

## **Analysis and Design of Wage Structure and Scale Based on The Two-Point Method**

**(Case Study of Small Businesses in the Culinary Sector Assisted by Jakpreneur in 2023 in South Jakarta)**

*<sup>1</sup>Ehug Togi, <sup>2</sup>Lindawati Kartika  
IPB University, Bogor, Indonesia  
Email : [1\\*flashtogi@gmail.com](mailto:1*flashtogi@gmail.com)*

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### **ABSTRACT**

*Business in the culinary sector is considered profitable because food is one of the basic needs that is unavoidable for humans. This study examines the development of recommendations for the structure and wage scale for SME practitioners. The objectives of this study are: (1) To identify the financial compensation received by employees of Small Businesses in the culinary sector. (2) To analyze the internal and external compensation comparisons for small businesses. (3) To formulate an ideal and effective wage structure and scale for employees in the culinary sector. The data type used in this study is quantitative data, and the data sources are obtained from primary data (direct interviews, questionnaires) and secondary data obtained from the South Jakarta city government website, the Central Statistics Agency, and other and articles and other scientific literature. The methods used are descriptive methods including mode, salary survey, salary mapping, and the two-point method. The research findings reveal 8 critical positions, with 4 critical positions (general manager, supervisor, driver, social media admin) still having compensation levels below the external survey. Furthermore, this research provides recommendations for wage structure and scale that can serve as references for msme development.*

**Keywords: Compensation, MSMEs, Two Point Method, Wage Structure and Scale**

## INTRODUCTION

Indonesia experienced an economic growth contraction of -2.07 percent in 2020 (BPS 2021). This led to Indonesia's economy facing deflation or a drastic decline in 2020 due to the less stable economic developments in the country. The changes that occurred were influenced by the presence of the Covid-19 pandemic. There are many business sectors that can drive the pace of economic growth in the current post-pandemic situation, and one of them is Micro, Small, and Medium Enterprises (MSMEs), which have a significant opportunity to become an economic pillar for Indonesia. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) in March 2021, the number of MSMEs in the country has reached 65.4 million, contributing to the Gross Domestic Product (GDP) by 61.07 percent, equivalent to 8.5739 trillion Indonesian rupiahs or 562 billion US dollars, and employing as many as 117 million people, which accounts for 97 percent of the workforce in the business sector globally. The presence of MSMEs helps boost the regional economy in Indonesia by providing assistance in the form of numerous job openings. One of the regions affected by the presence of MSMEs is DKI Jakarta. DKI Jakarta is known as the capital city of Indonesia, the center of government, and the national economic barometer, making efforts to develop and maximize the MSME sector. MSMEs play a crucial role in the economic growth and job absorption in Jakarta. In 2020, DKI Jakarta was the province with the highest number of medium to large-scale culinary businesses in Indonesia, totaling 5,159 establishments. This achievement is attributed to the motivation in each city within DKI Jakarta.

South Jakarta is an Administrative City, with a population of 2,382,543 people in the year 2021, including 2,860

individuals who are foreign nationals. The abundance of business and tourism activities in South Jakarta is one of the reasons for the growth of SMEs in the culinary sector (Hasibuan et al. 2020). One of the efforts by the South Jakarta city government to develop the MSME sector is by implementing the Jakpreneur program. The Jakpreneur program is an Entrepreneurship Development Program, more commonly known today as the Jakpreneur program, which stands for Brand Identity. 'Jak' refers to Jakarta while 'Preneur' is derived from the word Entrepreneur. The Jakpreneur program aims to develop MSMEs, particularly in the food or culinary sector, in South Jakarta. Currently, there are 323,975 participants in the Jakpreneur program, and this number continues to grow from year to year.

Despite the existence of the Jakpreneur program, SMEs often face challenges in managing finances and human resources, including providing compensation to employees (Haditya, E.P. 2017). This is because various policies aimed at developing the SME sector often overlook the well-being of SME workers. The majority of these policies tend to prioritize managerial and marketing strategies for SMEs (ADB 2016). This aligns with the training program conducted by Jakpreneur, which mainly focuses on marketing and business credit training. The absence of training on wage systems makes it difficult for SMEs to manage their human resources effectively. The Indonesian government has introduced several innovations in an effort to maximize the potential of SMEs. One of these innovations is the policy outlined in Minister of Manpower Regulation No. 1 of 2017 regarding wage structure and scale. This regulation states that every employer must establish a wage structure and scale, considering factors such as position, length of service, education, and competency. The intention behind

this regulation is to protect the rights of workers and ensure that they receive fair and reasonable wages for their work. Presidential Regulation No. 36 of 2021 regarding wages states that micro and small enterprises are not required to follow the minimum wage provisions. Wages for micro and small enterprises are determined through mutual agreement between employers and employees, with a minimum provision of 50% of the average community consumption at the provincial level and at least 25% above the provincial poverty line. Therefore, this research is conducted to assist the development of SMEs by designing compensation, which ultimately results in the establishment of wage structure and scale for Small Businesses in the culinary sector under the guidance of Jakpreneur in 2023 in South Jakarta.

**METHODS**

This research was conducted using both primary and secondary data of a quantitative nature. Primary data was collected directly from individuals and companies using questionnaires. Secondary data sources in this study were obtained from the official website of South Jakarta city government, Central Statistics Agency data, and other scholarly articles and literature. The sampling method in this research is non-probability sampling using the purposive sampling technique, selecting 10 samples from 41 small businesses under the guidance of Jakpreneur in the culinary sector in South Jakarta for the year 2023. This number was chosen as out of the 41

flagship businesses guided by JakPreneur, which meet the requirements set directly by the Provincial DKI Jakarta PPKUKM Department, with a workforce of 5-19, these businesses fall into the category of small enterprises, and only 10 of them were willing to provide employee salary data. This was done using the convenience sampling technique.

This study employed descriptive analysis, salary survey, wage mapping analysis, and the two-point method. Data processing was performed using Microsoft Excel 2013. Descriptive analysis was used to identify critical positions in the salary survey. Salary survey is a method for collecting data about the salaries or wages provided by companies to employees. Its purpose is to gather information that can be used to understand and analyze salary trends, compare salaries between companies, and formulate competitive salary policies. Subsequently, wage mapping analysis was conducted to determine if the salary structure is ideal. The two-point method was employed in the formulation of wage structure and scale recommendations due to its relatively simple application and ease of understanding for MSME practitioners.

**RESEARCH RESULT**

**1. General Overview**

There are 10 culinary SMEs under the guidance of Jakpreneur in South Jakarta that are the subjects of this research. An overview of the subjects of this study can be seen in Table 1.

Table 1. General overview of the research subjects

MSMEs	Address	Product	Year of establishment	Total Manpower	Revenue (IDR per month)	Net Worth (IDR)	Operating Hours
A	South Gandaria Sub-district, Cilandak District.	Tea	2016	11	100.000.000	350.000.000	5 Hour
B	Duren Tiga Sub-	Macaroni	2019	15	130.000.000	250.000.000	8 Hour

	district. Pancoran District Srengseng Sawah						
C	Sub- district, Jagakarsa District	Pletok Beer	2018	12	120.000.00 0	200.000.00 0	8 Hour
D	Sub- district, Kebayora n Lama District	Assorted Fruit Preserves, Cassava Fermentation	2011	15	250.000.00 0	500.000.00 0	16 Hour
E	Cipedak Sub- district, Jagarkarsa District	Assorted Crispy Snacks, Madiun Peanut Sauce.	2017	12	100.000.00 0	225.000.00 0	8 Hour
F	Melawai Sub- district, Kebayora n Baru District	Coffee, Mocktail, Tea,	2019	11	110.000.00 0	300.000.00 0	12 Hour
G	Kebagusa n Sub- district, Pasar Minggu District North Gandaria	Ready-to-Eat and Frozen Pempek	2019	11	150.000.00 0	325.000.00 0	8 Hour
H	Sub- district, Kebayora n Baru District	Rice Box, Snack Box	2010	12	200.000.00 0	420.000.00 0	15 Hour
I	Petogogan Sub- district Kebayora n Baru District	Rice Box, Snack Box	2018	11	100.000.00 0	300.000.00 0	10 Hour
J	Tegal Parang Sub- district, District Mampang Prapatan	Donut	2021	14	200.000.00 0	500.000.00 0	14 Hour

Source : Data Processed (2023)

Based on Table 1, the average number of employees per SME is 11 people with 6 job titles. SMEs B and D have the highest number of employees. SMEs D and J have the largest assets. Furthermore, SME D has the highest revenue. Based on these results, overall classification falls under the small business category

according to the number of employees as defined by Central Bureau of Statistics of Indonesia.

## 2. Characteristics of Respondents

Based on a survey of 10 small businesses, there are 124 employees, and a total of 8 critical positions were identified for this study, considering that more than 3 SME respondents fall under the

available job titles within a culinary business. These eight job titles were obtained through job

analysis. The list of positions and their corresponding wages can be seen in Table 2.

Table 2. List of positions and wages

Job Title	Total Manpower	MSMEs	Minimum Salary (IDR)	Average Salary (IDR)	Maximum Salary (IDR)	Jakarta Minimum Wage (IDR)	Information
General Manager	10	A, B, C, D, E, F, G, H, I, J	4.500.000	5.050.000	5.500.000	4.901.798	Avg>UMP
Supervisor	6	B, E, F, G, I	3.500.000	3.883.333	4.300.000	4.901.798	Avg<UMP
Outlet Crew	12	C, E, G, J	2.100.000	2.479.167	3.100.000	4.901.798	Avg<UMP
Production Staff	19	B, C, D, E, G, J	2.100.000	2.339.474	2.800.000	4.901.798	Avg<UMP
Packaging Staff	23	B, C, D, E, H, I	2.100.000	2.228.261	2.500.000	4.901.798	Avg<UMP
Kitchen Staff	8	A, F, H, I	2.100.000	2.175.000	2.300.000	4.901.798	Avg<UMP
Driver	15	B, C, D, E, G, H, I, J	1.500.000	1.610.000	2.000.000	4.901.798	Avg<UMP
Social Media Admin	10	A, B, D, E, F, G, H, I, J	1.100.000	1.305.000	1.500.000	4.901.798	Avg<UMP

Source: Data Processed (2023)

The position with the lowest wage is the social media admin. This is because, among the 10 subjects in this study, the role of a social media admin is primarily focused on managing social media platforms like WhatsApp and digital marketplaces. Additionally, the working hours are not as demanding as other positions. The graph in Figure 3 shows the average salaries of employees in the leading culinary SMEs under Jakpreneur's guidance in South Jakarta, compared to the Provincial Minimum Wage (UMP) of DKI Jakarta in 2023. Among the 10 SMEs, only 9 out of 124 employees have met the DKI Jakarta UMP requirement. This aligns with the research (Kartika and Indrawan, 2019) stating that

there are still many businesses in the culinary sector that have not implemented the minimum wage.

### 3. Financial Compensation Received

The following is presented in Table 3, which explains the types of financial compensation provided by SMEs to their employees. Based on Table 3, all SMEs provide basic salary and Eid Allowance (THR) to their employees. Only eight SMEs provide bonuses, and only one SME does not offer the Health Insurance Allowance (BPJS TK or BPJS Health). There are six SMEs that grant position allowances to their employees, and only three SMEs provide meal allowances.

Table 3. Types of financial compensation

No	Salary Components	Types of Financial Compensation	MSMEs	Range (IDR)	Number of MSMEs	Percentage
1	Basic Salary	Basic Salary	A, B, C, D, E, F, G, H, I, J	1.100.000-5.500.000	10	100%
2		THR	A, B, C, D, E, F, G, H, I, J	1.100.000-5.500.000	10	100%
3	Fixed Allowances	BPJS TK	A, E, J	30.000-36.000	3	30%
4		BPJS KES	D, E, F, H, I, J	35.000-200.000	6	60%
5		Positional Allowances	D, E, G, H, I, J	150.000-750.000	6	60%
6	No Fixed Allowances	Food Allowances	A, B, D	100.000-1.290.000	3	30%
7		Bonus	B, C, D, E, F, G, I, J	100.000-500.000	8	80%

Source : Data processed (2023)

#### 4. Internal and External Survey Comparison

To determine the comparison of wage levels between the researched SMEs and other businesses, an internal salary survey was conducted and compared with the average salary

from a job listing platform called AdaKerja. This platform was chosen as it displays job vacancies from companies similar to the subjects of the study. The comparison results between the internal and external survey salaries can be seen in Table 4.

Table 4. Internal and External Survey Comparison.

No	Job Title	Internal Salary Survey Average (IDR)	AdaKerja (Jakarta Selatan Average in 2023) (IDR)	Comparison Internal and AdaKerja (IDR)	Information
1	General Manager	5.050.000	6.000.000	950.000 (18,8%)	Eksternal > Internal
2	Supervisor	3.883.333	5.000.000	1.116.667 (28,7%)	Eksternal > Internal
3	Outlet Crew	2.479.167	2.000.000	479.167 (23,96%)	Eksternal < Internal
4	Production Staff	2.339.474	1.800.000	539.474 (29,97%)	Eksternal < Internal
5	Packaging Staff	2.228.261	1.800.000	428.261 (23,79%)	Eksternal < Internal
6	Kitchen Staff	2.175.000	2.000.000	175.000 (8,75%)	Eksternal < Internal
7	Driver	1.610.000	2.500.000	890.000 (55,28%)	Eksternal > Internal
8	Social Media Admin	1.305.000	1.600.000	295.000 (22,6%)	Eksternal > Internal

Source : Data processed (2023)

Based on the data in Table 4, it can be observed that the wage conditions for four job titles (general manager, supervisor,

driver, social media admin) in the internal survey are still lower than the external survey wages, whereas for the other four job titles

(outlet crew, production staff, packaging staff, and kitchen staff), the internal survey wages are

**5. Development of Wage Structure and Scale**

The initial step in creating the Wage Structure and Scale is to compile a list of positions and wages from the smallest to the largest, and then determine the job classes and levels. When determining the number

already higher than the external survey wages.

of job grades, positions with relatively similar tasks and responsibilities are grouped into a single job grade. Additionally, position grouping can also be based on the wage amount for each position; positions with similar wage amounts can be grouped into the same job grade. The list of Job Levels and Wages can be seen in Table 5.

Table 5. List of Positions and Wages

Job Classification	Job Class	Job Title	Minimum Salary (IDR)	Average Salary (IDR)	Maximum Salary (IDR)
Managerial/Top Level Management	4	General Manager	4.500.000	5.000.000	5.500.000
Supervisory/Middle level Management	3	Supervisor	3.500.000	3.900.000	4.300.000
Operational Staff/Lower Level Management	2	Outlet Crew	2.100.000	2.600.000	3.100.000
		Production Staff	2.100.000	2.450.000	2.800.000
		Packaging Staff	2.100.000	2.300.000	2.500.000
General Staff/Lower Level Management	1	Kitchen Staff	2.100.000	2.205.000	2.300.000
		Driver	1.500.000	1.750.000	2.000.000
		Social Media Admin	1.100.000	1.300.000	1.500.000

Source : Data processed (2023)

The next step involves conducting salary mapping analysis. This step aims to determine whether the initial salary structure is ideal, in line with the range and mid-to-mid

principles. The following is the salary mapping of employees in the leading culinary SMEs under Jakpreneur's guidance in South Jakarta before any adjustments, as presented in Table 6.

Table 6. Salary Mapping Existing.

Job Classification	Job Class	Job Title	Minimum Salary (IDR)	Average Salary (IDR)	Maximum Salary (IDR)	Mid to Mid	Spread	Information
Managerial/Top Level Management	4	General Manager	4,500,000	5,000,000	5,500,000	28%	22%	Not Appropriate
Supervisory/Middle level Management	3	Supervisor	3,500,000	3,900,000	4,300,000	50%	23%	Not Appropriate
Operational Staff/Lower Level Management	2	Outlet Crew						
		Production Staff	2,100,000	2,600,000	3,100,000	48%	68%	Not Appropriate
		Packaging Staff						
		Kitchen Staff						



Job Classification	Job Class	Job Title	Minimum Salary (IDR)	Average Salary (IDR)	Maximum Salary (IDR)	Mid to Mid	Spread	Information
General Staff/Lower Level Management	1	Driver	1,100,000	1,550,000	2,000,000		82%	Not Appropriate

Source : Data processed (2023)

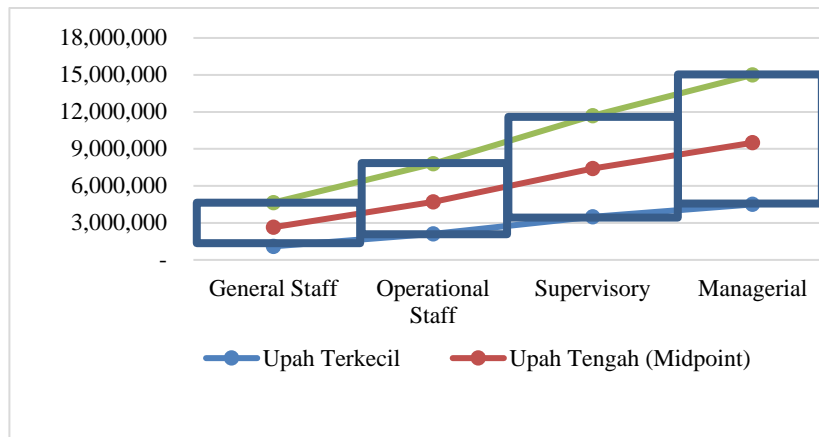


Figure 1. Sallary Mapping Existing

The results of salary mapping in Table 9 and Figure 1 show an imbalance in the wage structure of employees in the leading culinary SMEs under Jakpreneur's guidance in South Jakarta. This can be observed through irregular spread values and mid-to-mid values exceeding the spread values. Therefore, adjustments are necessary, and in the improvement process, the author followed the principles and methods outlined in Minister of Manpower Regulation No. 1 of 2017. The midpoint in grade one is adjusted according to the midpoint calculated above 50% of the consumption figure for the DKI Jakarta region, and the midpoint in grade four is aligned with the midpoint calculated from the comparison with AdaKerja, which is 6,000,000. This amount was chosen based on the payment capability of each SME. The spread values used are 95% for the

general staff level, 110% for the operational staff level, 115% for the supervisory level, and 120% for the managerial level. The spread values are determined by considering inflation and economic development. Since 2017 until 2023, the Provincial Minimum Wage (UMP) of DKI Jakarta has increased by 46.07%. This process includes simulating the construction of the Wage Structure and Scale (SSU) to achieve an ideal and effective condition.

After determining the median wages for the first and fourth grades, the next step is to calculate the median wages for the second and third grades using the formula of a straight-line equation. The calculations for the median wages of the second and third grades can be seen in Table 7.

$$Y = a + b(X)$$

Starting Point:

$$X_1 = \text{Grade} = 1$$



**JENIUS**

$Y_1 = \text{Lowest Midpoint} = 1.862.443$  :  $4.137.557 = b(3)$   
 End Point : :  $1.379.186 = b$   
 $X_4 = \text{Grade} = 4$  To calculate the value of 'a', you  
 $Y_4 = \text{Highest Midpoint} = 6.000.000$  can substitute the value of b  
 To calculate the value of 'b', you (1,466,667) into equation one:  
 can subtract equation two from Equation One :  
 equation one:  $1.862.443 = a + 1.379.186(1)$   
 Equation Two :  $6.000.000 = a + b(4)$   $483.257 = a$   
 Equation One :  $1.862.443 = a + b(1)$

Table 7. Calculation of Midpoint

Job Class	Equation	a	b	b(X)	a+b(X) Midpoint
1	$Y = a + b(1)$	483.257	1.379.186	1.379.186 91)	1.862.443
2	$Y = a + b(2)$	483.257	1.379.186	1.379.186 (2)	3.241.629
3	$Y = a + b(3)$	483.257	1.379.186	1.379.186 (3)	4.620.814
4	$Y = a + b(4)$	483.257	1.379.186	1.379.186 (4)	6.000.000

Source : Data processed (2023)

Based on the results from Table 7, the smallest and largest wages in each job grade can be obtained using the following formula:

Minimum Salary :

$$\frac{2 \times \text{midpoint}}{\text{spread} + 2}$$

Maximum Salary :

$$\frac{(2 \times \text{midpoint}) \times (\text{spread} + 1)}{\text{spread} + 2}$$

The result of structuring the wage scale for the leading culinary SMEs under Jakpreneur's guidance in South Jakarta can be seen in Table 8.

Table 8. Wage Structure and Scale Recommendations

Job Classification	Job Class	Job Title	Minimum Salary (IDR)	Midpoint (IDR)	Maximum Salary (IDR)	Spread	Mid To Mid
Managerial/Top Level Management	4	General Manager	3,750.000	6,000,000	8,250.000	120%	30%
Supervisory/Middle level Management	3	Supervisor	2.933.850	4,620,814	6.307.778	115%	43%
Operational Staff/Lower Level Management	2	Outlet Crew Production Staff Packaging Staff	2,091.374	3,241,629	4,391.884	110%	74%
General Staff/Lower Level Management	1	Kitchen Staff Driver Social Media Admin	1.262.673	1,862,443	2.462.213	95%	

Source : Data processed (2023)

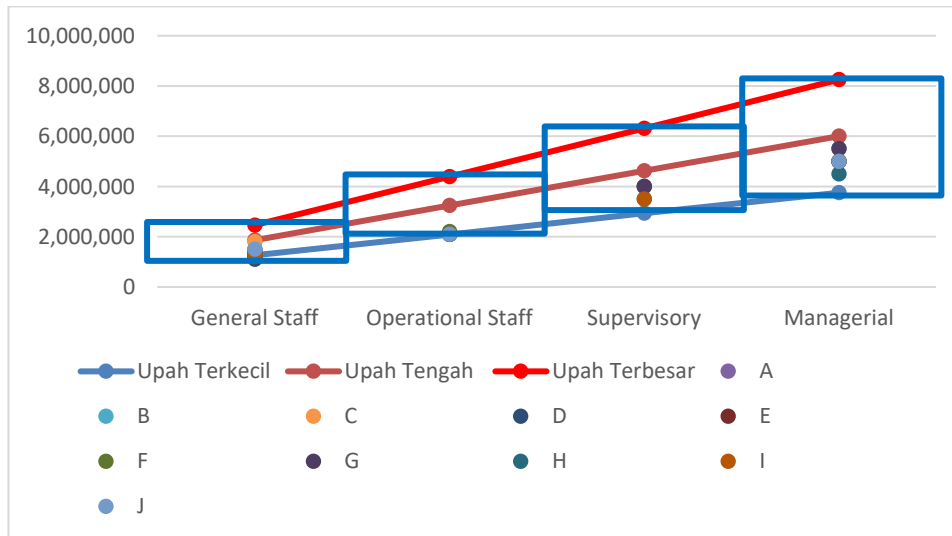


Figure 2. Wage Structure and Scale Recommendations

Based on the results of structuring wage structure and scale using the two-point method, it adheres to the regulations outlined in Minister of Manpower Regulation No. 1 of 2017, with the mid-to-mid values not exceeding the spread. This Wage Structure and Scale (SSU) is now considered ideal and effective, as although some employees fall into the underpaid category, it still complies with the provisions according to Government Regulation No. 36 of 2021 concerning Wage Determination. results of this study are in line with research conducted by Nancy Yusinta, Feriza Fadhil (2015) entitled "The Effect of Employee Training on Employee Performance at CV. Cibalung Happy Land Bogor" the results of this study show that training has a positive effect on employee performance.

#### 6. Managerial Implications

To achieve internal equity and promote SMEs' potential development, the author has formulated an internal strategy,

namely the 3P compensation concept, which consists of pay for person (basic salary, eid allowance (THR), BPJS TK, BPJS Health), pay for position (position allowance, overtime pay), and pay for performance (bonus, incentives). This concept can serve as a reference for compensation allocation in SMEs. The results of these recommendations are also in line with the provisions of Government Regulation No. 36 of 2021, Article 36, which states that the minimum wage for micro and small businesses is determined through an agreement between employees and the company, with a minimum of 50% of the average consumption rate of the society in the DKI Jakarta Province, which is Rp2,525,347, and at least 25% above the poverty line in the DKI Jakarta Province, which is Rp738,955. The average consumption rate and poverty line in South Jakarta are higher than the provincial level, amounting to Rp2,648,405 and Rp842,630, respectively. However, the provisions of Government

Regulation No. 36 of 2021, Article 36, use the provincial-level figures.

Additionally, the author has also formulated an external strategy known as 'Attract, Retain, and Engage,' which involves participating in bazaars organized by the Sub-District Office of Micro, Small, and Medium Enterprises (PPKUKM) in South Jakarta or the Provincial PPKUKM Office of DKI Jakarta to build a positive image within the community. Collaborating with the Sub-District Office of PPKUKM in South Jakarta to conduct skill development programs. Organizing activities that foster team bonding, such as outbound activities, camping, and gatherings, which can showcase the company's unique and appealing culture. Based on these strategies, the company can attract the interest of potential employees, retain current employees, and keep them engaged.

## **CONCLUSION**

Based on the research and analysis conducted, the following conclusions can be drawn:

1. Based on the analysis conducted, the financial compensation received by employees of culinary sector SMEs under Jakpreneur in South Jakarta consists of basic salary, fixed allowances such as holiday allowance (THR), BPJS TK, BPJS Health, and position allowances. Furthermore, it includes non-fixed allowances in the form of bonuses and meal allowances.
2. Based on the comparison between

internal and external salaries, the wage distribution for four job titles (general manager, supervisor, driver, social media admin) in the internal survey is still lower than the external wage distribution, whereas three job titles (outlet crew, production staff, packaging staff, kitchen staff) have higher wages than those in the external survey.

3. Based on the results of structuring and scaling wage recommendations using the two-point method, it meets the criteria according to Regulation of the Minister of Manpower No. 1 of 2017, with the mid-to-mid value not exceeding the spread amount. This SSU (Salary Structure and Scale) is already ideal and effective because even though some employees fall under the underpaid category, this SSU adheres to the provisions stated in Regulation No. 36 of 2021 concerning Wages.

## **RECOMMENDATION**

Here are some recommendations that can be provided by the researcher:

1. It is expected that employers implement a compensation system that adheres to principles of internal fairness, considering the findings presented by the researcher, both through short-term and long-term implementation plans.
2. The government, particularly through the Department of PPKUKM (Small and Medium Enterprises) of the DKI Jakarta Province, can provide training for Jakpreneurs whose businesses are already growing or have

employees, focusing on the wage structure and scale using the recommended guidelines that have been provided.

3. For future research, similar topics could be explored using different objects or methods according to the specific conditions of each object, with a broader range of respondents. This approach would provide a more comprehensive understanding of the industry under study

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