

Repositioning Outsourcing as an Employment Alternative: An Analysis of the Ijarah Contract at PT Berkat Rezki Nusantara

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Abstract

This study aims to analyze outsourcing practices as an alternative to traditional employment from an Islamic economics perspective through the *Ijarah al-A'mal* contract approach and to assess the resulting *maslahat*. This study employs a qualitative approach with a case study design at PT Berkat Rezki Nusantara. Data were collected through in-depth interviews, observations, and documentation, then analyzed using the Miles and Huberman interactive analysis model. The results indicate that the implemented outsourcing practices have fulfilled the basic elements of the Ijarah contract, including clarity regarding the parties involved, the scope of work, wages (*ujrah*), and mutual agreement. The resulting employment relationship also demonstrates a tripartite relationship between the outsourcing firm, the client company, and the workers, which, from a *fiqh muamalah* perspective, can be understood as a form of parallel *ijarah*. Furthermore, outsourcing functions as an adaptive labor mechanism in facilitating access to employment and ensuring income stability, particularly for workers affected by changes in labor policies. From an Islamic economics perspective, this practice generates tangible *maslahat*, particularly in maintaining workers' economic stability, although limitations remain in the form of disparities in benefits and job security compared to permanent employees. This study concludes that outsourcing cannot be evaluated dichotomously as a system that is purely detrimental or beneficial but must be understood contextually. As long as it is implemented based on the principles of justice, transparency, and clarity of contracts, outsourcing can be repositioned as a relevant labor mechanism from an Islamic economics perspective.

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INTRODUCTION

Indonesia, as a developing country with a large population, is characterized by a complex and dynamic labor market. Relatively stable economic growth in recent years has not been fully matched by sufficient capacity for formal labor absorption, leading to a high proportion of workers in the informal sector. Additionally, regional development disparities, inequalities in human resource quality,

and shifts in the economic structure from the agricultural sector to the industrial and service sectors have further intensified national labor market dynamics (Pratomo & Manning, 2022). In this context, Indonesia's labor market faces a dual challenge: creating diverse job opportunities while ensuring decent and sustainable working conditions. This situation serves as a crucial foundation for understanding the evolving labor policies and practices, including the emergence of more flexible work arrangements (Ablaza, 2021).

Labor market dynamics in Indonesia have undergone significant changes in recent years, particularly following the policy on the restructuring of honorary staff in government agencies. This policy has led to a reduction in non-civil servant (non-ASN) workers and an increased need for alternative schemes to absorb labor (Rozikin & Muhyiddin, 2025). In this context, the outsourcing system has emerged as one mechanism that provides flexibility in the labor market while opening up employment opportunities for the public (Milinum, 2022). Outsourcing allows companies to adjust their labor needs more efficiently, but on the other hand, it also raises debates regarding the quality of employment relationships and labor protection (Budiyono, 2021). Various studies indicate that outsourcing practices still face a number of issues, particularly regarding job insecurity, wage inequality, and weak bargaining power for workers.

Other studies have also highlighted the dual nature of the employment relationship between outsourcing firms and client companies, which has the potential to create ambiguity regarding workers' responsibilities. From the perspective of Islamic economics, this issue is closely linked to the principles of justice ('adl), transparency, and contractual clarity, which form the foundation of *fiqh muamalah*. Therefore, outsourcing practices need to be analyzed not only from the perspective of positive law but also in terms of their alignment with Islamic contractual principles (Fahmi et al., 2025).

In Islamic commercial jurisprudence (*fiqh muamalah*), an employment relationship based on the exchange of services for compensation falls under the *Ijarah al-A'mal* contract, which is a lease agreement for the use of a person's labor or services in exchange for a specific compensation (Priyadi et al., 2022). The majority of scholars explain that this contract is considered valid if the contracting parties are clearly identified, the type of work to be performed is specifically defined, the amount of wages (*ujrah*) is agreed upon from the outset, and the rights and obligations of each party are clearly outlined (Febrianasari, 2020). In contemporary economic practice, *Ijarah al-A'mal* is widely used as a conceptual framework for analyzing employment relationships because it emphasizes the principles of contractual clarity, fairness, and the avoidance of uncertainty (*gharar*) in labor transactions (Zahran et al., 2025).

Service-based labor practices, including outsourcing, can fundamentally be analyzed through the *ijarah* contract framework, where the validity of the employment relationship is determined by the fulfillment of the elements of wage clarity (*ujrah*), clarity of the work object, and the existence of an agreement among the parties involved (Hartanto & Sup, 2022). Furthermore, approaches within Islamic economics are also employed to assess the socio-economic impacts of a work system, particularly in examining the *maslahat* (benefits) generated regarding the sustainability of employment and workers' income. This approach enables a more comprehensive evaluation, considering not only potential harms but also the opportunities for benefits arising from outsourcing practices (Arpangi et al., 2025).

A number of previous studies have shown that outsourcing practices are complex and cannot be understood in isolation. On one hand, outsourcing is viewed as a strategy that can enhance operational efficiency, labor flexibility, and corporate performance when implemented properly (Montaseb, 2018).

Additionally, outsourcing is also considered to contribute to creating job opportunities for the public and expanding labor market access amid limited job availability (Bryce & Useem, 1998). However, on the other hand, various studies also indicate that outsourcing practices still face fundamental issues, such as unclear employment relationships, low labor protection, and limited fulfillment of workers' normative rights (Kusuma, 2025; Makhmuri & Rofiq, 2022). In the Indonesian context, outsourced workers tend to be in a vulnerable position due to weak employment guarantees, uncertain status, and a lack of optimal legal protection in labor relations practices (Riyadi, 2025).

From an Islamic legal perspective, several studies also consider that outsourcing practices tend to cause more harm than benefit when the principles of justice and contractual clarity are not adequately fulfilled (Nasution & Siregar, 2025a). These findings are reinforced by other research indicating that in the practices of Islamic financial institutions, contract implementation does not always proceed in accordance with normative provisions and may even deviate from applicable fatwas, potentially leading to inconsistencies in contract structures (Agustin & Hastriana, 2024). However, most previous research remains normative and based on literature reviews, thus failing to provide substantial empirical insights into how outsourcing practices actually unfold at the corporate level. Furthermore, existing studies tend to emphasize the negative aspects of outsourcing without proportionally examining its role as an alternative mechanism for labor absorption, particularly in the context of changes in labor policies. Consequently, there is a gap between theoretical studies and empirical reality, as well as between the perspective of economic efficiency and the principle of justice in labor relations.

Furthermore, the integration between *ijarah* contract analysis and benefit assessment in outsourcing practices remains relatively limited. Therefore, this study aims to analyze outsourcing practices as an alternative form of employment from an Islamic economic perspective through the *ijarah* contract approach and to assess the resulting *maslahat* (benefits). This study is expected to contribute to repositioning outsourcing practices more proportionally, not merely as a labor system viewed negatively, but as a mechanism with the potential to provide *maslahat* under certain conditions, provided it adheres to Sharia principles. Thus, this study offers a novelty in the form of an empirical approach to researching outsourcing by integrating *ijarah* contract analysis and the concept of *maslahat* within the context of contemporary employment.

METHOD

This study employs a qualitative approach with a case study design to deeply understand outsourcing practices as an alternative form of employment from an Islamic economic perspective. This approach was chosen because the study focuses on the processes, meanings, and experiences occurring within the labor relationship between outsourcing companies and workers (Prawanti et al., 2025). The research was conducted at PT Berkas Rezki Nusantara, located in Palangka Raya City. The research location was selected purposively, considering that the company is one of the active outsourcing labor providers collaborating with various government and private institutions in the

region. Research informants were selected using purposive sampling, specifically based on their direct involvement in outsourcing practices. The number of informants in this study was seven, consisting of one operations manager, one Human Resource Development (HRD) staff member, and five outsourced workers employed in security, cleaning, and other support services. The informants were selected because they possessed relevant experience and knowledge regarding work mechanisms, wage systems, and experience working within the outsourcing system.

Tabel 1. List of Research Informants

Informant Code	Position/Title	Description
I-1	Operations Manager	Company Operations Manager
I-2	HR Staff	Labor Administration Manager
I-3	Outsourced Workers	Security Officer
I-4	Outsourced Workers	Cleaning service
I-5	Outsourced Workers	Driver
I-6	Outsourced Workers	Office support
I-7	Outsourced Workers	Security officer

Data collection was conducted through in-depth interviews, limited observation, and documentation. Interviews were conducted in a semi-structured format, lasting 10–20 minutes per informant. The interviews were conducted in person and documented through field notes and audio recordings to ensure data accuracy. Observations were conducted over approximately two months, specifically during the period of February–March 2026, to understand working conditions, interactions among parties, and the mechanisms of outsourcing implementation in the field. Documentation was used to supplement data related to the company profile, organizational structure, and other supporting documents.

Data analysis was conducted using the interactive analysis model developed by Miles and Huberman, which comprises three stages: data reduction, data presentation, and drawing conclusions (Miles et al., 1996). During the data reduction stage, the researcher selected and grouped data based on relevant themes, such as work mechanisms, wage systems, and the impact of outsourcing on workers. Next, the data is presented in the form of descriptive narratives to facilitate the interpretation process. The final stage involves drawing conclusions based on the patterns and relationships found in the data. To enhance data validity, this study employs source triangulation, which involves comparing information obtained from various informants. Additionally, a confirmation process was conducted with informants (member checking) regarding several key findings to ensure consistency between the data obtained and the experiences reported by the informants. With this approach, this study is expected to provide a comprehensive overview of outsourcing practices and their implications from an Islamic economic perspective.

RESULTS AND DISCUSSION

Profile of PT Berkas Rezki Nusantara as an Outsourcing Labor Provider

PT Berkas Rezki Nusantara (BRN) is a labor outsourcing service provider established in 2016 and located in Palangka Raya City, Central Kalimantan. The company operates in the integrated facilities services sector, providing labor for various operational needs of government agencies and private

companies. The services provided include security personnel, cleaning services, drivers, and office support staff. In its operations, the company acts as a provider and manager of human resources, placing personnel according to the needs of client organizations. As an outsourcing firm, PT Berkart Rezki Nusantara also implements a workforce management system that encompasses recruitment, training, and performance supervision to ensure service quality. Additionally, the company ensures that its workforce is enrolled in social security programs and complies with applicable labor regulations. Thus, PT Berkart Rezki Nusantara functions as an outsourcing labor provider that supports the operational needs of institutions while also playing a role in providing labor services at the local level (PT. Berkart Rezki Nusantara, 2026).

Employment Relationship Mechanisms and Wage Systems

Research findings indicate that the employment relationship mechanisms in outsourcing practices at PT Berkart Rezki Nusantara are based on written employment agreements signed by the company and the worker prior to job placement. These employment contracts contain provisions regarding the duration of employment, type of work, wage rates, working hours, as well as the rights and obligations of the parties. Before the contract is signed, the company first explains the main contents of the agreement to prospective workers so that they understand the applicable terms. An HRD staff member explained:

“Before starting work, we first explain the contents of the contract. We inform them of the salary they will receive, their work location, their duties, and the rules they must follow. So, workers sign the contract after already being aware of the basic terms.” (Informant I-2, interview, February 2026)

This indicates that employment contracts serve not only as administrative documents but also as instruments that provide clarity regarding the structure of the employment relationship from the outset (Ilham et al., 2023). Nevertheless, some worker informants acknowledged that their understanding of the contract is generally still practical in nature, particularly regarding wages, work location, and working hours, while more detailed provisions are not always fully understood. The employment relationship within the outsourcing system at PT Berkart Rezki Nusantara involves three parties: the outsourcing company, which recruits workers and bears administrative responsibility for them; the workers, who perform the work; and the client organization, which receives the benefits of the labor services. In practice, the client agency provides guidance regarding daily work, while administrative matters such as contracts, wage payments, BPJS, and the resolution of labor issues remain the responsibility of the outsourcing company. An operations manager explained:

“Technically, workers follow instructions from the site where they are assigned because they work there every day. But our company handles the contracts, wages, BPJS, and any labor issues that arise.” (Informant I-1, interview, February 2026)

This finding indicates a relatively clear division of functions among the parties involved, so that workers know whom to approach regarding administrative matters or issues arising at the work site. Regarding wages, all informants stated that the wage amount was communicated upfront before workers accepted the job. Wages are generally based on the Regency/City Minimum Wage (UMK) and are paid regularly each month via bank transfer. In addition to their base salary, workers also receive a

Holiday Allowance (THR), social security coverage through the BPJS Health and BPJS Employment programs, and work uniforms. One worker stated:

“What’s most important to us is actually the certainty of our pay. From the start, the company explained the amount we’d receive, and throughout my time here, the amount has matched what was communicated. The pay isn’t high, but it’s paid regularly every month, and that really helps with family needs.” (Informant I-3, interview, March 2026)

This statement indicates that workers view payment certainty as a more critical factor than the nominal wage amount alone. For workers, the stability of income is of significant importance as it directly relates to meeting household needs (Rifai et al., 2025). In the course of work, the company assigns a supervisor to serve as a liaison between workers, the outsourcing firm, and the client organization. Supervisors are responsible for monitoring work discipline, receiving reports of problems in the field, and conveying information to company management. One worker explained:

“If there’s a problem at work, we usually report it to the supervisor first. Then the supervisor passes it on to the office. So we don’t handle it directly with the company ourselves.” (Informant I-4, interview, March 2026)

Additionally, the company implements a progressive disciplinary mechanism in the event of violations, starting with a verbal reprimand, followed by a written warning, and culminating in termination of employment if the violations persist. Overall, the research findings indicate that the employment relationship mechanisms and wage system at PT Berkat Rezki Nusantara have a fairly clear structure. The clarity of contracts, wage certainty, social security protection, and the division of roles among the outsourcing company, the client agency, and the workers demonstrate that outsourcing practices at this company are carried out through an organized system that is relatively understandable to the workers. This employment relationship structure indicates that outsourcing practices at PT Berkat Rezki Nusantara involve a tripartite relationship between the service provider, the client organization, and the workers, where each party has distinct yet interrelated functions and responsibilities.

Impact of Outsourcing Practices on Workers

Research findings indicate that outsourcing practices at PT Berkat Rezki Nusantara have diverse impacts on workers. The most notable impact is the reopening of employment opportunities for contract workers who previously lost their jobs due to government policies on the restructuring of non-civil servant staff (Sekhuti, 2022). In this context, outsourcing serves as a transitional mechanism that allows workers to continue working and maintain a source of income even though their employment status has changed (Palguna et al., 2023). A Human Resource Development (HRD) staff member explained:

“After many contract workers were laid off, quite a few applied to our company. Some of them had previously worked in government agencies. Through outsourcing, they were able to work again; some were even placed in the same agencies, with only their employment status changing.” (Informant I-2, interview, February 2026)

This statement indicates that outsourcing does not necessarily sever workers' ties to the labor market; rather, it can serve as a means of adapting to changes in labor policies. For workers, employment through the outsourcing system is of critical importance because it is directly linked to the economic well-being of their families. Given the limited formal employment options in Palangka Raya, income earned through outsourcing serves as the primary source of livelihood. One worker remarked:

“When my contract as a temporary worker was terminated, I was worried because I didn’t know where to look for a job. After being hired by this company, at least I still have a steady monthly income. Although the status is different, the most important thing is that I can still meet my family’s needs.” (Informant I-5, interview, March 2026)

This statement illustrates that for workers, the continuity of income is viewed as a more urgent need than changes in employment status. In addition to providing employment opportunities for former contract workers, PT Berkah Rezeki Nusantara also creates job opportunities for the general public. The company's recruitment process enables individuals who previously lacked permanent employment to enter the formal labor market. Thus, outsourcing not only preserves jobs for specific groups but also expands employment access for the local community. On the other hand, workers recognize that there are differences between outsourced workers and permanent employees, particularly regarding additional benefits, specific allowances, and the level of long-term job security. However, these differences are generally understood as consequences of variations in employment status, scope of duties, and the responsibilities inherent to each position. Outsourced workers generally perform tasks in accordance with the job description stipulated in the employment contract, whereas permanent employees or civil servants (ASN) have broader responsibilities, including administrative duties and more complex workloads (Hendrajana et al., 2018). One worker informant explained:

“When compared to permanent employees, there are indeed differences, particularly regarding benefits and certain allowances. However, we understand that our duties are limited to the job description outlined in the employment contract. Meanwhile, permanent employees or civil servants bear greater responsibilities and a broader scope of work. As long as our salaries are paid on time and work remains available, we remain grateful because this job is very helpful in meeting our families’ needs.” (Informant I-6, interview, March 2026):

This statement indicates that workers are aware of the differences between outsourced workers and permanent employees, particularly regarding benefits and allowances. However, these differences are viewed as reasonable due to variations in employment status, scope of duties, and responsibilities. Nevertheless, workers still consider the outsourcing system to provide tangible benefits by offering stable income and helping meet family needs. In terms of job security, workers assess that as long as the contract remains valid and there are no violations, they can work with relative stability. Although contract-based employment status does not provide a permanent guarantee, the existence of warning procedures and evaluations prior to termination provides a certain sense of security for workers. An operations manager stated:

“As long as workers perform their duties well and the employment contract with the client is still in effect, they remain employed. If there are issues, we provide guidance first; we do not terminate them immediately.” (Informant I-1, interview, February 2026)

This finding indicates that job stability within the outsourcing system is relative. Job security is indeed not on par with that of permanent employees, yet it is also not entirely precarious. Overall, the research results show that outsourcing practices at PT Berkah Rezki Nusantara have positive impacts in the form of expanded access to work, income stability, and employment opportunities for the community. However, these practices also present limitations, such as disparities in benefits and a level of job security that remains dependent on the contract. Thus, outsourcing presents a combination of tangible benefits and limitations that are understood and directly experienced by the workers.

The Compatibility of Outsourcing Practices with the Ijarah Contract

The outsourcing practice at PT Berkah Rezki Nusantara exhibits characteristics that are substantively consistent with the Ijarah al-A'mal contract, namely a contract for the utilization of a person's services or labor in exchange for a specific compensation. In this contract, the worker provides benefits in the form of labor and skills, while the employer is obligated to provide *ujrah* as the agreed-upon compensation. The validity of the contract is determined by the fulfillment of the parties involved, the clarity of the work object, the certainty of wages, and the mutual consent and agreement of the parties (Hartanto & Sup, 2022).

In outsourcing practices, the employment relationship formed involves not just two parties but three parties simultaneously: the outsourcing company, the client company, and the worker (Tawary et al., 2021). PT Berkah Rezki Nusantara acts as the party responsible for recruiting workers, drafting employment agreements, paying wages, and ensuring the fulfillment of workers' statutory rights. On the other hand, the client company receives the benefits of the workers' services and provides technical guidance regarding the performance of daily tasks. The workers, meanwhile, carry out their duties according to the assigned placements.

In *fiqh muamalah*, parallel *ijarah* (*ijarah bertingkat*) is a mechanism involving two separate yet interrelated *ijarah* contracts, where the party that first derives benefit from a service or asset subsequently subleases that benefit to another party through a separate contract. Each contract stands independently, so the rights and obligations arising from the first contract do not automatically transfer to the second contract (Angraeni & Primadhany, 2022). In the first stage, PT Berkah Rezki Nusantara enters into an *Ijarah al-A'mal* contract with workers to obtain the benefits of their labor and services. In the second stage, the company transfers the benefits of these services to the client organization through a separate cooperation agreement. Thus, the outsourcing company does not merely act as an administrative intermediary but as a party that directly bears the obligations of wage payment, social security protection, and the resolution of labor issues. This structure differs from a *wakalah* contract, as the outsourcing company not only represents the interests of the service user but also bears independent contractual responsibility toward the workers.

Research findings show that the first element in the *ijarah* contract, namely clarity of the contracting parties, has been fulfilled. Workers know that their work relationship is formally tied to PT Berkah Rezki Nusantara, even though daily work activities take place at the user agency. This clarity is important because it determines the parties who are responsible when issues arise regarding wages, social security or employment continuity. The second element is clarity of the object of the contract

(*ma'qud 'alaih*). Based on the results of the interview, the type of work, placement location, working hours, and job descriptions have been explained to the workers before the contract is signed. In *muamalah fiqh*, clarity of the object of the contract is the main requirement to avoid elements of *gharar* or exposure that can cause incidents in the future (Rajib, 2025).

The third element is the clarity of wages (*ujrah*). All informants stated that the wage amount was communicated from the outset and paid regularly every month. In addition to the base salary, workers also receive a Festival Allowance (THR) and coverage through BPJS Health and BPJS Employment. In an *ijarah* contract, the clarity of the wage amount and payment schedule is a fundamental requirement determining the validity of the contract. Therefore, the company's consistent wage payments demonstrate the fulfillment of one of the most important elements in the *ijarah* contract (Rohim & Hakim, 2023). The fourth element is the presence of mutual consent (*an tarāḍin minkum*) and agreement among the parties. Workers accept the job after receiving an explanation of the contract's contents and consciously sign the employment agreement. This indicates that the employment relationship is built on the basis of clear consent, not coercion. From a Sharia perspective, the principle of mutual consent is the primary foundation ensuring the moral and legal legitimacy of a contract (Muzalifah et al., 2023).

Table 2. Suitability of Outsourcing Practices at PT Berkat Rezki Nusantara with the Principle of Akad Ijarah Al-A'mal

Elements of Akad Ijarah	Indicators in Fiqh Muamalah	Findings on PT Berkat Rezki Nusantara	Compatibility
The parties who have made a contract (<i>al-'aqidain</i>)	There are clear and legal parties	PT Berkat Rezki Nusantara as an employer, workers as service providers, and user agencies as service beneficiaries	Conform
The object of the contract (<i>ma'qud 'alaih</i>)	The type of work and the benefits of the service are clearly known	The job description, placement location, and working hours are explained before the contract is signed	Conform
Wages (<i>ujrah</i>)	The amount and timing of wage payment are known for sure	Salary is agreed from the beginning and is paid regularly every month, accompanied by THR and BPJS	Conform
Ijab kabul and agreement	There is a voluntary agreement of the parties	The employee signs the contract after receiving an explanation of the rights and obligations	Conform
Kerelaan (<i>an tarāḍin minkum</i>)	There is no element of coercion	Workers accept work consciously after understanding the content of the contract	Conform
Employer responsibilities	Employers meet workers' rights	The company manages contracts, salaries, BPJS, and employment problem solving	Conform
The principle of justice and <i>maslahat</i>	Akad provides greater benefits than harms	Workers gain access to work and income, despite differences in facilities compared to permanent employees	Quite appropriate

Nevertheless, the formal fulfillment of the pillars and conditions of a contract does not automatically mean that all outsourcing practices fully reflect substantive justice. Some workers still perceive disparities in benefits and job security compared to permanent employees. This situation indicates that a legally valid contract must still be evaluated based on the extent to which its implementation yields greater benefits than harms for the parties involved (Makhmuri & Rofiq, 2022). Thus, the outsourcing practice at PT Berkah Rezki Nusantara can be assessed as consistent with the principles of the *Ijarah al-A'mal* contract, both in terms of the structure of the tripartite relationship and the fulfillment of the basic elements of the contract, namely the clarity of the parties, the object of work, wages, and agreement. This finding indicates that outsourcing does not conflict with the principles of Islamic economics as long as contractual responsibilities are consistently fulfilled and employment relationships are managed based on the principles of justice, transparency, and the protection of workers' rights.

Outsourcing as an employment alternative

The findings of this study indicate that the practice of outsourcing at PT Berkah Rezki Nusantara can be understood not only as a mechanism for job creation but also as a form of adaptation to evolving labor dynamics, particularly following the regulation of contract workers in government agencies. In this context, outsourcing serves as a transitional space that allows workers to remain engaged in work activities despite changes in their employment status. Contrary to the view that tends to see outsourcing as a form of flexibility that is detrimental to workers (Nasution & Siregar, 2025a), the findings of this study indicate that, under certain conditions, outsourcing actually plays a role in maintaining job sustainability. This is particularly evident among contract workers who previously lost their jobs but, through the outsourcing mechanism, are still able to work even in the same work environment. This situation indicates that outsourcing is not always synonymous with permanent job termination but can serve as a form of reconfiguring employment relationships within the context of policy changes.

From a labor market perspective, the observed outsourcing practices reflect a shift from a permanent employment model to a more flexible one. However, flexibility in this context is not entirely negative. To a certain extent, flexibility actually creates opportunities for the workforce to maintain access to employment, particularly in situations where formal job opportunities are increasingly limited. Thus, outsourcing can be understood as part of the labor market's adjustment mechanism to structural changes. When compared to previous research that positions outsourcing as a work system that tends to generate uncertainty and inequality (Nasution & Siregar, 2025a) the findings in this study indicate that there are variations in practices that do not fully align with those assumptions.

The outsourcing practices examined indicate that despite changes in employment status, workers continue to have access to employment and income. This suggests that the impact of outsourcing is not singular but depends on the context of its implementation. In a regional context such as Palangka Raya, where formal employment opportunities are relatively limited, the presence of outsourcing firms serves as a channel enabling a broader distribution of employment opportunities. This situation indicates that outsourcing functions not only as an efficiency strategy for companies but also has a social dimension in expanding employment access for the community. Thus, outsourcing in this study can be understood as an adaptive and contextual labor mechanism. This means its existence cannot be assessed in black-and-white terms as a system that is detrimental or beneficial, but must be

evaluated based on how the practice is implemented. In situations where the outsourcing system is able to maintain access to work and provide income security, its role can be considered an alternative within the labor market, particularly in the face of policy changes and limited job opportunities.

Analysis of Public Interest in Outsourcing Practices

Research findings indicate that outsourcing practices at PT Berkat Rezki Nusantara yield a number of impacts that can be interpreted within the framework of *maslahat*, particularly regarding job sustainability and the fulfillment of workers' economic needs. In Islamic economics, *maslahat* is not merely understood as benefit in the general sense but as a condition that supports the maintenance of fundamental aspects of human life, including access to employment and income (Arpangi et al., 2025). In the context of this study, one of the most prominent forms of *maslahat* is the reopening of employment access for contract workers who had previously lost their jobs. This situation indicates that outsourcing functions as a mechanism that ensures the sustainability of workers' economic activities. Compared to a scenario without such a mechanism, workers risk losing their income source entirely. Therefore, the existence of outsourcing in this context is not only functional but also holds strategic value in maintaining individual economic sustainability. Additionally, the aspect of benefit is evident in the certainty of income received by workers on a regular basis. Although not all workers receive the same benefits as permanent employees, the presence of stable income is a crucial factor in meeting basic needs. From an Islamic economic perspective, income stability plays a vital role as it directly relates to an individual's ability to maintain their well-being (Purwanto & Siswahadi, 2021). These findings indicate that the outsourcing practices under study make a tangible contribution to this aspect. Its benefits are also evident in the creation of employment opportunities for the general public.

In a limited labor market, the presence of outsourcing companies enables a broader distribution of job opportunities, particularly for local workers. This indicates that outsourcing not only impacts individuals who already have prior work experience but also provides access for those new to the workforce (Ramdhani, 2025). Thus, outsourcing practices possess a broader social dimension in expanding community economic participation. Nevertheless, it is important to note that the benefits of outsourcing are not absolute. The benefits generated remain within a specific context, namely when the system is able to provide job security and income for workers. Under different conditions, outsourcing has the potential to produce impacts that are inconsistent with the principle of benefit, especially if there is a lack of clarity in contracts or unfairness in wages. When compared to previous studies that tend to emphasize the dominance of harm in outsourcing practices (Nasution & Siregar, 2025b) the findings of this study indicate a more contextual balance. This means that outsourcing practices do not always result in dominant negative impacts but can provide significant benefits if implemented with structured management. Thus, the analysis of benefits in this study indicates that outsourcing practices cannot be assessed solely as a system that harms workers. On the other hand, within the studied context, outsourcing actually plays a role in maintaining access to employment, providing income stability, and expanding economic opportunities for the community. This situation demonstrates that the value of benefits in outsourcing practices is highly dependent on how the system is implemented in practice.

Potential Harms in Outsourcing Practices

Although outsourcing practices in this study demonstrate significant benefits, field findings also reveal several limitations that can be understood as potential harms from an Islamic economic

perspective. Harm, in this context, does not necessarily mean a dominant loss but refers to conditions that are not yet fully ideal in labor relations. One aspect that emerges is the disparity between outsourced workers and permanent employees, particularly regarding benefits and additional allowances. Outsourced workers generally do not receive the same benefits. This situation indicates a disparity in treatment that can affect perceptions of fairness among workers. From an Islamic economic perspective, the principle of justice ('adl) is a key element in labor relations, making this disparity a critical consideration (Muzalifah, 2020). Additionally, the contractual nature of labor relations introduces limitations regarding long-term job security. Although workers can still work for the duration of the contract and have the opportunity to renew it, the continuity of their employment remains dependent on the contract between the outsourcing company and the client organization. This situation indicates that job stability within the outsourcing system is relative and not entirely equivalent to that of permanent employees, who hold a more permanent status. The three-party structure of the employment relationship also has the potential to create ambiguity regarding the division of responsibilities.

Under certain conditions, workers may find themselves in a position where they are subject to the policies of two parties simultaneously: the outsourcing company and the client organization. If not clearly managed, this situation has the potential to create uncertainty regarding the performance of work and the resolution of issues that arise in the field. However, research findings indicate that this potential for harm did not develop into a dominant issue in the practices studied. Workers still receive basic rights such as standard wages, social security, and the existence of a labor protection mechanism through a pre-termination warning system. This indicates that despite certain limitations, the outsourcing practices in question remain within acceptable limits for workers. When compared to several previous studies that emphasized the dominance of negative impacts in outsourcing practices (Makhmuri & Rofiq, 2022; Sekhuti, 2022), the findings in this study indicate that the harms that emerge tend to be limited and do not negate the primary benefits gained by workers. Thus, outsourcing practices in this context demonstrate a balance between the benefits and the limitations they entail. Therefore, the potential for harm in outsourcing practices cannot be ignored, but it also cannot be used as a basis for assessing the entire outsourcing practice as a detrimental system. The assessment of these practices must be conducted contextually, taking into account how the system is implemented and to what extent worker protections can be realized.

Repositioning Outsourcing from an Islamic Economics Perspective

Based on the findings and overall analysis conducted, the outsourcing practices at PT Berkati Rezki Nusantara indicate that this system cannot be understood merely as a form of employment relationship that is detrimental to workers. Rather, the practices observed exhibit a more complex and contextual nature, thus requiring a more proportionate analytical approach. From an Islamic economic perspective, the evaluation of an economic practice is not based solely on the formal structure of the contract but also on its impact on the parties involved (Hikmah & Hidayati, 2025). The findings of this study indicate that outsourcing practices have fulfilled the basic elements of an *ijarah* contract, particularly regarding the clarity of the employment agreement, certainty of compensation, and clarity of the scope of work. On the other hand, this practice also yields tangible benefits in the form of employment access and income sustainability for workers, although it is still accompanied by certain limitations regarding facilities and long-term stability. This situation indicates that the outsourcing

practice, within the context of this study, does not fully align with the perspective that portrays it as a dominant system detrimental to workers. Conversely, outsourcing can function as an adaptive mechanism that responds to changes in labor policies, particularly in absorbing workers affected by structural restructuring.

In this context, outsourcing plays a role not only as an efficiency strategy but also as part of the dynamics of labor market adjustment. The repositioning of outsourcing in this study lies in an attempt to see it as a contextual employment alternative, rather than as an inherently problematic system. This means that outsourcing assessments need to consider how the practice is carried out, including the extent to which the principles of fairness, contract clarity and worker protection can be realized in its implementation. Thus, outsourcing can be understood as an employment mechanism that has the potential to be in line with Islamic economic principles, as long as it fulfills the elements of clarity in the contract, provides wage certainty, and produces benefits that are greater than the impacts caused. Therefore, the sustainability of outsourcing practices is very dependent on the quality of management carried out by the company, as well as the existence of supervision that ensures worker protection is maintained. Through this framework, this study emphasizes that outsourcing is not always in a position that is in conflict with Sharia principles, but can be repositioned as part of a relevant employment system in the contemporary context, especially when faced with employment limitations and policy changes that affect the structure of the workforce.

CONCLUSION

This research demonstrates that outsourcing practices at PT Berkas Rezki Nusantara possess a more complex nature than simply being understood as a flexible work system or a system that is detrimental to workers. In the practices examined, the employment relationships formed have fulfilled the basic elements of the *Ijarah al-A'mal* contract, particularly regarding the clarity of the agreement, the certainty of wages (*ujrah*), and the clarity of the type of work. In the context of outsourcing, this employment relationship also involves a tripartite relationship between the outsourcing company, the client company, and the worker. From the perspective of *fiqh muamalah*, this structure can be understood as a form of parallel *ijarah*, where the outsourcing company first enters into an *ijarah* contract with the worker, then channels the benefits of those services to the client company through a separate cooperation agreement.

These findings indicate that, normatively, outsourcing practices do not conflict with the fundamental principles of *fiqh muamalah* as long as they are conducted with clear, transparent, and fair arrangements. Furthermore, the research results indicate that outsourcing functions as an adaptive mechanism in responding to labor market dynamics, particularly following policies regarding the restructuring of contract workers. This system not only reopens employment access for workers affected by such policies but also provides broader employment opportunities for the general public. In this context, outsourcing serves as an alternative employment model capable of sustaining workers' income. From an Islamic economics perspective, the outsourcing practices examined demonstrate tangible benefits, particularly in maintaining access to employment and the economic stability of workers and their families. Nevertheless, this practice is not entirely free from limitations, such as disparities in benefits compared to permanent employees and the contractual nature of the

employment relationship. However, these limitations are not dominant and do not negate the primary benefits generated.

Thus, this study affirms that outsourcing cannot be assessed in black-and-white terms as a system that is purely detrimental or beneficial, but must be understood contextually based on actual practices in the field. Under conditions where the principles of contractual clarity, wage equity, and protection of workers' rights can be consistently applied, outsourcing can be repositioned as a relevant mechanism within the labor market from an Islamic economics perspective. This finding implies that strengthening outsourcing governance is a critical factor to ensure this system functions not only as a corporate efficiency strategy but also as an instrument capable of maintaining a balance between labor market needs and worker protection.

This research has limitations because it was only conducted on one outsourcing company which operates in the facility services sector, so the findings obtained are more representative of outsourcing practices in the service sector and cannot be generalized to other sectors, especially the manufacturing sector which has different characteristics of work relationships. In addition, this research focuses more on the perspective of outsourcing companies and workers, while the perspective of service user companies has not been explored in depth. Therefore, it is recommended that further research conduct a comparative study between outsourcing companies in the service sector and the manufacturing sector, and involve the perspective of service user companies in order to obtain a more comprehensive understanding of outsourcing practices from a sharia economic perspective.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

In preparing this manuscript, the author used ChatGPT (OpenAI) to assist with language refinement and manuscript formatting. All results were subsequently reviewed, validated, and substantially revised by the author, who bears full responsibility for the final content of the publication.

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