

## REVIEW OF THE REGIONAL MINIMUM WAGE POLICY FOR PERMANENT EMPLOYEES AT CAFÉ FIFTEEN METUAH: A COMPARISON BETWEEN THE LABOR LAW AND THE SHARIA ECONOMIC LAW

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### Abstract

Wages are one of the important elements in employment relationships that function as a form of compensation for services or labour provided by workers to employers. This research focuses on the provisions of the Regional Minimum Wage (UMR) in labour laws and regulations and Islamic law perspectives, as well as its application to permanent employees of Café Lima Belas Metuah in Banda Aceh City. The research method used is a qualitative method, through interviews, observations and documentation as a data collection technique. The results of the study show that the implementation of the wage system at Café Lima Belas Metuah still faces various problems, including the lack of adjustment of the wage scale based on the length of service, and the lack of transparency in the provision of benefits and incentives. From the perspective of Islamic law, this wage practice does not fully reflect the principles of justice and equity because there is still a potential for injustice (*zulm*) in the distribution of compensation. It is recommended that management strengthen the performance evaluation system, improve communication related to wage policies, and adjust incentive schemes to maintain employee motivation and well-being.

**Keywords:** *Regional Minimum Wage, Labour Law and Sharia Economic Law*

### Abstrak

Upah merupakan salah satu elemen penting dalam hubungan kerja yang berfungsi sebagai bentuk kompensasi atas jasa atau tenaga yang diberikan pekerja kepada pemberi kerja. Penelitian ini memfokuskan kajiannya pada ketentuan Upah Minimum Regional (UMR) dalam peraturan perundang-undangan ketenagakerjaan dan perspektif hukum Islam, serta penerapannya bagi karyawan tetap Café Lima Belas Metuah di Kota Banda Aceh. Metode penelitian yang digunakan adalah metode kualitatif, melalui wawancara, observasi dan dokumentasi sebagai teknik pengumpulan data. Hasil penelitian menunjukkan bahwa penerapan sistem pengupahan di Café Lima Belas Metuah masih menghadapi berbagai permasalahan, antara lain belum adanya penyesuaian skala upah berdasarkan masa kerja, serta kurangnya transparansi dalam pemberian tunjangan dan insentif. Dari perspektif hukum Islam, praktik pengupahan ini belum sepenuhnya mencerminkan prinsip keadilan dan pemerataan karena masih terdapat potensi ketidakadilan (*zulm*) dalam distribusi kompensasi. Disarankan agar manajemen memperkuat sistem evaluasi kinerja, meningkatkan komunikasi terkait kebijakan upah, dan menyesuaikan skema insentif untuk menjaga motivasi dan kesejahteraan karyawan.

**Kata Kunci:** *Upah Minimum Regional, Undang-Undang Ketenagakerjaan dan Hukum Ekonomi Syariah*

### INTRODUCTION

The wage system is a crucial aspect of employment relations, as it has a direct effect on worker welfare and economic stability. In Indonesia, the government has established a regional minimum wage (UMR) policy as a standard for employers in providing wages to workers. This policy aims to protect workers from exploitation and ensure they earn a decent income. However, in practice, the implementation of UMR still faces various challenges, especially in the small and medium business sector such as cafes and restaurants.<sup>1</sup>

Islam has the concept of wages regulated in sharia law, with the main principle of justice and workers' welfare. In Islam, the wage system is often associated with the *ijarah* contract, which regulates the relationship between employer and employee based on a fair agreement. This principle emphasizes that wages must be given in a timely manner and in accordance with the agreed workload. It is interesting to examine how the minimum wage provisions in

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<sup>1</sup> Indrawan Syah, "Menelaah Hubungan Antara Kompensasi Dan Retensi Karyawan: Tinjauan Literatur Dan Arah Masa Depan," *Inisiatif: Jurnal Ekonomi, Akuntansi dan Manajemen* 4, no. 2 (April 2025): 147, <https://doi.org/10.30640/inisiatif.v4i2.3814>.

Indonesian laws and regulations compare to the perspective of Islamic law, especially in the context of businesses in the informal sector such as cafes.<sup>2</sup>

Café Lima Belas Metuah as part of the service industry in Banda Aceh is a relevant object in this study. As a business in the culinary sector, the wage policy at this café must certainly be in accordance with government regulations related to UMR. However, at the same time, business owners who practice sharia principles also need to consider the aspect of fairness in the wage system. Therefore, this study aims to analyze how the implementation of UMR at Café Lima Belas Metuah compares to the provisions in the Manpower Law and sharia economic law, as well as its impact on the welfare of permanent employees at the café.

Café Lima Belas Metuah is one of the businesses in the culinary sector operating in Banda Aceh. As part of the service industry, these cafes depend on labor to maintain their smooth operations, both in service to customers and in the food and beverage production process. Therefore, the wage system is an important aspect in maintaining employee welfare and increasing work productivity. Wage management at this café is based on a variety of considerations, including applicable regional minimum wage (UMR) standards, internal management policies, and economic factors that affect the business.

Café Lima Belas Metuah does not refer to the minimum wage policy set by the government, but to a wage that is determined fluctuately like a café business in general. In practice, the café also considers the financial condition of the business, so there is a difference in the wage payment scheme between permanent employees and non-permanent employees. Permanent employees generally get a more stable monthly salary, while part-time workers or non-permanent employees receive a daily or hour-based wage.

The salary payment process is carried out regularly according to the schedule that has been determined by the management. Permanent employees usually receive their salaries monthly, while non-permanent employees receive wages according to the employment agreement. Payment can be made in cash or via bank transfer, depending on company policies and employee preferences. The certainty of this payment schedule is an important factor in maintaining a good working relationship between management and employees.

The wage system at Café Lima Belas Metuah also considers the aspect of flexibility in working hours. Some employees have varied work schedules, especially for those who work part-time or as freelancers. This system allows employees to adjust their working hours to personal needs, yet stay within a

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<sup>2</sup> Herman Faulijan, "Perbedaan Perspektif Sistem Penggajian Antara Manajemen Dan Karyawan Sae Street Food Di Kota Bandung," *JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis* 7, no. 3 (2025): 1337, <https://ejurnal.ung.ac.id/index.php/JIMB/article/view/30002>.

mutually agreed rule corridor. This flexibility is one of the factors that attract the workforce, especially for students or individuals who need a job with a non-binding schedule.<sup>3</sup>

The focus of this research is how employee satisfaction in terms of compensation is given. Some employees may feel that the wages they receive are not commensurate with the workload they are undertaking. Therefore, management needs to ensure good communication between workers and business owners regarding wage policies. Transparency in the payment system and the opportunity to convey aspirations regarding wages are steps that can increase employee trust and loyalty to the company.

Wages are workers' rights given by employers as a form of compensation for the work that has been done. In the Employment Law in Indonesia, the regulation regarding wages is contained in Law Number 13 of 2003 concerning Manpower and updated through Law Number 11 of 2020 concerning Job Creation. This regulation aims to provide protection for workers and ensure that the wages received are in line with the principles of justice and welfare. A living wage not only impacts the well-being of workers, but also contributes to increased productivity and overall economic stability.<sup>4</sup>

The regional minimum wage (UMR) is set by the government based on regional economic conditions, decent living needs, labor productivity, and economic growth. The UMR consists of the provincial minimum wage (UMP) and the district/city minimum wage (UMK), each of which is adjusted to the economic conditions in the relevant region. The determination of the UMR is carried out every year by taking into account recommendations from the Wage Board and the results of a survey of the needs of a decent living. In the context of Banda Aceh, the determination of the minimum wage is one of the policies that has a direct impact on the workforce in the business sector, including in the culinary industry such as cafes.

The Employment Law also regulates the wage component which can consist of basic wages and allowances. Basic wages are the basic salary given to workers under an employment agreement, while allowances can be in the form of fixed and non-fixed allowances, such as meals, transportation, or other incentives. In practice,

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<sup>3</sup> Fiorella Amelia Shafira, "Dampak Upah Minimum Regional (UMR) Terhadap Pengangguran dan Kesejahteraan Tenaga Kerja Indonesia (TKI) di Sektor Domestik dan Luar Negeri," *Neraca: Jurnal Ekonomi, Manajemen dan Akuntansi* 7, no. 2 (2024): 254-64, <http://jurnal.kolibi.org/index.php/neraca/article/view/1932>.

<sup>4</sup> Nadiah Awary, Febri Noor Athika, dan Ahmad Ahsan Ridho, "Pengaruh Upah Minimum dan Indeks Pembangunan Manusia (IPM) Terhadap Tingkat Partisipasi Angkatan Kerja (TPAK) di Jawa Timur Tahun 2018-2023," *Bisnet* 5, no. 1 (2025): 1-10, <https://jurnal.dharmawangsa.ac.id/index.php/bisnet/article/view/5096>.

many companies provide additional incentives as a form of appreciation for employee performance. This policy is expected to increase worker motivation and strengthen industrial relations between workers and employers.

In the event of a delay or non-conformity in the payment of wages, workers have the right to file a complaint with the employer or the relevant agency. The law provides protection for workers from arbitrary actions committed by employers, including unlawful wage deductions or payments that are not in accordance with the agreement. If there is a dispute regarding wages, it can be resolved through a bipartite negotiation mechanism between workers and employers, or through an employment mediation institution appointed by the government.

The Labor Law also provides provisions related to overtime wages. Article 78 states that workers who work beyond normal working hours are entitled to overtime wages in accordance with applicable regulations. Overtime pay is calculated based on the number of additional hours worked by workers outside of normal working hours. The amount of overtime wages is determined according to a certain percentage of the worker's monthly wage and must be paid by the employer in accordance with the rules that have been set.

In the Job Creation Law, which revises several provisions in the Employment Law, there are changes in the mechanism for determining the minimum wage. One of the significant changes is the use of a new formula in the calculation of the minimum wage that takes into account the variables of economic growth and inflation. This change aims to provide flexibility for employers in adjusting wage policies to dynamic economic conditions. However, the changes have also drawn criticism from various quarters, especially from unions who are concerned that the system could reduce protections for low-wage workers.

The implementation of wage regulations in the business sector such as cafes has its own challenges. Many cafes employ workers with part-time or short-term contract work systems. In this condition, employers need to ensure that the wages provided remain in accordance with applicable provisions, including provisions regarding minimum wages and allowance payments. In addition, the aspect of compliance with regulations is also an important factor in maintaining business sustainability and avoiding potential legal sanctions due to violations of labor policies.<sup>5</sup>

The Employment Law plays an important role in regulating the wage system in Indonesia. This regulation provides guidelines for employers in setting fair and

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<sup>5</sup> Novia Rahmawati, Panji Kusuma Prasetyanto, dan Fitrah Sari Islami, "Pengaruh Indeks Pembangunan Manusia (IPM), Upah Minimum Regional (UMR), dan Tingkat Pengangguran Terbuka Terhadap Jumlah Penduduk Miskin di Indonesia Tahun 2017–2021 (Studi Kasus 34 Provinsi di Indonesia)," *Convergence: The Journal of Economic Development* 4, no. 1 (2022): 19–31, <https://doi.org/10.33369/convergencejep.v4i1.23358>.

decent wages for workers, while protecting workers' rights from exploitation. With effective implementation, this policy is expected to create a balance between worker welfare and business sustainability, thereby supporting more inclusive and equitable economic growth.

Islam regulates the principle of justice in the wage system. The wages given to workers must be sufficient to meet the basic needs of them and their families, according to the concept Kafa'ah or sufficiency in Islam. If a worker receives a wage that is not enough to meet his living needs, then it can be categorized as a form of injustice that is contrary to sharia principles.

Islamic law also regulates the Prohibition of Labor Exploitation. Islam strongly opposes modern slavery, forced labor, and inhumane wage payments. Employers who unfairly withhold or reduce workers' wages are categorized as unjust acts, which are prohibited in Islamic teachings. Principle Courtesy (doing good) in Islam teaches that employers must treat workers well, including in the aspect of wages, so as to create harmonious and blessed working relationships.

The government, as the policyholder, has a responsibility to ensure that the wages set are not only based on economic considerations, but also take into account Islamic values in creating a humane and fair wage system. Wage regulations that are in line with sharia will provide benefits for all parties, both workers, employers, and the wider community. The author feels it is important to examine the wage system in the café business in Banda Aceh by comparing the provisions of laws and regulations, as well as the principles of Islamic law with the wage system of Café Lima Belas Metuah. This study is expected to provide an overview of the implementation of wages that are in line with positive and sharia law, while supporting the creation of worker welfare and business sustainability.

## RESEARCH METHODS

This study uses a qualitative method that aims to analyze in depth the application of the Regional Minimum Wage (UMR) policy to permanent employees at Café Lima Belas Metuah and its conformity with the provisions of the Manpower Law and the principles of sharia economic law. The focus of the research is directed at the evaluation of the amount of wages, wage structure, and the impact of the implementation of UMR on welfare, work motivation, and industrial relations in the café. The data sources in this study consist of primary data and secondary data. Primary data was obtained through in-depth interviews with café owners, operations managers, and five permanent employees who had different working periods, as well as direct observation of the café's wage system and operational activities. Secondary data was obtained through a literature study that included literature related to wage policy in Indonesia, Law Number 13 of 2003 concerning Manpower, Law Number 11 of 2020 concerning Job Creation, Government Regulation Number 36 of 2021 concerning Wages, Qanun Aceh, as well as scientific journals and books related to wage principles from an Islamic perspective. The data analysis technique uses an analytical descriptive approach by comparing the factual conditions of the implementation of UMR at Café Lima Belas Metuah with the provisions of regulations and principles of justice in Islamic law. The analysis is carried out through the process of data reduction, data presentation, and conclusion drawn, resulting in a comprehensive picture of the impact of the UMR policy on the permanent employees of the café.<sup>6</sup>

## RESULTS AND DISCUSSION

### A. Regional Minimum Wage Provisions in the Employment Law

The Regional Minimum Wage (UMR) is a wage policy that sets a minimum income limit that must be paid by employers to workers based on the provisions of the local government. The UMR is set to protect workers from the practice of providing unfair wages, as well as being an instrument for the equitable distribution of labor welfare in various regions. The concept of UMR does not stand alone, but is part of a national wage policy that adjusts to economic conditions, decent living needs, and inflation in each region.<sup>7</sup>

The determination of UMR has legal, economic, and social dimensions. Legally, UMR is a normative obligation that binds entrepreneurs and is a minimum

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<sup>6</sup> Syafrida Hafni Sahir, *Metodologi Penelitian* (Yogyakarta: Penerbit KBM Indonesia, 2021). hlm. 4-6

<sup>7</sup> Yoko Prasetyo dan Ane Permatasari, "Kelayakan Upah Minimum Provinsi (UMP) Daerah Istimewa Yogyakarta Dalam Memenuhi Kebutuhan Hidup Layak Pekerja Tahun 2019," *Jurnal Pemerintahan dan Kebijakan* 2, no. 1 (Desember 2020): 41-52, <https://doi.org/10.18196/jpk.v2i1.12545>.

standard that must not be violated. Economically, UMR plays a role in maintaining the purchasing power of workers while affecting the company's production costs. From a social perspective, UMR is a tool to reduce the income gap between workers in the same region.

According to Law Number 13 of 2003 concerning Manpower which was updated by Law Number 11 of 2020 concerning Job Creation, the minimum wage is the lowest monthly wage consisting of basic wages without allowances or basic wages plus fixed allowances. This shows that the UMR includes clear components, so that not only the nominal basic salary, but also the fixed allowance that workers routinely receive.

UMR in Indonesia is divided into Provincial Minimum Wage (UMP) and Regency/City Minimum Wage (UMK). UMP applies to all provincial areas, while UMK applies to districts/cities which are usually higher than UMP because they consider the specific needs of decent living in the area. This policy is regulated through a governor's regulation or a mayor/regent regulation after receiving a recommendation from the Wage Board.<sup>8</sup>

The philosophy behind UMR is to protect low-income workers, but still maintain an investment climate and business continuity. The determination of the UMR considers the balance between the interests of workers to earn a decent livelihood and the ability of the company to pay. If the UMR is too low, it will be difficult for workers to meet their living needs. On the other hand, if it is too high, there is a potential for employers to reduce the number of workers or shift the production process to areas with lower labor costs.

Several experts provide different definitions and perspectives on the UMR, but they have the same common thread in emphasizing the function of protecting workers. According to Payaman Simanjuntak, the UMR is the minimum standard set by the local government based on the need for a decent life and other economic factors, which must be met by employers to workers in return for services that have been provided. This view confirms that the UMR is the lower limit, not the ideal limit, so employers are allowed to provide wages above the UMR.<sup>9</sup>

According to Sutedi, UMR is a tangible manifestation of government intervention in the labor market mechanism. In classical economic theory, wages are determined by the demand and supply of labor. In reality, workers' bargaining power is often weak, so the government needs to set UMRs to prevent exploitation.

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<sup>8</sup> Harin Nadindra Kirti dan Joko Priyono, "Mendapat Bayaran Dibawah Ketentuan Upah Minimum Regional (UMR)," *Notarius* 11, no. 1 (Mei 2021): 68-71, <https://ejournal.undip.ac.id/index.php/notarius>.

<sup>9</sup> Rafika Ariana Fajriati, Edith Ratna, dan Anggita Doramia Lumbanraja, "Tinjauan Hukum Pembayaran Upah di Bawah Ketentuan Upah Minimum Provinsi (UMP)," *Notarius* 14, no. 1 (2021): 452-54, <https://ejournal.undip.ac.id/index.php/notarius>.



This view shows that UMR was born out of the need to protect the more vulnerable parties in industrial relations.

Another opinion was conveyed by Supriyono who highlighted that UMR also functions as a standard of business ethics. Employers who pay wages at or above the UMR demonstrate a commitment to corporate social responsibility (CSR) and build a positive reputation in the eyes of the public. This is especially important in the service sector such as cafes, where the image of the business greatly affects customer loyalty.

From the perspective of Islamic law, as explained by Qardhawi, the provision of the minimum wage is in line with the principle of *ijarah* which requires the provision of decent wages according to the agreement and needs of workers. This principle is not only a matter of nominality, but also a matter of fairness in taking into account workload and living costs. Despite variations in definitions and perspectives, experts agree that the UMR is an important instrument for protecting workers and maintaining harmonious industrial relations.

The practice of setting the minimum wage varies from country to country, depending on the applicable legal system, economic conditions, and labor policies. In the United States, for example, there is a federal *minimum wage* that applies nationally, but each state has the authority to set a minimum wage that is higher than the federal provisions. This creates significant variation between states, with California and New York having the highest minimum wage, while some southern states set figures that are close to the federal minimum.<sup>10</sup>

In Japan, the minimum wage is set based on the prefectural area and industrial sector. This system takes into account the difference in the cost of living between regions as well as the needs of labor in certain sectors. Wage determination is carried out annually by the Minimum Wage Council involving representatives of the government, employers, and trade unions. Japan also emphasizes the principles of social justice and economic sustainability in wage determination.

In European countries such as France and Germany, the minimum wage applies nationally and is binding on all industrial sectors. The determination is made through tripartite consultation between the government, employers, and trade unions. In Germany, a minimum wage was introduced in 2015 to address the practice of low wages, especially in the service sector. The effect is quite significant in increasing the income of low-wage workers. In contrast, in some developing countries such as Bangladesh and Cambodia, the minimum wage often only applies to certain sectors such as the textile industry. The low minimum wage figures in

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<sup>10</sup> Nabiyla Risfa Izzati, "Tinjauan Penetapan Upah Minimum 2023: Evaluasi Kebijakan Pengupahan dan Revitalisasi Dewan Pengupahan," *Jurnal Masalah-Masalah Hukum* 52, no. 2 (Juli 2023): 163-73, <https://ejournal.undip.ac.id/index.php/mmh/article/view/49724>.

these countries are often in the international spotlight, as they are considered insufficient to meet the living needs of workers, despite the relatively low cost of living there. This comparison shows that the setting of the minimum wage in different countries always involves a compromise between the welfare of workers and economic competitiveness.

Law Number 13 of 2003 concerning Manpower which was updated by Law Number 11 of 2020 concerning Job Creation clearly stipulates that every worker has the right to earn an income that meets a decent standard of living. This provision is the legal basis for determining the minimum wage, including the Regional Minimum Wage (UMR). In the articles, it is stipulated that the minimum wage is the lowest monthly wage consisting of basic wages or basic wages plus fixed allowances. This regulation is mandatory (imperative), so violations can be subject to administrative and criminal sanctions.

The UMR determination process is regulated in more detail through Government Regulation Number 36 of 2021 concerning Wages. This PP introduces a formula for calculating the minimum wage that takes into account inflation, economic growth, and the variables of living needs (KHL). At the provincial level, UMP is determined by the governor, while MSEs are determined based on the recommendation of the regent/mayor with the governor's approval. This process involves a Wage Board consisting of elements of the government, employers, workers, and academics.

The Employment Law also stipulates that employers are prohibited from paying wages lower than the applicable UMR. If the company is unable to pay the UMR for some reason, they can apply for a deferment to the local government with valid financial proof. This suspension is temporary and requires the approval of the worker or the union. This mechanism is intended to give flexibility to small businesses without neglecting protections for workers.

This law also affirms that the minimum wage applies to workers with less than one year of service. For workers with a working period of more than one year, companies are required to compile a wage structure and scale based on position groups, working periods, education, and competencies. This aims to provide internal justice and prevent wage inequality between workers with similar workloads.

UMR in Indonesia varies between provinces and districts/cities due to differences in the cost of living, economic conditions, and labor productivity. For example, in 2024, DKI Jakarta will have the highest UMP in Indonesia of around IDR 5.06 million, while the lowest UMP will be in Central Java of around IDR 2.04 million. This difference reflects significant economic inequality between regions. In

the Sumatra region, the UMP of Aceh Province is in the middle-upper range compared to other provinces outside Java.<sup>11</sup>

This variation of UMR is regulated through a wage decentralized system. The central government only provides minimum formulas and limits, while local governments have the authority to determine specific numbers. In practice, UMP or MSEs will be higher in areas with high living costs and market wage standards, such as big cities and industrial estates. On the other hand, areas dominated by the agricultural sector or with a low cost of living tend to have smaller UMRs.

The average increase in UMR every year ranges from 5-10%, depending on national and regional economic conditions. Inflation is one of the dominant factors in adjustments, because the increase in the price of goods and services will affect workers' living needs. High economic growth also encourages an increase in UMR because companies have a greater capacity to pay wages. In some regions, the determination of UMR often causes polemics. Unions usually demand significant increases on the grounds of the rising cost of living, while employers tend to ask for moderate increases so that the burden of production costs does not soar. These conflicts require mediation and compromise, so the final decision is often at the middle ground between the demand of workers and the ability of the employer.

The average UMR data is also an indicator of regional competitiveness. Areas with too high UMR are at risk of losing investment because entrepreneurs are looking for locations with cheaper labor costs. On the other hand, areas with too low UMR have the potential to experience "*brain drain*" because workers choose to move to areas with better wages.

Aceh Province sets the Provincial Minimum Wage (UMP) every year through the Governor's Decree based on the recommendation of the Provincial Wage Board. In 2024, the Aceh UMP is set at IDR 3,460,672. This figure belongs to the upper-middle category in Sumatra, higher than the North Sumatra UMP but still below the Riau Islands UMP. This determination takes into account the results of the KHL survey, inflation, and Aceh's relatively stable economic growth.

The economic structure of Aceh, which is dominated by the service, trade, and agricultural sectors, affects wage policy. The city of Banda Aceh, as an administrative and economic center, has a higher cost of living than other districts, so wages in the formal sector are usually slightly above the UMP. The banking, education, and professional services sectors generally offer higher wages, while the MSME and culinary sectors tend to pay close to the minimum limit.

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<sup>11</sup> Muammar Fazri Ramadhan dan Reza Juanda, "Efektifitas Pengaruh Jumlah UMK dan Upah Minimum Terhadap Penyerapan Tenaga Kerja di Indonesia," *Jurnal Ekonomi Regional Unimal* 4, no. 2 (Agustus 2021): 17-22, [https://ojs.unimal.ac.id/ekonomi\\_regional/index](https://ojs.unimal.ac.id/ekonomi_regional/index).

The implementation of UMP in Aceh still faces challenges, especially in the informal sector and MSMEs. Many small business actors have the reason that they are not able to pay according to the UMP because of the thin profit margin. Nevertheless, local governments continue to encourage compliance by providing socialization, financial management training, and access to capital for MSMEs in order to meet wage obligations.

In terms of supervision, the Aceh Manpower and Population Mobility Office conducts routine inspections and receives reports of worker complaints related to UMP violations. The limited number of labor supervisors is often an obstacle in ensuring compliance across the region. UMR in Aceh must also be in line with sharia principles, considering that this province implements Qanun which regulates people's lives based on Islamic law. Although there is no specific provision in the Qanun that regulates the nominal UMR, the values of justice and workers' welfare are moral considerations in its implementation.<sup>12</sup>

The city of Banda Aceh, as the provincial capital, refers to the UMP of Aceh but in practice often has a slightly higher real wage standard because the cost of living in the city is relatively expensive. Factors such as the price of rent, transportation needs, and food prices determine the high demand for a decent living in this region. The labor market in Banda Aceh is quite competitive, especially in the service sectors such as hospitality, culinary, and retail. This competition encourages employers who want to retain experienced employees to provide wages that are higher than the minimum limit. In the culinary sector, including cafes, the basic wage is often supplemented by meal allowances, transportation, and performance incentives.

The Banda Aceh City Government through the Manpower Office plays a role in coaching business actors to understand wage obligations. Routine socialization is carried out mainly to MSMEs, because this sector absorbs a large number of workers but the level of UMP compliance is often low. This coaching not only focuses on the law, but also on business management so that entrepreneurs are able to allocate the wage budget appropriately.

The work culture in Banda Aceh, which is thick with Islamic values, affects industrial relations. The principles of justice, honesty, and responsibility are part of the work norms held by both employers and workers. In terms of wages, these

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<sup>12</sup> Murtala dan Azhar, "Analisis Penetapan Upah Minimum di Indonesia dan Faktor-Faktor yang Mempengaruhinya," *Jurnal Ekonomi Regional Unimal* 4, no. 2 (Agustus 2021): 28-36, [https://ojs.unimal.ac.id/ekonomi\\_regional/index](https://ojs.unimal.ac.id/ekonomi_regional/index).

principles are in line with ijarah contracts that prioritize fair agreements and timely payments.<sup>13</sup>

From a legal perspective, the fulfillment of the UMR at Café Lima Belas Metuah has met the basic elements of worker protection as stipulated in Law No. 13 of 2003 and Government Regulation No. 36 of 2021. However, aspects of the wage structure and scale for employees with a working period of more than one year need to be strengthened so that they do not just stop at the minimum limit. This is important to prevent employee dissatisfaction and maintain harmonious industrial relations. Economically, salary payments at or above the UMR have a positive impact on employee productivity and loyalty. Employees who feel prosperous tend to be more focused and motivated at work, which in turn improves service quality and customer satisfaction. For culinary businesses such as cafes, this factor is very important because service is one of the determinants of business success.

According to the author, the main challenge is to maintain a balance between the financial ability of the business and the obligation to pay salaries according to the provisions. Given that profit margins in the culinary sector are relatively thin, management needs to optimize operational efficiency and sales strategies in order to continue to meet wage obligations without sacrificing the financial health of the business.

### **B. The Impact of the Implementation of the Regional Minimum Wage Policy on Permanent Employees of Café Fifteen Metuah**

The implementation of the Regional Minimum Wage (UMR) policy at Café Lima Belas Metuah has direct implications for the condition of permanent employees, both in terms of economic welfare, work motivation, and industrial relations. Referring to the provisions of UMP Aceh of IDR 3,460,672 in 2024, this café sets the basic salary of permanent employees in a range not far from this figure, equipped with meal allowances and sales incentives. This wage structure is designed to meet legal requirements while maintaining business competitiveness in the Banda Aceh culinary market.

The implementation of UMR provides basic protection for employees so that their income is not below the needs of a decent living. Based on the results of observations and interviews, most employees admitted that the wages received were able to meet primary needs such as food, transportation, and housing costs. For secondary needs such as children's education, savings, or entertainment,

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<sup>13</sup> Iskandar, "Komitmen Pemerintah Aceh dalam Penerapan Qanun Aceh Nomor 3 Tahun 2018 Tentang Lembaga Keuangan Syariah," *Idil: Jurnal Ilmu Sosial dan Politik* 3, no. 1 (2021): 1-15, [https://jurnal.ar-raniry.ac.id/index.php/idil/article/view/Komitmen\\_Iskandar](https://jurnal.ar-raniry.ac.id/index.php/idil/article/view/Komitmen_Iskandar).

additional income is still needed, either through overtime work, incentives, or side jobs.<sup>14</sup>

Employee work motivation is also positively affected by the implementation of UMR. The certainty of salary according to standards increases a sense of security and trust in management. Employees feel valued and protected, so they are more motivated to provide optimal service to customers. This can be seen from the low rate of absenteeism without a valid reason and an increase in employee initiative in carrying out their duties.

There is a difference in impact between employees with short working periods and those who have worked for more than one year. New hires are generally satisfied with their salary, while older hires are beginning to demand higher pay scale adjustments as a reward for their experience and contributions. This shows that the UMR policy needs to be equipped with a salary increase system based on service period and performance to maintain the satisfaction of all parties.

The timely and consistent implementation of UMR encourages employees to work more focused. There are no meaningful complaints about late payments, so employees can better plan their personal finances. This stable productivity is important for cafes, considering that the culinary sector is highly dependent on the quality of service and speed of serving.

Café Lima Belas Metuah in practice still faces a number of problems related to the fulfillment of employee rights. Work agreements regarding the amount of salary, working hours, and rights and obligations have not been fully implemented consistently, thus causing potential dissatisfaction among workers. Additional assistance or allowances provided under certain conditions are still incidental and unstructured, so they are not enough to guarantee long-term welfare. Although there is no official record of wage disputes that have entered the Manpower Office, the risk of labor conflicts still exists due to the limitations of the supervision mechanism and the disclosure of wage information.<sup>15</sup>

From a financial point of view, the implementation of UMR has the consequence of increasing operational costs. For small businesses like cafes, employee salaries are a significant component of fixed costs. Management must make efficiencies in other sectors, such as controlling raw material stocks and

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<sup>14</sup> Sri Wahyuni dan Saifuddin, "Tinjauan Hukum Islam Terhadap Upah Jasa Pekerja Sawah (Studi Kasus Desa Campurjo Kecamatan Wonomulyo)," *J-ALIF: Jurnal Penelitian Hukum Ekonomi Syariah dan Sosial Budaya Islam* 6, no. 1 (Mei 2021): 156–58, <https://jurnal.stai-asysyukriyyah.ac.id/index.php/j-alif>.

<sup>15</sup> Daniel Collyn Damanik dan Rika Surianto Zalukhu, "Analisis Faktor-Faktor yang Mempengaruhi Kebijakan Penetapan Besaran Upah Minimum Kota (UMK) di Kota Pematangsiantar," *Ekuilnomi: Jurnal Ekonomi Pembangunan* 3, no. 1 (Mei 2021): 38–46, <https://doi.org/10.36985/ekuilnomi.v3i1.529>.

optimizing work schedules, to ensure healthy cash flow. In addition to cost efficiency, management also seeks to maintain the quality of the workforce by offering a competitive and fair wage system. This approach is accompanied by training programs, skill improvement, and career opportunities, so that employees remain motivated and loyal to the company. This is a strategic challenge so that the fulfillment of the UMR does not interfere with business continuity.

The implementation of UMR also has an impact on recruitment strategy. With clear salary standards, cafes can attract a more qualified workforce. This can be seen from the increasing number of applicants who have work experience in the culinary sector. More selective recruitment allows the café to maintain a high standard of service, which ultimately has a positive impact on customer loyalty. From a social perspective, the implementation of UMR contributes to reducing economic disparities among informal and formal sector workers in Banda Aceh. Café permanent employees are in a relatively safer position than freelancers or part-time workers who are paid based on the number of hours worked or sales targets. This financial security supports the social and economic stability of employees' families.<sup>16</sup>

There are inflation challenges that can erode the purchasing power of UMR wages. In conditions of food prices and daily necessities that continue to increase, the salary equivalent to UMR can be inadequate. The implementation of UMR also has a psychological dimension. Employees who receive salaries at or above the UMR feel more appreciated, which has an impact on improving work morale. On the other hand, if the salary is below the UMR, even if accompanied by reasons of business limitations, employees tend to feel disadvantaged, which can trigger a decrease in work morale and high turnover potential.<sup>17</sup>

The implementation of UMR encourages management to be more creative in managing human resources. For example, efficient shift management, skills training, and realistic sales targets can increase productivity without having to add to the workload excessively. This approach helps maximize the value of the salary costs incurred. Employees realize that the company is trying to fulfill their rights, so they are more motivated to fulfill their work obligations well. There is a kind of

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<sup>16</sup> Rahel Veronika Siregar dan Joko Suharianto, "Pengaruh Konsumsi dan Pengangguran Terhadap Upah Minimum Regional di Sumatera Utara Periode 2010-2022," *Jurnal JALAKOTEK* 1, no. 2 (2024): 288-95, <https://rayyanjurnal.com/index.php/JALAKOTEK/article/view/2550>.

<sup>17</sup> Nurliana Said, Elina Situmorang, dan Siti Aisah Bauw, "Penerapan Kebijakan Upah Minimum Provinsi dan Pengaruh Upah terhadap Motivasi Kerja pada PT. Kontraktor Nurhalisa Abadi Kabupaten Manokwari Provinsi Papua Barat," *Lensa Ekonomi* 16, no. 2 (Desember 2022): 183-99, <https://ejournal.unipa.ac.id/index.php/lensaekonomi>.

healthy reciprocal relationship, where the rights and obligations of both parties are balanced in balance.<sup>18</sup>

The author feels that management needs to anticipate that the annual UMR adjustment will continue to increase the cost burden. Strategies to increase revenue through menu diversification, creative promotions, and collaboration with digital platforms are important to maintain a balance between income and expenses. Despite facing several obstacles, continuous evaluation and improvement are carried out so that the compensation provided remains feasible and in accordance with the financial capabilities of the business, so that the benefits can be felt by all parties involved.

### C. Review of Sharia Economic Law on the Wages and Welfare of Permanent Employees of Café Lima Belas Metuah

Wages are part of the *ijarah* contract that places workers (*musta'jir*) and employers (*mu'jir*) in a mutually beneficial relationship based on justice. The wages or *ujrah* received by workers are not only seen as material compensation, but also as a form of respect for their hard work and contribution in achieving the company's goals. This principle is affirmed in the hadith of the Prophet Muhammad PBUH: <sup>19</sup>

أَعْطُوا الْأَجِيرَ أَجْرَهُ قَبْلَ أَنْ يَجِفَّ عَرْقُهُ

"Give to a laborer his wages before his sweat is dry." (HR. Ibn Majah).

The implementation of UMR in Aceh Province shows a commitment to meet the minimum standards set by the government. This is in line with the principle of *kifayah* (sufficiency) in Islam, where the wages paid must be able to meet the basic needs of workers and their families. The fulfillment of wages equal to or above the UMR, complemented by meal allowances and sales incentives, reflects management's efforts to maintain employee welfare. Within the framework of Sharia Economic Law, the measure of welfare is not only seen from the adequacy of primary needs, but also from the ability of workers to meet secondary needs and a decent future guarantee.

One of the main principles in Islamic wage law is justice (*al-'adl*). Justice here includes the clarity of the contract, the suitability between the workload and the rewards given, and the proportionality of wages between workers. At Café Lima Belas Metuah, there is still potential for development in terms of wage structure and scale. In the concept of *ijarah*, workers with longer working periods or greater

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<sup>18</sup> Zulkifli, "Pengaruh Upah Minimum Regional (UMR) dan Kontribusi Sektor Industri Terhadap Ketimpangan Distribusi Pendapatan di Sulawesi Selatan," *Economics and Community Change* 3, no. 2 (2024): 40–49, <https://journal.uin-alaudidin.ac.id/index.php/ecc/article/view/2900>.

<sup>19</sup> Wahyuni dan Saifuddin, "Tinjauan Hukum Islam Terhadap Upah Jasa Pekerja Sawah (Studi Kasus Desa Campurjo Kecamatan Wonomulyo)."



responsibilities are entitled to higher compensation. Wage adjustments based on working time and performance are important to ensure the existence of *'adl* and avoid *zulm* (injustice).<sup>20</sup>

Islam also stipulates that the payment of wages should not be delayed without a valid reason. Delays or wage cuts without agreement can be classified as a form of breach of trust and tyranny. Based on the results of observations, salary payments at Café Lima Belas Metuah were made on time, which is in accordance with sharia principles. This is in line with the rules of jurisprudence *al-muslimūna 'alā syurūthihim* (Muslims are bound by the terms they have agreed upon), which emphasizes the importance of an initial agreement in an employment contract.<sup>21</sup>

Another relevant principle is *ihsan* (doing good) in the work relationship. Islam encourages employers to not only fulfill minimum obligations, but also to give more as a form of appreciation for workers' contributions. For example, giving bonuses at certain moments, social assistance for employees who are struggling, or skill development opportunities. At Café Lima Belas Metuah, sales incentives are a form of *courtesy* that not only increases work motivation but also strengthens employee loyalty.

Sharia Economic Law views wages as a means to achieve *maslahah* (benefits) for workers and their families. Workers' welfare includes the fulfillment of physical, psychological, and social needs. Companies are not only obliged to pay decent wages, but also need to create a conducive work environment, respect workers' rights, and provide career development opportunities. Café Lima Belas Metuah can optimize the application of this *maslahah* principle by providing skills training programs, which not only benefit businesses but also increase the value of employee competencies in the job market.

From the point of view of *maqāṣid al-syarī'ah* (sharia purposes), the wage policy at Café Fifteen Metuah is closely related to the protection of property (*hifẓ al-māl*) and soul (*hifẓ al-nafs*). Setting adequate wages ensures that workers can meet basic needs such as food, clothing, board, and health, so that their lives are adequately protected. On the other hand, the certainty of wage payment also maintains the sustainability of workers' assets from potential losses due to delays or unlawful deductions.

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<sup>20</sup> Dessy Carolina, Muhammad Harun, dan Fatah Hidayat, "Tinjauan Hukum Ekonomi Syariah terhadap Praktik Perjanjian Transaksi Upah 'Pacak Hewan' (Studi Atas Pacak Kucing di Comba Cattery Cinde Kota Palembang)," *Justisia Ekonomika: Jurnal Magister Hukum Ekonomi Syariah* 7, no. 1 (2023): 649–59, <http://journal.um-surabaya.ac.id/index.php/JE/article/view>.

<sup>21</sup> Syalsa Billa Ananda dan Yayuk Yuliana, "Kebijakan Penetapan Upah Minimum di Kabupaten Deli Serdang," *Jurnal Mutiara Manajemen* 7, no. 1 (2022): 37–43, <http://ejournal.sarimutiara.ac.id/index.php/JMM/article/view/1487664422>.

Islamic law teaches the importance of *taswiyah* (equality) in treating workers. This equality does not mean that all workers receive the same wage, but equality in the opportunity to earn a decent income according to their respective competencies and contributions. In the context of Café Lima Belas Metuah, this principle can be applied through objective and open performance evaluation, so that salary increases or incentives are really based on achievement, not subjective factors. This will strengthen a sense of fairness among employees and reduce the potential for internal conflicts.

The welfare of workers is not only measured by the amount of wages, but also by the blessings (*barakah*) of sustenance obtained. *Barakah* can be achieved when wages are obtained in a halal way, paid on time, and do not contain elements of usury, gharar, or fraud. Café Lima Belas Metuah, by complying with the provisions of UMR and the principle of transparency, has the potential to obtain *barakah* in business, which is not only financially profitable but also increases business sustainability.

The implementation of the wage policy at Café Lima Belas Metuah still leaves a number of problems in the perspective of Sharia Economic Law. Although salary payments are made, adjustments to the wage scale based on length of service and performance have not been clearly implemented, giving rise to potential injustice. The provision of compensation under certain conditions is still minimal, so it has not been able to answer the needs of employees comprehensively. This condition shows that wage practices in cafes still face challenges in realizing justice and worker welfare in accordance with sharia values.

## CONCLUSION

Based on the results of the analysis, the implementation of the Regional Minimum Wage (UMR) policy at Café Lima Belas Metuah still leaves a number of problems. Employees with longer working periods have not received adequate adjustment of the wage scale, thus causing dissatisfaction and potentially disrupting industrial relations. Transparency and equity in the provision of benefits and incentives still need to be strengthened so as not to cause gaps between workers. From the perspective of Islamic law, the practice of wages in this café does not fully reflect the principles of justice and *ihsan*. Adjustments based on working time, performance, and responsibilities have not been clearly structured, so there is a risk of causing injustice (*zulm*) in the employment relationship. The implementation of UMR at Café Lima Belas Metuah still faces serious challenges both from positive legal and sharia aspects, and requires continuous evaluation so that the wage system can truly meet the principles of welfare, justice, and business sustainability.



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