organizations develop more effective work accident prevention strategies (Liberty Mutual Research Institute for Safety, 2021). The quantitative approach was chosen because the research data was obtained through a structured questionnaire based on the Likert scale so as to produce numerical data that can be processed systematically. The descriptive nature is used to describe the level of risk faced by the company, while the comparative nature is used to compare the level of risk in two conditions, namely before and after BPJS Ketenagakerjaan membership. This research refers to the ISO 31000:2018 framework as the basis in the risk management process, which includes setting the context, risk assessment, risk treatment, and

monitoring and review. In the context of this study, BPJS Ketenagakerjaan membership is seen as a form of risk treatment that has the potential to change the company's risk profile in the employment aspect. The data used is primary data obtained through the distribution of questionnaires to BPJS Employment participating companies. The research respondents are those who have an adequate understanding of the management of the workforce and the implementation of BPJS Employment in the company, such as managers or HRD staff. The research was carried out on companies within the scope of BPJS Ketenagakerjaan Jakarta Salemba Branch. This location was chosen purposively because it has a diversity of business sectors, reflects the dynamics of employment in urban areas, and is supported by socialization activities and relatively active membership monitoring.

The research subjects were selected by purposive sampling by considering two main criteria. First, the company has been registered as a participant in BPJS Ketenagakerjaan. Second, the informant comes from a company that has authority or knowledge regarding labor management and company experience before and after BPJS Employment membership. This study involved 39 corporate respondents from various business scales.

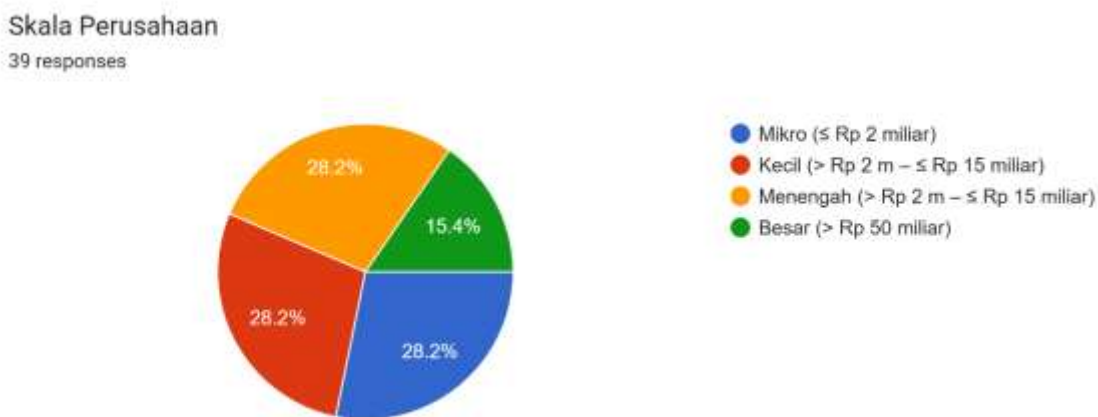


Figure 1 Company Size Distribution Based on Revenue

The research instrument is in the form of a questionnaire which is compiled based on four main risk categories, namely legal risk, financial risk, operational risk, and reputational risk. Each risk is assessed in two conditions, namely before and after BPJS Employment membership, using two main parameters, namely likelihood (the likelihood of risk occurring) and impact (the impact of risk on the company). The assessment was conducted on a Likert scale of 1–5, with a range of assessments from very low to very high.

Operationally, the research variables consisted of risk conditions before BPJS Employment membership, risk conditions after BPJS Employment membership, and risk changes resulting from the comparison of the two conditions. The risk indicator includes 12 risk items grouped into four main categories. On legal risks, indicators include regulatory supervision or sanctions, non-compliance with labor protection, and lawsuits from workers or heirs. On financial risk, indicators include the cost of work accidents, employee turnover, and routine or residual costs. On operational risks, indicators include operational disruptions, difficulty retaining the workforce, and employee absences. On reputational risk, indicators include negative public perception, declining trust of partners or investors, and negative media coverage.

Table 1. Variables, Indicators and Data Sources

No	Variable	Indicators (measured now)	Data Type	Data Source
1	Risk Conditions "Before BPJS Employment Participation" (A)	Likelihood assessment before (1–5) and <i>Impact</i> before (1–5) for each risk (Risk 1–12)	First	Respondent questionnaire (Google Form)
2	Risk Conditions "After BPJS Employment Participation" (B)	Likelihood assessment after (1–5) and <i>Impact</i> after (1–5) for each risk (Risk 1–12)	First	Respondent questionnaire (Google Form)
3	Legal Risk (Y1)	- <i>Likelihood & Impact</i> related to supervision/regulation \n- <i>Likelihood & Impact</i> related to non-compliance with labor protection \n- <i>Likelihood & Impact</i> related to labor legal claims/heirs	First	Respondent questionnaire (Google Form)
4	Financial Risk (Y2)	- <i>Likelihood & Impact</i> related to work accident costs \n- <i>Likelihood & Impact</i> related to employee turnover \n- <i>Likelihood & Impact</i> related to routine/residual costs	First	Respondent questionnaire (Google Form)
5	Operational Risk (Y3)	- <i>Likelihood & Impact</i> related to operational disruption \n- <i>Likelihood & Impact</i> related to difficulty retaining the workforce \n- <i>Likelihood & Impact</i> related to employee attendance	First	Respondent questionnaire (Google Form)
6	Reputational Risk (Y4)	- <i>Likelihood & Impact</i> related to negative public perception \n- <i>Likelihood & Impact</i> related to partner/investor trust \n- <i>Likelihood & Impact</i> related to negative media coverage	First	Respondent questionnaire (Google Form)
7	Risk Comparison (Δ / Before–After Comparison)	- Change in Risk Score ($L \times I$) before–after \n- Change in Risk Level (low/medium/high) \n- Change in position in Risk <i>matrix</i> 5×5	Primary (data processing)	Processing results (GM, score, <i>risk matrix</i>)
8	Company/Respondent Characteristics (Z) (optional)	The size of the company's business (micro/small/medium/large), respondent's position,	First	The identity section of the respondent in

length of work (if
available in the
demographic
questionnaire)

the
questionnaire

Data Source: Respondent questionnaire (Google Form)

Data analysis was carried out quantitatively, descriptive-comparatively. The initial stage is carried out by resuming all respondents' answers, checking the completeness of the data, and grouping the answers into four main components, namely likelihood before, impact before, likelihood after, and impact after. The likelihood and impact values on each risk were then calculated using geometric mean (GM) to obtain a representative value from the respondents' assessment. The use of geometric mean was chosen because it is more suitable to combine rating scale-based data in a multiplicative approach and reduce the influence of extreme values. The Geometric Mean formula used is:

$$GM = \sqrt[n]{x_1 \times x_2 \times x_3 \times \dots \times x_n}$$

With a caption:

- x_i = nilai jawaban responden (1–5)
- n = jumlah responden

The risk scores obtained were further classified into four risk levels, namely: low (1–5), medium (6–10), high (11–15), and very high (>15). This classification is used to determine risk priorities and facilitate the interpretation of changes in risk levels before and after BPJS Ketenagakerjaan membership.

Once the score is obtained, each risk is mapped into a risk matrix of 5×5 with likelihood on the horizontal axis and impact on the vertical axis. This mapping was carried out for two conditions, namely before and after BPJS Employment membership, so that changes in the risk position can be seen visually. The risk matrix is used to identify risk areas that require priority control and to see a shift in the severity of risk after companies participate in the BPJS Employment program.

The final stage of analysis was carried out by comparing scores and risk levels before and after participation. The change in risk is categorized into three conditions, namely decreasing when the score after is smaller than the previous score, stable when the score change is relatively small and does not change the risk level significantly, and increasing when the score after is greater than the previous score. In addition to the score, comparative analysis was also carried out by looking at changes in the risk position in the risk matrix 5×5. Within the framework of ISO 31000, the results of this comparison are used to assess the impact of risk treatment and identify residual risks, i.e. risks that remain after risk treatment is implemented and still require continuous monitoring and review.

Overall, this method produces information about likelihood and impact values, risk scores, risk levels, risk positions in the risk matrix, and changes in the company's risk profile before and after BPJS Employment membership. The results of the analysis are then used as a basis for discussing and compiling the implications of corporate risk control. This study uses a descriptive-comparative quantitative approach with the before–after analysis method.

RESULTS AND DISCUSSION

Research Results

This study aims to compare the company's risk profile before and after BPJS Ketenagakerjaan membership. Data was obtained from 39 respondent companies who assessed 12 risk indicators in two conditions, namely before and after BPJS Ketenagakerjaan membership. The assessment was carried out using two main parameters, namely likelihood

and impact, which were measured on a Likert scale of 1–5. The value of each parameter is then processed using a geometric mean (GM), then the risk score is calculated through the multiplication of likelihood and impact. In general, the results of the study show that the company's risk profile is in the low to medium category, both before and after BPJS Employment membership. However, BPJS Ketenagakerjaan membership has been proven to affect changes in several types of risks, both in the form of decreasing, stability, and increasing risk scores.

Risk Profile Before BPJS Employment Membership

In the conditions before BPJS Ketenagakerjaan membership, most of the risks were at a low level, with one risk being at a moderate level, namely the risk of supervision and regulation with a score of 5.715. These findings show that before participating in the BPJS Employment program, companies felt the most exposure to risks in the aspect of compliance with labor regulations. Meanwhile, other risks such as lawsuits, work accident costs, employee turnover, operational disruptions, and reputational risks remain at low levels.

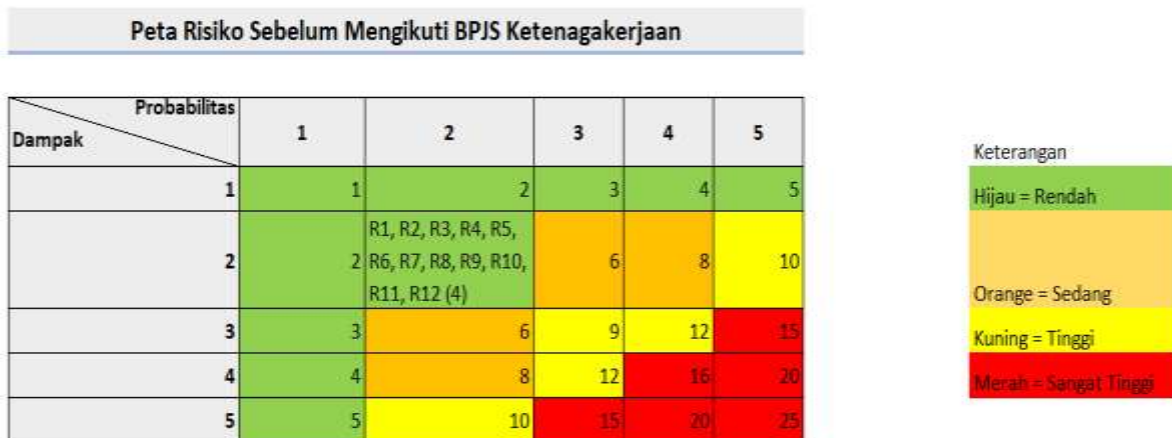


Figure 2 Risk Map Before and After BPJS Employment Membership

The results of mapping into the risk matrix 5×5 show that all risks are concentrated in position (2,2). This indicates that in general, respondents view the level of likelihood and impact of risk to be in the low-medium category. Thus, prior to BPJS Ketenagakerjaan's participation, the company had a relatively controlled risk profile, although there were still certain risk exposures that required greater attention.

Risk Profile After BPJS Employment Membership

After the company became a participant in BPJS Ketenagakerjaan, the results of the study showed that most of the risks remained at a low level, but two risks emerged at a moderate level, namely the cost of work accidents with a score of 5,085 and negative media news with a score of 5,060. This shows that BPJS Ketenagakerjaan membership does not necessarily reduce all risks, but rather changes the composition of the company's risk profile. As in the previous condition, mapping into the risk matrix shows that the majority of risks are still at position (2,2). However, the emergence of two risks with moderate levels shows that there are risks that still need to be a priority for control after the company becomes a participant in BPJS Ketenagakerjaan.

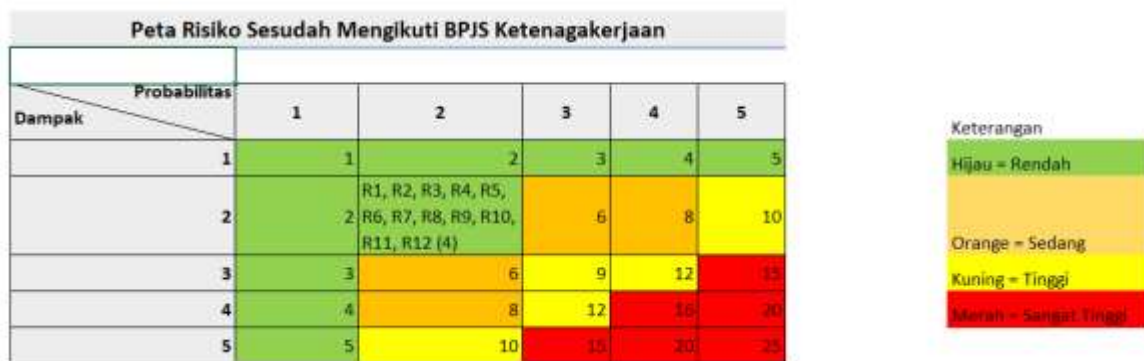


Figure 3 Risk Map Before and After BPJS Employment Membership

Comparison of Risks Before and After BPJS Employment Membership

Comparison of risk scores before and after participation showed that changes in risk were not uniform. Of the 12 risk indicators analyzed, there are:

- 2 decreased risks, namely supervision and regulation as well as employee turnover
- 7 Relatively stable risks, namely non-compliance, lawsuits, unexpected costs, operational disruptions, attendance, public perception, and partner trust
- 3 increased risks, namely the cost of work accidents, labor retention, and negative media coverage

A summary of the change in risk score can be seen in the following table.

Table 2. Summary of Risk Score Changes Before and After BPJS Employment Membership

No	Risks	Before Score	After Score	Δ (After–Before)	Conclusion
1	Supervision & regulation	5,715	4,837	-0,878	Downward
2	Non-compliance	4,068	4,090	+0,022	Stable
3	Lawsuits	4,907	4,968	+0,061	Stable
4	Work accident costs	4,428	5,085	+0,657	Increase
5	Employee turnover	4,659	3,893	-0,766	Downward
6	Unexpected costs	4,510	4,801	+0,291	Stable
7	Operational disruptions	4,027	4,284	+0,257	Stable
8	Workforce retention	3,960	4,387	+0,427	Increase
9	Attendance	4,741	4,889	+0,148	Stable
10	Public perception	4,819	4,981	+0,162	Stable
11	Partner trust	4,943	4,968	+0,025	Stable
12	Media coverage	4,808	5,060	+0,252	Increase

Data Source: Processing results (GM, score, risk matrix)

The data shows that BPJS Ketenagakerjaan membership has an effect on changes in the company's risk profile, but this effect is not always in the form of a reduction in risk in all indicators.

Discussion

The results of the study show that BPJS Ketenagakerjaan membership affects the company's risk profile, but not uniformly in all risk indicators. In the perspective of ISO 31000:2018, this condition can be understood because risk management does not aim to eliminate all risks, but rather to modify risks to remain at an acceptable level for the organization. Thus, changes in risk profiles after membership can reflect the effectiveness of risk treatment, as well as indicate the existence of residual risks that still need to be managed.

Decreased Risk: Indications of Risk Reduction and Risk Transfer

There are two risks that have decreased, namely supervision and regulation and employee turnover. The reduction in supervision and regulatory risks shows that BPJS Ketenagakerjaan's participation is perceived to increase the company's compliance with employment obligations, resulting in lower exposure to supervision and potential sanctions. Within the framework of ISO 31000, this condition can be categorized as risk reduction, because companies have succeeded in reducing legal risk exposure through increased compliance.

Meanwhile, the reduction in employee turnover risk indicates that BPJS Ketenagakerjaan membership increases the sense of security and protection perception for workers. This has the potential to strengthen employee loyalty and decrease employees' tendency to leave the company. These findings show that the BPJS Employment program not only functions as social protection, but can also have a positive impact on the stability of the company's human resources. These findings are in line with research by Tompa et al. (2020) which shows that the work accident compensation system can function as a risk-sharing mechanism between companies and labor insurance providers, so that it can reduce the company's exposure to financial risks due to work accidents. The findings regarding the reduction of regulatory risk after BPJS Ketenagakerjaan membership are also in line with the research of Parker and Nielsen (2011) which explained that compliance with labor regulations can reduce the potential for legal sanctions and increase the company's operational stability. In addition, research by Tompa, Dolinschi, and Natale (2020) shows that labor protection programs such as the workers' compensation system can serve as a risk transfer mechanism that helps companies reduce their exposure to financial losses due to work accidents. Thus, the results of this study reinforce international findings that labor protection systems not only provide benefits to workers, but also contribute to the reduction of organizational risks.

Stable Risk: Acceptable Risk and the Importance of Monitoring

Most of the risks in this study were in the stable category. These risks include non-compliance with labor protections, lawsuits, unexpected costs, operational disruptions, absenteeism, public perception, and partner trust. This condition shows that BPJS Ketenagakerjaan membership is not the only factor that forms the company's risk level. Many risks are still greatly influenced by internal policies, such as work SOPs, HR management, safety culture, and organizational governance.

Within the framework of ISO 31000, a stable risk at a low level can be viewed as an acceptable risk, i.e. a risk that is still within the organization's tolerance limits. However, stable risks still require periodic monitoring and review so that they do not increase in the future due to changes in the company's internal and external conditions. This condition suggests that the labor social security program is not the only factor that affects an organization's risk profile. Hopkin's research (2018) explains that the level of organizational risk is also greatly influenced by the internal control system, work safety culture, and the quality of corporate governance. The stable condition of most risks suggests that participation in the labor social security system is not the only factor that affects the level of risk of a company. Hopkin's research (2018) emphasizes that an organization's risk profile is greatly influenced by various internal factors such as corporate governance, work safety culture, and the effectiveness of internal control systems. These findings are also in line with the research of Rahman and Suryadi (2023) which shows that participation in labor social security programs can help reduce some organizational risks, but does not automatically eliminate all operational and managerial risks that companies face.

Increased Risk: Residual Risk and Risk Profile Changes

There are three risks that increase after BPJS Ketenagakerjaan participation, namely the cost of work accidents, labor retention, and negative media coverage. The increase in the risk of work accident costs shows that even though the company has participated in BPJS

Ketenagakerjaan, there are still cost burdens that must be managed, such as indirect costs due to work accidents, productivity disruptions, labor replacement costs, and internal administration. From the perspective of ISO 31000, this condition indicates the existence of residual risk, which is a risk that remains after the risk treatment is applied. The increased risk of labor retention also shows that BPJS Ketenagakerjaan membership is not the only factor that determines the company's ability to retain its workforce. Other factors such as wage levels, work culture, workload, and career development opportunities remain a big influence. Therefore, BPJS membership is only one of the supporting instruments in HR risk management.

The increased risk of negative media coverage shows that reputational risk is greatly influenced by external contexts, especially increasing public attention to employment issues. Companies can still face media attention even though they have fulfilled their formal obligations as a participant in BPJS Ketenagakerjaan. This condition shows the importance of strengthening risk communication, transparency, and managing relationships with stakeholders. Findings regarding the increase in some risks after the implementation of labor protection programs also indicate residual risks. According to ISO (2018), residual risk is a risk that remains after the implementation of risk treatment and still requires further monitoring and control by the organization. The increase in several risks after BPJS Ketenagakerjaan membership shows that there are residual risks that still have to be managed by the company. In the ISO 31000 risk management framework, residual risk is a risk that remains after an organization implements certain risk treatments (ISO, 2018). A similar phenomenon was also found in international research on workers' compensation systems, where although some financial risk can be transferred to insurance or social security institutions, companies still face various indirect costs such as productivity disruptions, labor replacement costs, and organizational reputation impacts (Tompa et al., 2020).

Managerial Implications in the Perspective of ISO 31000

Overall, the results of this study show that BPJS Ketenagakerjaan membership can be understood as a form of risk treatment, especially risk transfer, because some of the consequences of employment risks are transferred through social protection mechanisms. However, this membership does not replace the company's need to build and maintain an internal control system. Continuous risk monitoring is an important part of an organization's risk management to identify changes in risk profiles and potential new emerging risks (European Agency for Safety and Health at Work, 2020). With monitoring, it will prevent unwanted risks from occurring. Other research shows that risk control services provided by workers' compensation institutions (abroad) can reduce the frequency of work accident claims in companies that participate in the program (Wurzelbacher, S., et al. (2022)). Companies need to prioritize additional controls on risks that are at moderate levels, especially the cost of work accidents and negative media coverage. At the risk of work accident costs, relevant strategies include strengthening K3, work safety SOPs, and residual cost management. At reputational risk, companies need to strengthen external communications, compliance documentation, and readiness to respond to employment issues quickly and accurately. Thus, BPJS Ketenagakerjaan's membership needs to be understood as part of the company's broader risk management strategy. Systematic occupational health monitoring is an important part of organizational risk management because it allows companies to identify risk factors early and take preventive measures (Eliasson, K., Dahlgren, G., Hellman, T., Lewis, C., & Palm, P., 2021). Its effectiveness will be more optimal if integrated with internal control, monitoring, and continuous review in accordance with ISO 31000:2018 principles. In an international perspective, the integration between labor protection systems and organizational risk management is becoming an increasingly important practice in modern corporate governance. Hopkin (2018) explained that organizations need to integrate labor protection strategies with

the company's risk management system in order to manage risks more comprehensively. Therefore, BPJS Ketenagakerjaan's membership should not only be seen as a regulatory obligation, but also as part of a broader organizational risk management strategy.

CONCLUSION

This study aims to analyze changes in the company's risk profile before and after BPJS Ketenagakerjaan membership using the ISO 31000:2018 risk management approach. The results of the study show that in general, the level of risk of companies is in the low to medium category both before and after BPJS Ketenagakerjaan membership. In pre-membership conditions, the most prominent risk is the risk of supervision and regulation, which reflects the company's high attention to the employment compliance aspect. After BPJS Ketenagakerjaan participation, some risks decrease, especially risks related to labor compliance and stability. However, some risks remain stable, and some risks are increasing, such as the cost of work accidents and negative media coverage. These findings show that BPJS Ketenagakerjaan membership does not eliminate all company risks, but rather changes the risk profile and leaves residual risks that still need to be managed. From the perspective of ISO 31000:2018, BPJS Ketenagakerjaan membership can be understood as a form of risk treatment through the risk transfer mechanism, but the company still needs to carry out internal control as well as continuous monitoring and review to ensure that the risk is within acceptable limits. Future research is recommended to explore longitudinal and cross-sectoral analyses, as well as the integration of qualitative factors such as organizational culture and risk perception, to better understand the long-term impact of BPJS Ketenagakerjaan participation on corporate risk dynamics.

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