

PATHWAYS TO FINANCIAL SUSTAINABILITY: INSIGHTS FROM BPJS KETENAGAKERJAAN'S OUTREACH STRATEGIES

Dudung Tri Hertoto Ajiyoso^{1*}, Bambang Agus Pramuka², Abdul Aziz Ahmad³, Tri Wahyu Yuliani⁴

¹⁻⁴ Faculty of Economics and Business, Jendral Soedirman University, Indonesia

*Email corresponding author: dudung.ajiyoso@mhs.unsoed.ac.id

Abstract

This study analyzes outreach strategies and their impact on the financial sustainability of BPJS Ketenagakerjaan. Using a bibliographic approach, it reviews literature published between 2014 and 2025 to evaluate the various outreach strategies implemented by BPJS Ketenagakerjaan, their effect on participant enrollment, and their contribution to the financial sustainability of the social security system. The analysis of multiple sources reveals that increasing service coverage through digital campaigns, enhancing program accessibility in remote areas, and implementing incentive policies for the informal sector can boost participant registration in BPJS Ketenagakerjaan. Additionally, the study identifies challenges in expanding coverage, such as public misunderstanding of social security benefits and resource limitations. The findings indicate that effective outreach strategies can increase premium income, which funds various social security programs. Therefore, the study recommends enhancing public awareness, improving service accessibility, and strengthening the role of technology to expand the reach of the BPJS Ketenagakerjaan program, ensuring more stable and inclusive financial sustainability.

Keywords: Outreach Strategy, Financial Sustainability, BPJS Ketenagakerjaan, Participant Participation, Social Security

INTRODUCTION

In recent years, Indonesia has made significant progress in developing a comprehensive social protection system for its labor force. At the heart of this system is BPJS Ketenagakerjaan (Badan Penyelenggara Jaminan Sosial Ketenagakerjaan), a government institution tasked with providing social insurance to all Indonesian workers, both formal and informal. As of today, its success is not solely measured by policy coverage, but also by its capacity to sustain financial operations through effective participant outreach and strategic engagement, especially in sectors where enrollment remains low.

The financial sustainability of BPJS Ketenagakerjaan is intrinsically linked to the breadth and depth of its membership. Increasing the number of active participants contributes directly to premium income, which in turn strengthens the agency's investment capacity and ability to pay out benefits. This dynamic is especially critical in a country where over half of the labor force operates in the informal sector, often without formal contracts or stable income (E. N. Tambunan et al., 2025).

To address this, BPJS Ketenagakerjaan has deployed a variety of outreach strategies over the past decade. Among the most widely discussed is the "Re-Call" strategy, which leverages brand equity to influence the decision-making behavior of informal workers. This initiative emphasizes the use of customer-based brand equity (CBBE) models to enhance public perception, trust, and eventual enrollment intentions (Pradana & Pera Irawan, 2024).

Complementing these efforts is the "345 Strategy", which is structured around three strategic pillars: Retention, Intensification, and Expansion. This approach targets four informal sectors—

villages, markets, digital economy, and vulnerable workers—and activates five implementation mechanisms such as partnerships with community leaders, mobile service units, and auto-debit features (T. S. Saragih et al., 2023).

Despite these innovations, challenges persist. A major hurdle is the lack of awareness and financial literacy among informal workers. For many, the concept of social security remains abstract, leading to low perceived value of BPJS programs. A study conducted in Surabaya revealed that educational outreach significantly increased brand knowledge and corrected misconceptions about program eligibility and benefits (Novitasari & Aminah, 2023).

Similarly, in Denpasar, empirical findings confirm that outreach efforts—particularly through targeted socialization campaigns and interpersonal engagement—have a statistically significant effect on workers' willingness to enroll in BPJS programs (Aziz & Yuliarmi, 2022). Moreover, attitudes and subjective norms also play a major role, as informal workers are heavily influenced by peer perceptions and perceived community benefits (Wardhani et al., 2019).

Beyond awareness, structural limitations such as staffing shortages and suboptimal service responsiveness also inhibit program scalability. A study from BPJS Ketenagakerjaan's Semarang branch highlights that although their service quality, accountability, and responsibility are well-rated, responsiveness and resource availability remain key bottlenecks to expanding informal sector coverage (Zulfa & Dwimawanti, 2018).

At the institutional level, financial health and compliance are also impacted by macroeconomic shocks. During the COVID-19 pandemic, many companies and independent contributors failed to pay premiums on time, exposing vulnerabilities in BPJS's financial management and enforcement frameworks. However, focused financial education campaigns and regulatory leniency helped improve compliance post-crisis (Saragih et al., 2023).

Other studies also suggest the importance of strategic diversification. For instance, applying Sharia-based financial principles in regions like Aceh has allowed BPJS Ketenagakerjaan to tap into previously hesitant demographic segments, promoting greater inclusivity and program acceptance (Murtiana, 2023; Putri & Anas, 2023).

From a marketing strategy perspective, regional offices have utilized SWOT analysis to adjust outreach programs according to local market dynamics. The Bandar Lampung and Tanjung Perak branches, for instance, have applied differentiated marketing strategies to attract non-wage earners using government collaborations, localized media, and service bundling tactics (Mayori & Narundana, 2021; Rizki Azizah, 2024).

At the micro level, community-specific outreach programs have also proven effective. For example, a socialization campaign targeting workers in the Yoga Barn Ubud community significantly increased program satisfaction and registration rates, demonstrating the power of tailored, face-to-face interventions (Kusumaputri & Putra P, 2024). Meanwhile, in Medan, focused communication strategies for the Job Loss Guarantee (JKP) program were found to be underutilized, highlighting the need for better media selection and collaboration with community leaders (Alfiansa et al., 2025).

Taken together, these findings illustrate a strong correlation between outreach strategies and BPJS Ketenagakerjaan's financial sustainability. The key to long-term viability lies in continued innovation, contextualized strategy deployment, and addressing fundamental barriers to participation. This paper, through a bibliographic review of studies published between 2014 and 2025, aims to consolidate these insights and provide evidence-based recommendations for improving outreach design and ensuring a more financially resilient social security system.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Outreach Strategy Effectiveness

BPJS Ketenagakerjaan has actively employed various outreach strategies to engage informal sector workers, a group historically underrepresented in formal social protection schemes. One of the most notable strategies is the **Re-Call Strategy**, which utilizes principles of Customer-Based Brand

Equity (CBBE) to improve brand perception and increase registration intent. This approach was found to significantly influence purchase intentions of informal workers, particularly through the variables of brand awareness, perceived quality, and brand trust (Pradana & Irawan, 2024).

Complementing this, regional branches such as Tanjung Perak have implemented **SWOT-based marketing strategies**, identifying local strengths (e.g., program flexibility) and leveraging government partnerships to reach untapped demographic segments (Azizah & Iriani, 2024). A similar study from Bandar Lampung reveals that public skepticism and lack of immediate benefits hinder participation, prompting BPJS to implement outreach through collaboration with local leaders and service bundling techniques (Mayori & Narundana, 2021).

Furthermore, BPJS has accelerated **digital outreach**, especially during and after the COVID-19 pandemic. Strategies such as WhatsApp reminders, mobile registration apps (JMO), and digital campaigns using influencers have shown promise in improving participant engagement and administrative efficiency (Zulkifli et al., 2024). However, findings in West Sumatra caution that communication strategies are still suboptimal—many informal workers lack access to promotional media and direct education about newer programs such as JKP (Job Loss Guarantee) (Alfiansa et al., 2025).

Challenges in Informal Sector Enrollment

Despite diverse strategies, BPJS continues to face structural and behavioral barriers in informal sector enrollment. A performance audit in Semarang identified that while service quality, accountability, and organizational cooperation were strong, issues like lack of responsiveness and insufficient human resources limit outreach effectiveness (Zulfa & Dwimawanti, 2018). In Medan, it was observed that many informal workers do not perceive the **Old Age Security program (JHT)** as essential. The cultural absence of savings behavior and limited knowledge about long-term benefits continue to be major obstacles (Tambunan, 2023).

In Denpasar, a quantitative study found that income level was not a strong determinant of participation. Instead, **socialization and attitudes** had a statistically significant influence on workers' decision to register. This highlights the importance of psychological and social dimensions in outreach strategy (Aziz & Yuliarmi, 2022). Similarly, another study in Denpasar confirmed that **product knowledge and subjective norms** positively influence informal workers' enrollment intentions (Wardhani et al., 2019).

Additionally, legal understanding and regulatory clarity are lacking among many independent professionals. In Medan, tax consultants demonstrated low compliance with BPJS obligations, largely due to a misunderstanding of regulations and weak enforcement mechanisms. This suggests that legal literacy campaigns and supervisory improvements are crucial to increasing compliance (Brahmana et al., 2023).

Membership Growth and Financial Sustainability

The sustainability of BPJS Ketenagakerjaan relies on consistent participant growth and contribution compliance. A study by Saragih (2023) showed that during periods of economic hardship, especially the COVID-19 pandemic, non-compliance increased due to declining company **financial health**, measured by ROA, ROE, and DAR. The study recommends easing sanctions and increasing financial education as mitigation strategies (Saragih, 2023).

Hutajulu et al., (2022) further validated that the asset growth of JHT programs depends significantly on solvency and active membership. Their analysis highlights that expanding the number of contributors is vital to strengthening the institution's long-term investment capability.

From a consumer behavior perspective, service satisfaction and loyalty play an equally important role. Research in Banyuwangi shows that **service quality, satisfaction, and loyalty** significantly influence word-of-mouth advocacy among informal participants. This organic growth

effect contributes to outreach success and strengthens financial performance through increased enrollment (Ardiansyah et al., 2025).

Finally, the legal aspect must not be overlooked. Simanullang et al., (2025) emphasize that non-compliance with BPJS registration carries administrative and criminal consequences, and highlight the importance of enforcement as both a financial and regulatory tool for long-term institutional viability.

RESEARCH METHODS

This study uses a **bibliometric approach** to analyze the development of research on outreach strategies and their influence on the financial sustainability of BPJS Ketenagakerjaan. The method focuses on **keyword co-occurrence analysis** to identify key themes, concepts, and trends in the literature. Bibliometric analysis was chosen to provide a structured, data-driven overview of how academic discussions around BPJS outreach efforts have evolved.

Data were collected from **Scopus** and **Google Scholar** using the keywords “BPJS Ketenagakerjaan,” “outreach strategy,” “informal sector,” “social security,” and “financial sustainability.” The search was limited to publications from 2014 to 2025 to ensure relevance and recency. Relevant scientific publication data, including titles, keywords, abstracts, and publication years, were collected and processed using **VOSviewer software**.

The analysis was conducted solely using **co-occurrence of keywords**, which allows for the mapping of relationships between recurring terms in the literature. This helped identify dominant topics such as “digital outreach,” “informal worker participation,” and “brand equity.” The resulting visualization provides insight into the most frequently discussed concepts and their connections within the field of BPJS-related research.

RESULTS AND DISCUSSION

The trend in publications on social labor security has shown a significant increase, particularly from 2018 to 2020. Before that period, the number of publications remained relatively stable but low, with a focus on specific case studies or isolated sectoral analyses. However, from 2018 onwards, there was a noticeable surge in the number of articles published on this topic, reflecting heightened interest likely driven by concerns over economic inequality, labor market instability, and the global impact of economic disruptions. The data from 2014 to 2025 provides insight into these developments, illustrating the evolving academic focus on social labor security in response to emerging socio-economic challenges.



Figure 1. Publication Trends

Based on Figure 1, which illustrates the trends in **social labor security** research publications from 2014 to 2025, the data reveals a fluctuating pattern, marked by a period of significant growth followed by a sharp decline. In the early years—2014 to 2016—the number of publications remained

relatively modest and inconsistent, with a dip in 2016 (86 publications) following a brief rise in 2015 (118 publications). This phase likely represents the nascent stage of academic interest in social labor security, during which the topic had not yet gained widespread attention in scholarly discourse.

A more sustained increase began in 2017 and culminated in a notable surge between 2018 and 2020. In 2018, publications rose sharply to 189, followed by 168 in 2019 and peaking at 218 in 2020. This surge likely reflects heightened global concern over employment stability, social inequality, and the economic impact of global disruptions, factors that became particularly salient with the onset of the COVID-19 pandemic. During this time, labor security emerged as a critical issue, drawing increased scholarly focus.

However, from 2021 to 2023, there was a noticeable decline, with the number of publications decreasing from 184 to 107. Despite a slight stabilization in 2022, the overall trend suggests waning interest or a shift in research focus. It is possible that the temporary stabilization in 2022 was influenced by ongoing discussions about post-pandemic recovery and labor market adjustments. Researchers may have shifted their focus from labor security to related topics such as workforce automation, remote work policies, and economic resilience in the face of continued uncertainty.

The most significant decline is observed between 2024 and the partial data available for 2025, with the number of publications dropping from 107 to just 14 as of May. While this may suggest a downward trend, the low figure for 2025 should be interpreted with caution, as the year is still ongoing. Nevertheless, the early decline might hint at a potential saturation of research on social labor security or a temporary redirection of scholarly focus toward emerging topics. It may also reflect shifting academic funding priorities or changing global dynamics, such as geopolitical shifts, rapid technological developments, or environmental issues. That are influencing labor market research agendas.

Overall, the data reveals a cycle of increased interest followed by a sharp decline, underscoring the dynamic nature of research trends in social labor security over the observed period. The rise and subsequent decline also suggest that interest in labor security research may be closely tied to global economic events and crises, which can significantly impact both academic focus and funding allocation.

Table 1. Research Data Metrics

No.	Metrics Data	Scopus	Google Scholar
1.	Publication years	2014 – 2025	2014 – 2025
2.	Citation years	11 (2014 – 2025)	11 (2014 – 2025)
3.	Papers	400	1190
4.	Citations	27354	116835
5.	Cites/year	1519.66	6496.39
6.	Cites/paper	68.39	98.14
7.	Cites/author	27354	70640.27
8.	Papers/author	400	777.09
9.	Authors/paper	1.00	2.07
10.	h-index	62	126
11.	g-index	95	301
12.	hI, norm	33.68	83
13.	hI, annual	12.43	11.86
14.	hA, index	25	57

Based on the data metrics presented in Table 1, there are noticeable disparities between the research data metrics in the Scopus and Google Scholar databases. The research period for both databases now spans from 2014 to 2025, accounting for an 11-year publication and citation period.

However, the number of papers indexed in Scopus is 400, while Google Scholar has significantly more, with 1190 papers. This indicates a broader coverage of publications in Google Scholar.

In terms of citations, Scopus records a total of 27,354 citations, resulting in an average of 1519.66 citations per year and 68.39 citations per paper. In comparison, Google Scholar has 116,835 citations, with a much higher average of 6496.39 citations per year and 98.14 citations per paper. Additionally, the average citations per author in Scopus stand at 27,354, whereas Google Scholar reports a much higher 70,640.27 citations per author, suggesting a significantly higher impact for authors indexed in Google Scholar.

Regarding author metrics, the average number of authors per paper in Scopus is 1.00, indicating mostly single-authored publications, while Google Scholar has an average of 2.07 authors per paper, reflecting more collaborative research efforts. The h-index, g-index, and other author impact metrics also reveal stark contrasts; Scopus has an h-index of 62, a g-index of 95, and a normalized hl of 33.68. Meanwhile, Google Scholar presents an h-index of 126, a g-index of 301, and a normalized hl of 83, showcasing a more substantial scientific impact and higher citation counts for authors in Google Scholar.

Furthermore, the annualized h-index (hl, annual) in Scopus is 12.43, whereas in Google Scholar, it is slightly lower at 11.86, suggesting a comparable annual impact for authors across both databases. Lastly, the hA-index, which adjusts for author age, is 25 in Scopus and 57 in Google Scholar, again highlighting the greater visibility and impact of authors in the Google Scholar database.

These findings indicate that research visibility, citation impact, and author influence are substantially higher in Google Scholar compared to Scopus, emphasizing the broader dissemination and higher citation rates in Google Scholar-indexed publications. In the bibliometric analysis of social labor security literature from 2014 to 2025, some of the most cited articles are detailed in Table 2 below.

Table 2. Most Cited Articles

Citations	Author and Year	Title
16865	K Mano, F Engels (2019)	The communist manifesto
10910	PB Doeringer, MJ Piore (2020)	Internal labor markets and manpower analysis
5026	J Van Dijck, T Poell, M De Waal (2018)	The platform society: Public values in a connective world
4855	M Granovetter (2018)	The impact of social structure on economic outcomes
4339	RG Ehrenberg, RS smith, KF Hallock (2021)	Modern labor economics: Theory and public policy
2871	DJ Deming (2017)	The growing importance of social skills in the labor market
2767	V De Stefano (2015)	The rise of the just-in-time workforce: On-demand work, crowdwork, and labor protection in the gig-economy
1732	R. Chetty (2016)	The association between income and life expectancy in the United States, 2001-2014

1309	S Flood et al., (2021)	Integrated public use microdata series, current population survey: version 9.0
1305	D Laborde et al., (2020)	COVID-19 risks to global food security

Source: Output Publish or Perish, 2025

Table 2 presents a compilation of the most-cited articles in the field, as generated by the Publish or Perish software in 2025. The most-cited work is “The Communist Manifesto” by Mano and Engels (2019), accumulating a remarkable 16,865 citations. This is followed by Doeringer and Piore (2020) with “Internal Labor Markets and Manpower Analysis,” cited 10,910 times, highlighting its influence on labor market studies. The third most-cited article is “The Platform Society: Public Values in a Connective World” by Van Dijck et al. (2018), with 5,026 citations, reflecting the prominence of digital society and connectivity in recent scholarship.

Notably, Granovetter's (2018) work on social structure and economic outcomes maintains its relevance, being cited 4,855 times, while Ehrenberg et al. (2021) with "Modern Labor Economics: Theory and Public Policy" secures 4,339 citations, underscoring the sustained importance of labor economics. Additionally, Flood et al. (2021) and Laborde et al. (2020) contribute significantly to the discourse with 1,309 and 1,305 citations, respectively, focusing on public data usage and global food security amid the COVID-19 pandemic.

Further down the list, Fukuyama (2018), Belzunegui-Eraso and Erro-Garcés (2020), and Wilensky (2019) each receive notable citations, demonstrating the breadth of influential works across topics like social governance, teleworking during crises, and political economy.

The citation patterns in the table provide a comprehensive overview of the dominant themes and influential publications within the research landscape. The inclusion of data from 2014 to 2025 offers a more longitudinal perspective on scholarly impact. The interconnectedness of these works can be further explored through bibliometric network visualizations, where nodes represent key articles and lines illustrate thematic or conceptual linkages. This approach effectively highlights areas of scholarly convergence and emerging research clusters across the studied domains.

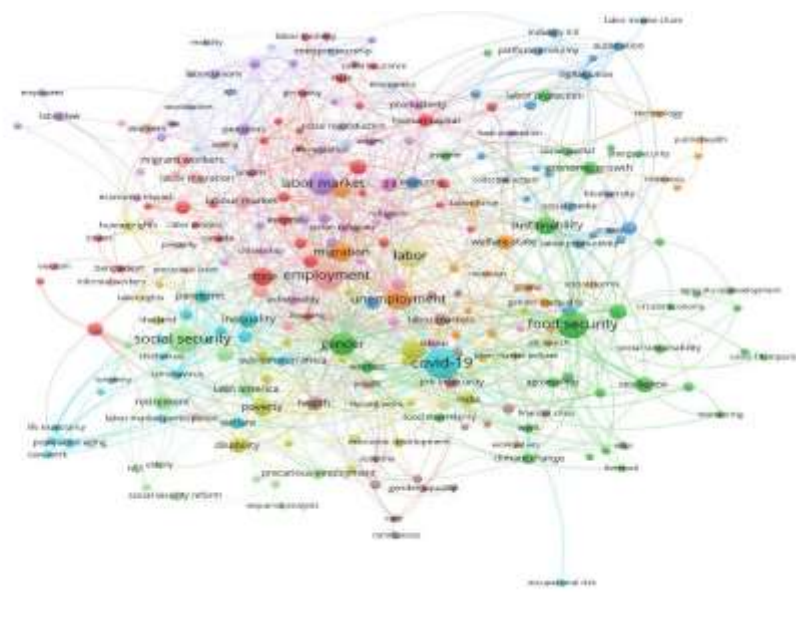


Figure 2. Network Visualization

Figure 2 illustrates a network visualization that maps the relationships between various research topics within the literature. Each cluster is represented by a distinct color, signifying thematic groupings of frequently co-occurring terms. The network consists of nine primary clusters, which can be described as follows:

- a) Red (Precarious Work and Informal Economy): This cluster examines the dynamics of precarious work and informal employment structures. Terms such as “gig economy,” “platform economy,” “informal economy,” and “migrant labor” indicate research on how economic precarity, labor markets, and digital platforms intersect, particularly in contexts marked by vulnerability and economic instability.
- b) Green (Food Security and Agriculture): This cluster highlights the interconnectedness of food security, agriculture, and social vulnerability. Terms like “food security,” “agriculture,” “job insecurity,” and “livelihoods” suggest research on how agricultural practices and food systems impact livelihoods and how climate change and economic pressures exacerbate food insecurity.
- c) Light Blue (Social Networks and Welfare Systems): This cluster explores the role of social networks and welfare systems in shaping social security and labor market outcomes. Terms such as “social networks,” “welfare state,” “discrimination,” and “pensions” reflect research on how welfare policies and social capital influence labor market participation and access to social security.
- d) Purple (Labor Market and Employment): This cluster underscores the dynamics of labor markets and employment conditions. Terms such as “labor market,” “employment,” “labor migration,” and “trade unions” indicate research on employment structures, labor migration flows, and collective bargaining, particularly in the context of economic crises and labor market transformations.
- e) Yellow (Economic Impact and Health): This cluster emphasizes the socio-economic impacts of crises, with a focus on health and economic security. Terms like “covid-19 pandemic,” “economic crisis,” “mental health,” and “poverty” suggest research on the socio-economic repercussions of the COVID-19 pandemic, highlighting the links between economic instability, health, and poverty.
- f) Brown (Governance and Social Policy): This cluster focuses on governance structures and social policy frameworks that shape labor markets and social security systems. Terms such as “governance,” “social policy,” “gender equality,” and “neoliberalism” reflect research on how policy frameworks influence economic security, labor rights, and gender inequality.
- g) Dark Blue (Sustainability and Economic Growth): This cluster emphasizes the relationship between sustainable development, economic growth, and technological innovation. Terms such as “sustainability,” “economic growth,” “artificial intelligence,” and “machine learning” suggest research on how technological advancements and sustainability initiatives intersect in the context of labor markets and economic development.
- h) Pink (Human Rights and Exploitation): This cluster explores the intersection of human rights, labor exploitation, and social protection. Terms like “human trafficking,” “labor exploitation,” “public health,” and “regulation” indicate research on the vulnerabilities faced by marginalized workers and the policy measures aimed at preventing exploitation and enhancing labor rights.
- i) Orange (Climate Change and Social Resilience): This cluster addresses the interconnections between climate change, social resilience, and labor markets. Terms such as “climate change,” “social resilience,” “migration,” and “community livelihood” reflect research on how climate adaptation strategies can mitigate the impacts of environmental changes on labor markets and community livelihoods.

The network visualization, which now encompasses research from 2014 to 2025, reveals the intricate web of interconnected themes within the literature and underscores the complexity and multidimensional nature of contemporary socio-economic and environmental challenges. The broader temporal scope allows for a more comprehensive understanding of the evolution of research trends and the emergence of new themes over time. The interplay between labor markets, food security, economic resilience, and social policy reflects the profound impact of crises such as the COVID-19 pandemic, climate change, and economic volatility on vulnerable populations.

Furthermore, the prominence of clusters related to precarious work, informal economies, and labor exploitation highlights the ongoing struggles for equitable labor rights and social protection in an increasingly digital and globalized world.

As societies navigate these intersecting crises, the importance of adaptive strategies, sustainable development, and social resilience becomes ever more apparent. The visualization serves as a vital tool for identifying research gaps, fostering interdisciplinary dialogue, and guiding policymakers toward more comprehensive and inclusive frameworks for addressing systemic vulnerabilities. In an era defined by rapid socio-economic transformations, the convergence of these research themes offers a roadmap for building resilient, equitable, and sustainable futures.

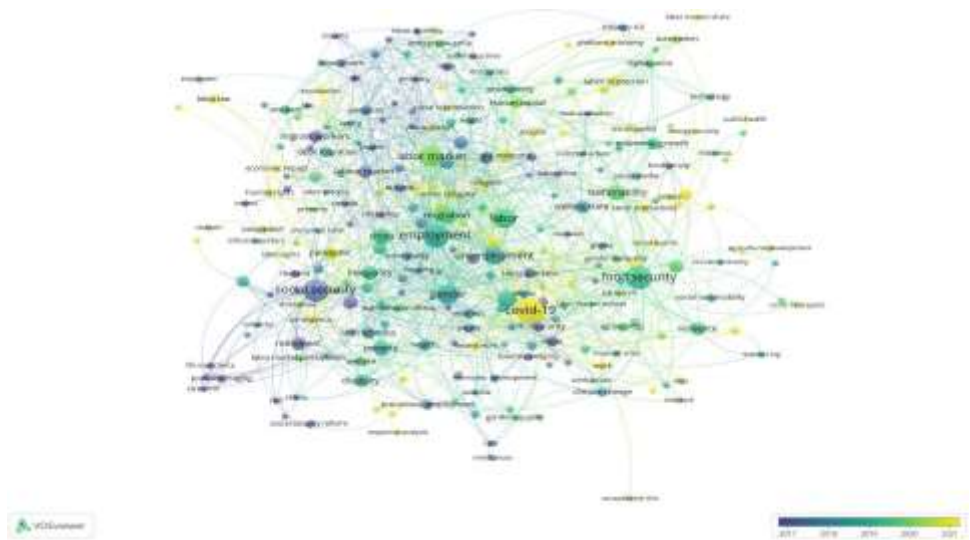


Figure 3. Overlay Visualization

a) Blue (2014–2018): During the earlier period, research prominently focused on structural aspects of labor markets and socio-economic vulnerabilities, with key terms such as “labor law,” “informal economy,” “social reproduction,” and “platform economy” gaining prominence. This phase reflects a growing interest in labor rights, precarious work, and the implications of gig and platform economies.

c) Yellow (2022–2025): The most recent phase is characterized by heightened research on contemporary global challenges, including “food security,” “resilience,” “climate change,” and “technological change.” This period underscores an increasing emphasis on the intersection of economic security, labor market dynamics, and environmental crises, highlighting how socio-economic vulnerabilities are further exacerbated by climate risks and technological disruptions.

Overall, the visualization encapsulates the evolving discourse surrounding labor markets, economic security, and resilience, illustrating a shift from foundational socio-economic concerns to more complex, multifaceted challenges emerging in the wake of the pandemic and ongoing environmental crises. This trajectory underscores the interconnected nature of economic and social systems, emphasizing the need for integrated approaches to address these contemporary global challenges.



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indicating topics with substantial academic focus, while darker colors (blue) indicate areas with relatively less research attention.

a) Highest Density Areas: The most concentrated topics include “COVID-19,” “labor market,” “employment,” “migration,” “poverty,” and “social security.” This indicates that research in social labor security studies—now analyzed over a broader period from 2014 to 2025—has extensively focused on the pandemic’s impact on employment, labor market dynamics, and poverty alleviation, as well as the implications for migration and social security systems.

b) Medium Density Areas: The medium-density clusters encompass topics such as “gender,” “food security,” “welfare state,” “labor relations,” and “mental health.” This suggests that research also addresses issues of gender inequality, food security, welfare systems, and the relationship between labor market conditions and mental health, emphasizing a broader perspective on social and economic security.

c) Low-Density Areas: The lower-density areas cover topics such as “technological change,” “entrepreneurship,” “artificial intelligence,” “machine learning,” and “sustainable development.” The relatively low density in these areas may suggest that these emerging topics are gaining attention but have not yet achieved the research prominence seen in more central themes like employment and social security.

This density visualization underscores the importance of understanding research trends and focal areas in social labor security studies, particularly in the context of recent global disruptions such as the COVID-19 pandemic. By identifying key research clusters such as employment, poverty, and migration, policymakers and researchers can develop more targeted strategies to address social vulnerabilities and enhance labor security. Furthermore, the visualization suggests potential research gaps in emerging areas like technological change and sustainable development, highlighting opportunities for further investigation.

The bibliometric results emphasize the importance of interdisciplinary approaches and cross-sector collaboration in building sustainable social labor security. Integrating social, environmental, financial, and policy aspects demonstrates that strengthening social capital, diversifying livelihoods, and developing adaptive security policies are essential. Consequently, there is a practical implication for building human resource capacity through education and training, along with the implementation of innovative policies that promote social inclusion, productivity, and economic stability, particularly in the face of global challenges such as climate change and pandemics.

The findings in this visualization are also closely related to the topic of outreach strategies and their influence on the financial sustainability of BPJS Ketenagakerjaan. By examining the intersection of employment, labor market dynamics, and social security, the visualization highlights the importance of strategic outreach in ensuring that vulnerable populations are effectively covered under social labor security schemes. This is particularly relevant for BPJS Ketenagakerjaan, as implementing targeted outreach strategies can enhance membership coverage, increase financial contributions, and ultimately strengthen the financial sustainability of the organization. The emphasis on social inclusion, policy integration, and livelihood diversification aligns well with the objectives of BPJS Ketenagakerjaan in promoting comprehensive labor security for all workers.

CONCLUSION

This study highlights that outreach strategies are not merely supporting tools but essential instruments in achieving the financial sustainability of BPJS Ketenagakerjaan. As shown through bibliometric analysis, the effectiveness of these strategies—ranging from digital campaigns to community-based engagement—has a direct influence on participant growth, especially in the informal sector where coverage remains low.

The visualization of research trends demonstrates a growing academic focus on issues such as accessibility, social trust, and digital transformation, reflecting a shift toward more practical, adaptive

outreach approaches. These findings underline the need for BPJS to continue refining its strategies by leveraging local wisdom, technology, and cross-sector collaboration.

To ensure long-term sustainability, it is crucial to foster inclusive outreach that increases awareness, strengthens trust, and reduces barriers to participation. Future studies should complement bibliometric analysis with qualitative research to better understand behavioral drivers and contextual challenges in expanding social security coverage across Indonesia.

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