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Transforming Minimum Wage Policy Toward a Living Wage in Indonesia's Hospitality Industry: A Multipol Analysis

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Abstract

This study develops a strategic framework for transitioning from a minimum wage to a living wage system in the Indonesian hospitality sector. Utilizing the MULTIPOL multicriteria analysis, the research evaluates the strategic hierarchy of policy scenarios, examines the consistency between interventions and actions, and constructs a conceptual transformation roadmap. Findings reveal that Productivity Enhancement (P3) is the most influential and resilient policy framework, followed by Variable Income Transparency (P1) as a critical stabilizing anchor. These policies demonstrate high resilience across various future scenarios, particularly under Gradual Fair Transformation (S4). Correspondence mapping further identifies a strong strategic fit between productivity-driven policies and Productivity Training (A6), while aggressive base-wage hikes are found to be highly context-sensitive. The study concludes with a strategic transformation flowchart, proposing a multi-track approach: a Primary Track (productivity-led), a Baseline Track (transparency-focused), and a Contingent Track (adaptive social dialogue). This research shifts the wage discourse toward an "Earned Adequacy" model, providing a scalable guide for local governments and industry stakeholders to balance worker welfare with business competitiveness.

KEYWORDS

living wage; hospitality industry; MULTIPOL, strategic roadmap; productivity; Indonesia.

Introduction

The hospitality sector is a significant contributor to regional economies, yet its labor-intensive structure makes wage-setting a persistent policy challenge because competitiveness depends heavily on workforce quality, motivation, and retention (Giousmpasoglou, 2024; Mun & Woo, 2021; Sampaio et al., 2024). In this sector, low wage levels, weak bargaining power, and employment conditions that remain vulnerable to exploitation continue to shape workers' experiences and constrain labor welfare (Demirovi & Vuksanovi, 2022; Rianna et al., 2023; Werner & Stephens, 2024). Within this evolving landscape, the living wage has emerged as a critical industrial relations issue, transitioning the discourse from procedural regulatory compliance toward the substantive adequacy of income for a decent living (Barford et al., 2022; Gkliati et al., 2025; Seubert et al., 2021). However, the policy problem remains insufficiently addressed in terms of how living-wage pathways can be designed for a diverse, uncertain hospitality environment.

In the Indonesian context, the hotel and restaurant sector is a vital component of the tourism ecosystem, absorbing a substantial workforce and making wage policy a dual-priority for worker welfare and national competitiveness (Hasudungan et al., 2021; Indonesia, 2025; Kurniawati, 2019; Yusman et al., 2021). Current wage issues in Indonesia center on the systemic disparity between statutory minimum wages and actual living costs, exacerbated by adjustment formulas—such as those under Government Regulation No. 51/2023—that are often perceived as disproportionate to the rising cost of living (Desen et al., 2025; Kahpi, 2018; Kartika & Darmawan, 2020). While the principle of minimum wage policy is to ensure a decent living standard

Table 1. Comparison of Minimum Wages and Estimated Living Wages in Selected Tourism Cities, 2026

City	Minimum (Regulation)	Wage	Estimated Wage/DLN*	Living	Gap Status
Badung Regency (Bali)	IDR 3.791.002		IDR 5.253.107		Deficit of about 27% (wages below living wage)
Yogyakarta City	IDR 2.827.593		IDR 4.604.982		Deficit of about 38% (largest gap)
Special Capital Region (DKI)	IDR 5.729.876		IDR 5.192.080		Surplus of about 10% (near or slightly above living wage)
Bandung City	IDR 4.737.678		IDR 4.348.755		Surplus of about 8% (near or slightly above living wage)

*Note: DLN = decent living needs; estimated living wage was calculated based on actual household needs of workers in each city/destination

Source: Provincial Government of Bali (2025), Regional Government of DIY (2025), Provincial Government of DKI (2025), Provincial Government of West Java (2025), (Cubas et al., 2025)

(Zendrato & Atmaja, 2026), the reality in hospitality destinations reveals a serious mismatch. Field findings in key regions such as Bali and Yogyakarta show wage deficits of 27-38% relative to living wage requirements (Ramadhania et al., 2025) (Table 1). This suggests that statutory compliance alone is insufficient; achieving a living wage requires contextual policy configurations that account for sector-specific wage structures and destination characteristics.

A living wage is conceptualized as a remuneration level that enables workers and their families to afford basic necessities, build savings, and manage unforeseen contingencies, transcending mere statutory minimums (Committee, 2019; Yao et al., 2017). Beyond its role in poverty reduction, the implementation of a living wage is empirically linked to improved worker satisfaction, reduced turnover, and enhanced firm performance (Barford et al., 2022; Saito et al., 2025). In hospitality, however, the framing of decent wages is often complicated by variable income components such as service charges and tips. While intended to bolster earnings, this structure introduces income uncertainty tied to occupancy rates and generates inequities across business categories (Chang et al., 2025; Fernandez et al., 2024). Consequently, management perspectives remain dominated by a cost-oriented view, framing wage policy as a zero-sum trade-off between welfare and competitiveness (Coneybeer & Maguire, 2022; Mun & Woo, 2021).

Existing studies have focused on wage adequacy estimation (Anker & Anker, 2017; Barford et al., 2022), industrial relations bargaining (Yao et al., 2017), and labor conditions (Mun & Woo, 2021), yet they leave unresolved the challenge of designing negotiated, scenario-sensitive policy packages under uncertainty. No prior research integrates prospective scenario analysis with stakeholder-co-designed multicriteria evaluation for living wage pathways. This study fills this critical gap by applying MULTIPOL (Multicriteria Policy) Analysis—a method previously utilized in broader tourism studies (Ariyani & Fauzi, 2022; Santhyasa et al., 2020) but novel in the context of wage policy reform.

This research makes three specific contributions. Conceptually, it reframes the living wage as a multidimensional policy design problem. Methodologically, it demonstrates the utility of stakeholder-inclusive MULTIPOL for adaptive pathway prioritization. Empirically, it provides a structured hierarchy of policies and actions tailored to the Indonesian hospitality landscape. By synthesizing the closeness between strategic scenarios, policy frameworks, and operational programs, this study provides a coherent roadmap that harmonizes social welfare objectives with the operational realities of the industry.

This study aims to address the following research questions: first, what is the priority ranking of strategic scenarios that most effectively bridge the disparity between regional minimum wages and living wage standards within the tourism sector (1); second, which specific policies and actions

exhibit the highest degree of coherence and closeness to these prioritized strategic scenarios based on multicriteria evaluation (2); and third, how can an integrated transformation pathway be modeled to synthesize strategic visions, policy frameworks, and operational programs into a functional guide for regional policymakers and industry associations (3).

Correspondingly, the primary objective of this research is to analyze and determine the hierarchy of strategic scenarios for living wage implementation by evaluating diverse criteria through MULTIPOL analysis. Furthermore, the study seeks to evaluate the degree of closeness between policy interventions and specific actions to ensure consistency across all levels of decision-making. Ultimately, this research intends to construct a strategic transformation flowchart that serves as a conceptual model, linking high-level objectives with concrete interventions applicable to local governments and hospitality industry stakeholders.

The findings offer significant utility for a broad spectrum of stakeholders. For local governments, this research provides an evidence-based framework to design incentive-linked regulations. For industry associations, it offers a strategic guide to balancing labor welfare with business sustainability by optimizing variable income structures. For labor unions, it serves as a technical basis for collective bargaining, framing the living wage as a structured, multicriteria objective rather than an abstract demand.

Methods

Research Design

This study employed an exploratory–constructive research design to formulate a strategic living-wage framework for Indonesia's hospitality industry. Within this framework, the MULTIPOL method was applied as a systematic tool to evaluate and prioritize diverse wage programs and policies under varying future scenarios. This approach is particularly suited for addressing the multidimensional nature of wage policy, where conflicting stakeholder objectives and economic uncertainties require a structured multicriteria evaluation (Fauzi, 2019; Godet, 2001).

Data Collection

Data were elicited through a structured Focus Group Discussion (FGD) specifically designed to populate the MULTIPOL decision matrix. Participants were purposively recruited to represent a balanced tri-partite perspective, involving stakeholders from three 4–5 star hotels (international chains and local brands), the Jakarta Hotel and Restaurant Association, hotel workers' organizations, the Provincial Tourism Office, and academia. The final panel consisted of 10 experts: hotel management (3), workers (3), association representatives (1), government officials (1), and academics (2). This composition aligns with expert elicitation standards

Table 2. Criteria for Living Wage Package

Criterion	Weight	Description
C1 – Fairness	40	The extent to which wage distribution ensures all workers reach a living-wage standard while minimizing discriminatory gaps.
C2 – Competitiveness	25	The ability of the wage structure to maintain firm competitiveness in labor and product markets without eroding service quality.
C3 – Investment Support	15	Framing the living wage as a productive expenditure that fosters long-term efficiency and productivity.
C4 – Implementation Ease	10	The technical and administrative feasibility of implementing, monitoring, and adjusting wage policies
C5 – Acceptability	12	The level of stakeholder support and institutional backing, aimed at reducing industrial conflict..

Source: Living Wage FGD, 2026

Table 3. Living Wage Policy Package

Policy	Weight	Description
P1 – Variable Income Transparency	25	Regulating clear and accessible formulas for variable components (e.g., service charges) to ensure monitorable transparency.
P2 – Base Wage Strengthening	20	Enhancing base pay for vulnerable groups to meet statutory or living-wage standards without discrimination.
P3 – Productivity Enhancement	30	Living-wage increases were explicitly linked to systematic productivity-improvement programs so that firms' ability to pay living wages was supported by higher output and efficiency.
P4 – Participatory Governance	15	Developing industrial relations through dialogue, bargaining, and clear dispute resolution procedures.
P5 – Firm Incentives	10	Providing fiscal and non-fiscal rewards for firms complying with or exceeding living-wage standards.

Table 4. Living Wage Scenarios Package

Scenario	Weight	Description
S1 – Competitiveness Preserved	25	Wages reach 100% of decent-living needs while cost structures remain competitive.
S2 – Low Wage/High Social Cost	10	Suppressing costs through low wages, resulting in in-work poverty and high social-protection burdens.
S3 – High Risk/High Increase	15	Sharp wage hikes that improve welfare but risk business relocation, layoffs, or insolvency.
S4 – Gradual Transformation	50	A planned, multi-stage transition toward a productivity-linked fair wage system agreed upon by all parties.

Table 5. Living Wage Program Package

Program	Description
A1 – Uniform Service-Charge Scheme	Establishing fixed-percentage revenue distribution to ensure predictable variable income.
A2 – Distribution Transparency	Requiring periodic written reports and internal audits for service charges and tips.
A3 – Vulnerable Worker Floor Wage	Setting internal minimums above regional standards as a safety net for entry-level roles.
A4 – Performance Bonuses	Integrating indicator-based incentives without reducing guaranteed base pay.
A5 – Living-Wage CLA Clauses	Drafting Collective Labor Agreements (CLA) that include periodic reviews based on cost-of-living and productivity.
A6 – Productivity Training	Implementing competency-based programs training to strengthen the firm's capacity to sustain higher wages.
A7 – Violation Reporting System	Establishing secure whistleblowing mechanisms with mandatory follow-up and whistleblower protection.

and FGD guidelines recommending 8–12 participants to ensure both depth and diversity of perspective (Ellis, 2023; Galanti & Fantinelli, 2019).

The scoring process was conducted in a single, highly structured session. Participants first evaluated each action–criterion combination independently and anonymously using a 0–20 scale to minimize initial bias. Subsequently, a World Café rotation was utilized to discuss discrepancies and mitigate dominance effects. In accordance with MULTIPOL rigorous procedures, items showing a score variance

exceeding 15% were revisited iteratively until a consensus was reached (Godet et al., 2013).

Data Analysis

The analysis followed the MULTIPOL framework developed by Godet (Godet, 1991, 2001) which is a prospective analysis tool rooted in multicriteria decision-analysis (MCDA) principles designed to support robust decision-making under uncertainty. The method was utilized to identify and evaluate the consistency—specifically the closeness—between sets of

policies, actions, and scenarios against defined success criteria (Fauzi, 2019; Martelo et al., 2020; Stratigea, 2013).

The computational analysis was carried out using the MULTIPOL software developed by the Laboratoire d'Innovation, de Prospective Stratégique et d'Organisation (LIPSOR), focusing on four integrated components: Criteria (C), Scenarios (S), Policies (P), and Programs/Actions (A) (Godet, 2007). The initial identification of these components was derived from a comprehensive literature review and an audit of national and regional wage regulations (e.g., Government Regulation No. 51/2023). These components were then refined and finalized through the stakeholder FGD to ensure context-specific relevance to the Indonesian hospitality sector. The following subsections detail the operationalization of these four components.

Evaluation Criteria

Evaluation criteria represent the fundamental benchmarks used to assess the effectiveness of the living-wage system (Fauzi, 2019). Each criterion was assigned a weight of importance based on consensus during the FGD and was utilized to calculate the aggregate performance of programs and policies (Table 2).

Policy Blueprints

Policies in this study serve as strategic blueprints for achieving wage objectives within specific socio-economic contexts (Yanow, 2010). These policies encompass the rules and mechanisms adopted by regulators and firms to balance worker welfare, business sustainability, and social justice (Table 3).

Strategic Scenarios

Scenarios represent structured depictions of plausible future conditions (Mungkasa, 2023). Through the FGD, four distinct scenarios were weighted to reflect their probability and strategic importance (Table 4).

Operational Programs/Actions

Programs and actions represent the concrete interventions required to execute the broader policies (Kristian, 2023). Seven actions were synthesized from the FGD to populate the final pathway (Table 5).

MULTIPOL Operational Protocol

The MULTIPOL procedure was implemented through a structured five-step protocol to ensure methodological rigor and mitigate stakeholder bias (Ahmed & Ahmad, 2020; Bolster-foucault & Champoux-pellegrin, 2024).

Step 1: Individual Assessment: Participants independently assigned scores (0–20) to action–criterion combinations.

Step 2: Variance Analysis: Cells exhibiting >15% variance were flagged for further deliberation.

Step 3: Consensus Building: A "World Café" discussion was used to explore divergences and iteratively refine scores.

Step 4: Matrix Approval: A final consensus matrix was validated, ensuring the results reflected both technical validity and stakeholder agreement.

Step 5: Reliability Verification: Statistical tests, including Kendall's W (0.72, $p < 0.01$), confirmed strong inter-rater

agreement and internal consistency.

Result and Discussion

This section presents the MULTIPOL analysis results, evaluating living-wage programs across policy criteria, strategic scenarios, and stakeholder priorities. The analysis reveals performance patterns through profile mapping, sensitivity analysis, and closeness scoring, providing a data-driven foundation for the proposed policy roadmap.

Program–Policy Relationship Analysis

This section evaluates the strategic alignment between proposed programs and broader policy scenarios. The analysis is grounded in primary data derived from FGDs with key stakeholders, the results of which are synthesized in the performance matrix (Table 6). To further elucidate these relationships, a Multipol-based profile map (Figure 1) is presented, illustrating the robustness and comparative performance of each action across diverse policy landscapes.

As shown in Table 6, A6 (Training and Productivity Improvement) emerged as the top performer with the highest mean score (16.8). A6 shows exceptional strength under P3 (Productivity Enhancement) and P5 (Incentives), confirming that stakeholders view worker competency as the primary driver for a sustainable living wage. A1 (Uniform Service-Charge Scheme) followed closely with a mean of 16.6, performing consistently across all policies, particularly in P1 and P3. In contrast, A3 (Floor wage for vulnerable workers) received the lowest scores across all categories (Mean = 11.8). While normatively important, stakeholders perceived A3 as the most difficult action to implement, likely due to concerns over fixed-cost burdens in smaller business units.

The comparative performance of the proposed actions across various policy scenarios is visualized in the Profile Map (Figure 1). The analysis reveals a clear hierarchical distinction between the strategic alternatives, providing insights into their robustness and suitability under different institutional contexts.

Dominance and Robustness of Action 6

The profile map highlights that A6 (Productivity Training) consistently emerges as the most superior and robust strategy. It maintains the highest performance scores across the majority of the policy spectrum, particularly under P3 (Productivity Enhancement) through P5 (Firm Incentives). The sustained elevation of A6 indicates that this action is less sensitive to shifting policy priorities, making it the most viable candidate for long-term implementation in the hospitality sector.

Competitive Stability of Intermediary Actions

A cluster of actions, specifically A1 (Uniform Service-Charge Scheme), A5 (Living-Wage CLA Clauses), and A2 (Distribution Transparency), exhibits a competitive and stable performance trend. These actions maintain scores within a narrow margin (mean score 15.9 – 16.6), suggesting a high degree of reliability. Their relatively flat trajectories indicate that their effectiveness is not significantly compromised by the volatility of different policy environments, representing safe yet

Table 6. Evaluation of Actions Related to Policy

Program/Policy	P1	P2	P3	P4	P5	Mean Score
A1- Uniform Service-Charge Scheme	16.8	16.3	16.8	16.5	15.8	16.6
A2 - Distribution Transparency	16.2	16.3	15.6	16.3	16	16.1
A3 - Vulnerable Worker Floor Wage	11.7	11.7	11.9	11.7	12	11.8
A4 - Performance Bonuses	14.6	14.5	14.6	14.7	14.7	14.6
A5 - Living-Wage CLA Clauses	15.8	16.5	15.4	15.6	16.3	15.9
A6 - Productivity Training	16.6	16.5	17	16.6	17.2	16.8
A7- Violation Reporting System	14.8	14.4	15	14.7	14.2	14.7

Source: Result processed using MULTIPOL software (LIPSOR-EPITA), 2026

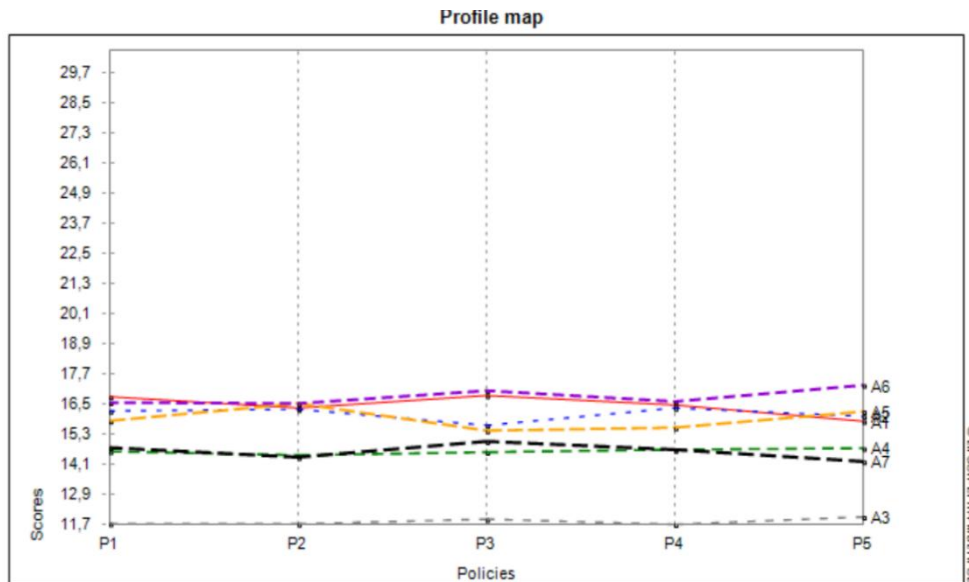


Figure 1. Profile Map of Actions - Policies
 Source: Result Processed using MULTIPOL software (LIPSOR-EPITA), 2026

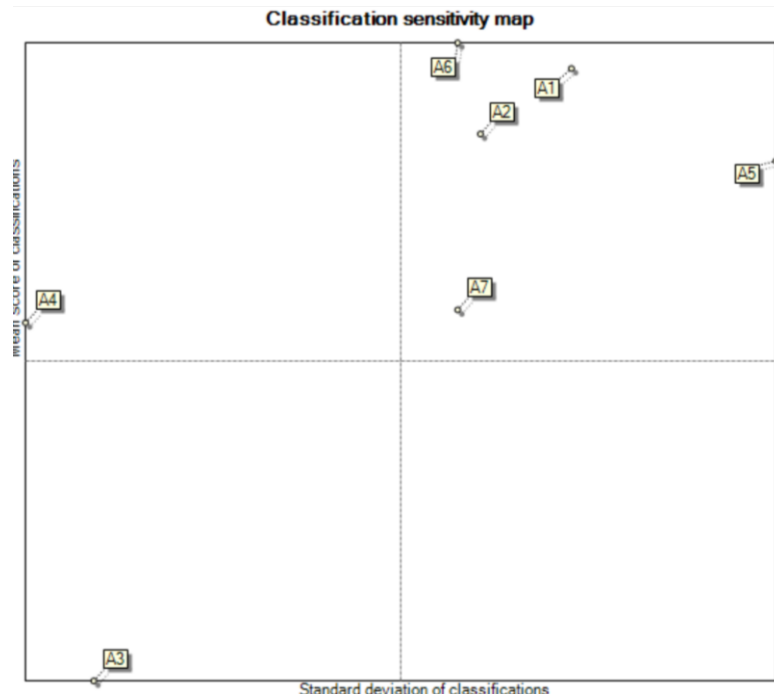


Figure 2. Classification Sensitivity Map of Program-Wage Policies

suboptimal alternatives compared to A6 (Productivity Training).

Underperforming Alternatives and Strategic Sensitivity
 In contrast, A3 (Vulnerable Worker Floor Wage) consistently demonstrates the lowest efficacy, failing to reach the performance threshold of other candidates across all tested scenarios. Furthermore, the convergence and minor fluctuations observed in actions like A4 (Performance Bonuses) and A7 (Violation Reporting System) underscore the inherent complexity of wage-policy trade-offs.

Policy Implications

The results from the MULTIPOL analysis suggest that while most strategic actions show a degree of resilience to policy shifts, the strategic prioritization of A6 (Productivity Training) offers the most effective pathway toward achieving the substantive adequacy of the living wage. This modeling approach confirms that addressing the policy problem

requires a transition toward actions that remain high-performing even when faced with the diverse stakeholder interests and future uncertainties characteristic of the hospitality industry. Specifically, by prioritizing productivity-linked wage adjustments, the industry can move beyond a zero-sum trade-off toward a more sustainable and substantive living wage framework.

Robustness and Sensitivity Analysis

To validate the reliability of the strategic rankings, a Classification Sensitivity Map (Figure 2) was employed. This analytical tool maps each action based on two primary dimensions: the vertical axis (Mean score of classifications), which indicates overall performance, and the horizontal axis (Standard deviation of classifications), which measures the degree of variability or risk. A higher position on the Y-axis signifies superior performance, while a position further to the right on the X-axis indicates higher sensitivity (instability) toward shifting policy scenarios.

The strategic distribution within the sensitivity map provides the following insights:

Priority Strategies: Stable and Superior (Upper-Left Quadrant)

The upper-left quadrant represents the ideal zone for policy implementation. Both A6 (Productivity Training) and A2 (Distribution Transparency) are situated in this area. Notably, A6 achieves the highest mean score with a very low standard deviation, positioning it near the Y-axis. This suggests that A6 is not only the most effective option but also the most secure and stable, as its performance remains consistently high regardless of the policy scenario applied. This reinforces the argument that A6 serves as a truly robust strategy for the hospitality sector.

Potential but Sensitive Strategies: High Risk, High Gain (Upper-Right Quadrant)

A1 (Uniform Service-Charge Scheme) and A5 (Living-Wage CLA Clauses) occupy the upper-right quadrant. While these actions maintain high mean performance scores, they exhibit significantly higher standard deviations. Their effectiveness is policy-dependent or context-sensitive, meaning they may yield exceptional results under specific scenarios but could underperform if the institutional environment shifts.

Consistent but Low-Impact Strategies (Lower-Left Quadrant)

A4 (Performance Bonuses) is located in the lower-left quadrant, characterized by low scores but high stability (low deviation). Although its outcomes are predictable, the strategy offers limited substantive impact on the overall living-wage objectives and is therefore viewed as a minor supporting intervention rather than a primary driver.

Weak and High-Risk Strategies (Lower-Right Quadrant)

Finally, A3 (Vulnerable Worker Floor Wage) and A7 (Violation Reporting System) are positioned toward the bottom of the map. A3, in particular, displays the lowest overall performance. While it shows low variance, this stability at a low-performance level indicates that the program is perceived as consistently difficult to succeed in across all tested conditions.

Strategic Synthesis

The convergence of the Profile Map and the Sensitivity Map confirms a definitive strategic hierarchy. The positioning of A6 (Productivity Training) as a "Stable Outperformer" provides a strong empirical basis for its prioritization. By selecting actions that offer high performance with minimal implementation risk, policymakers can ensure that living-wage pathways in the hospitality industry remain resilient amidst diverse stakeholder interests and future uncertainties.

Program–Policies Ranking

The aggregate ranking integrates action performance with policy weights, establishing the priority hierarchy for the living-wage roadmap.

Table 7 showed that institutional strengthening and productivity-enhancement programs emerged as top priorities in building a living-wage system. A5 (collective labor agreement with a living-wage clause and periodic review) ranked first, underscoring that a clear, participatory industrial-relations framework was viewed as key to setting and adjusting wages in hotels. A6 (training and productivity improvement) ranked second, indicating that firms' ability to pay higher wages was strongly associated with improvements in worker competencies and efficiency.

Below these, A1 and A2—both related to the

standardization and transparency of variable income—occupied medium-priority positions, followed by A4 and A7, which strengthened the system through performance incentives and enforcement of compliance. A3 (floor wage above the regional minimum for vulnerable workers) received the lowest score, suggesting that although it was normatively important, it was perceived as the most challenging to implement in terms of affordability and applicability across different hotel types.

Overall, the MULTIPOL ranking indicated that the core program package for a living-wage system in the hospitality industry rested on strengthening wage institutions through collective labor agreements, supported by productivity enhancement, improvements to the structure and transparency of variable income, and stronger incentive and compliance mechanisms. An internal floor wage for vulnerable workers (A3) remained an important goal but was considered the most difficult to roll out widely in the short term.

Action–Policy Closeness Analysis

To supplement the performance and sensitivity analyses, an Action/Policy Closeness Map (Figure 3) was generated to identify the thematic affinity between specific strategic interventions and the various policy scenarios. The spatial proximity between an Action (A) and a Policy (P) indicates a strong correlation, reflecting the degree to which an action is prioritized or effective within a particular institutional context. Figure 3 maps the closeness or affinity between specific programs and policy directions, revealing four distinct intervention clusters:

Strategic Alignment of High-Performers

The map reveals a distinctive clustering of priority actions around specific policy goals. A6 (Productivity Training) is positioned in the upper-central region, showing a strong orientation toward P5 (Firm Incentives). This suggests that the success of productivity-based programs is highly synergistic with policy environments that provide structural incentives for firms. Similarly, A5 (Living-Wage CLA Clauses) and A2 (Distribution Transparency) are localized in the lower-left quadrant, closely aligned with P2 (Social Dialogue). This indicates that these interventions are perceived as most effective when supported by collaborative bargaining and transparent institutional frameworks.

Thematic Clusters in Industrial Relations

The right side of the map displays a different thematic cluster involving A1 (Firm Incentives), A7 (Violation Reporting System), and A4 (Performance Bonuses), which gravitate toward P1 (Statutory Compliance) and P4 (Market-Based Standards). This grouping suggests that compliance-based and performance-linked actions are perceived to function most effectively under traditional regulatory or market-driven policy scenarios.

Table 7. Priority Ranking of Programs and Policies

Program/Action	Mean Score	Priority Rank
A6 – Productivity Training	16.8	1
A1 – Uniform Service-Charge Scheme	16.6	2
A2 – Distribution Transparency	16	3
A5 – Living-Wage CLA Clauses	15.8	4
A7 – Violation Reporting System	14.8	5
A4 – Performance Bonuses	14.6	6
A3 – Vulnerable Worker Floor Wage	11.8	7

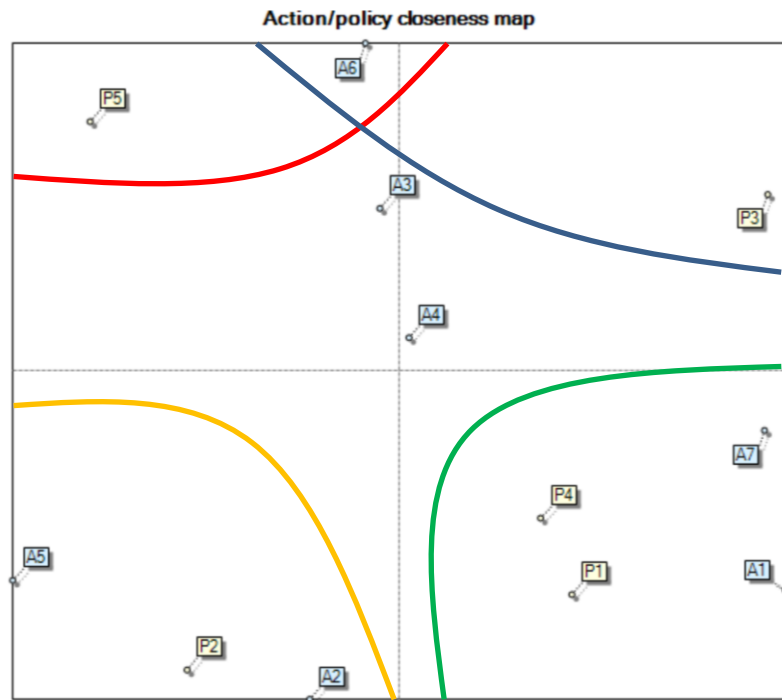


Figure 3. Action–Policy Closeness Map of Wage Policies

Table 8. Evaluation of Policy Related to Scenario

Policy/Scenario	S1	S2	S3	S4	Mean Score
P1	20.8	21.2	20.4	21.2	20.6
P2	17.8	21	20.1	17.6	18
P3	21.7	21.5	22.1	22.8	22.1
P4	19.1	18.4	17.9	18.2	18.6
P5	16.7	16.5	15.1	16.9	16.5
Mean Score	19,22	18.12	19.12	19.34	

Ambiguous and Isolated Actions

A3 (Vulnerable Worker Floor Wage) is positioned in the upper-central region but remains notably distant from any specific policy anchor (P1–P5). This spatial isolation underscores a significant strategic disconnect; while normatively significant, stakeholders perceive A3 as lacking a dedicated implementation pathway within the current institutional framework. Similarly, A4 (Performance Bonuses) occupies a neutral, central position (centroid), indicating its role as a flexible but non-specific instrument. Unlike A6 (Productivity Training), which shows a specialized alignment with P3 (Productivity Enhancement) and P5 (Firm Incentives), A4 and A3 appear to function outside of the primary competitiveness-driven or dialogue-based clusters.

Furthermore, the map highlights a specialized alignment between P3 (Productivity Enhancement) and A6 (Productivity Training), suggesting that wage improvements are most viable when anchored in competitiveness-driven policies. In contrast, A4 (Performance Bonuses) occupies a neutral, central position, indicating its role as a flexible but non-specific instrument across various scenarios. Most notably, the spatial isolation of A3 (Vulnerable Worker Floor Wage) from the primary policy clusters (P1–P5) underscores a significant strategic disconnect. This isolation suggests that without targeted institutional reform, A3 remains a marginal intervention that lacks a clear implementation pathway within the existing policy framework.

Policy Synthesis

The correspondence analysis confirms that while A6 is a robust outperformer, its maximum impact is achieved when paired with incentive-based policies P5 (Firm Incentives). Conversely, the synergy between A5/A2 and P2 suggests that

social-dialogue-driven scenarios are essential for the success of collective agreement clauses. These results emphasize that the implementation of a living wage is not a "one-size-fits-all" process but requires a strategic "policy-mix" that aligns specific programs with the most supportive institutional environments.

In summary, the correspondence analysis underscores that the efficacy of living-wage programs is contingent upon their alignment with specific institutional environments. This realization necessitates a deeper examination of the policy scenarios themselves. The following section, therefore, analyzes the performance of various scenarios to determine which overarching policy framework provides the most conducive environment for implementing these strategic actions under different socio-economic conditions

Policy–Scenario Analysis

This subsection examines the performance of each policy across four alternative scenarios. The objective is to identify which policies remain robust or become increasingly critical as market conditions and regulatory environments evolve. Table 8 provides the stakeholder evaluation scores for each policy–scenario pair.

The strategic resilience of the proposed policy frameworks is evaluated through their performance across four distinct scenarios (S1–S4), as detailed in Table 9. The results indicate that P3 (Productivity Enhancement) is the most dominant and robust policy framework, achieving the highest mean score of 22.1. Its superior performance is consistent across all scenarios, peaking under S4 (Gradual Fair Transformation) with a score of 22.8. This suggests that a productivity-driven approach offers the most reliable foundation for a living-wage transition, maintaining its efficacy regardless of socio-economic volatility.

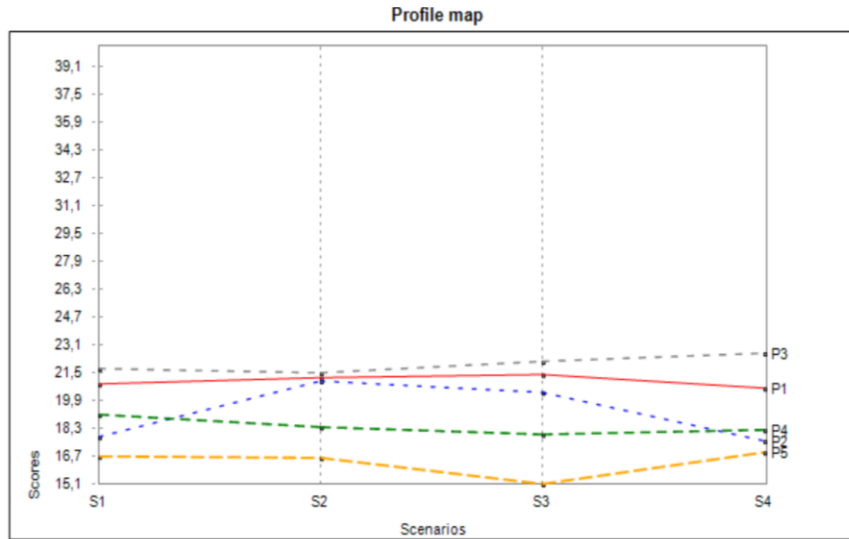


Figure 4. Profile map of policy-scenario relationships

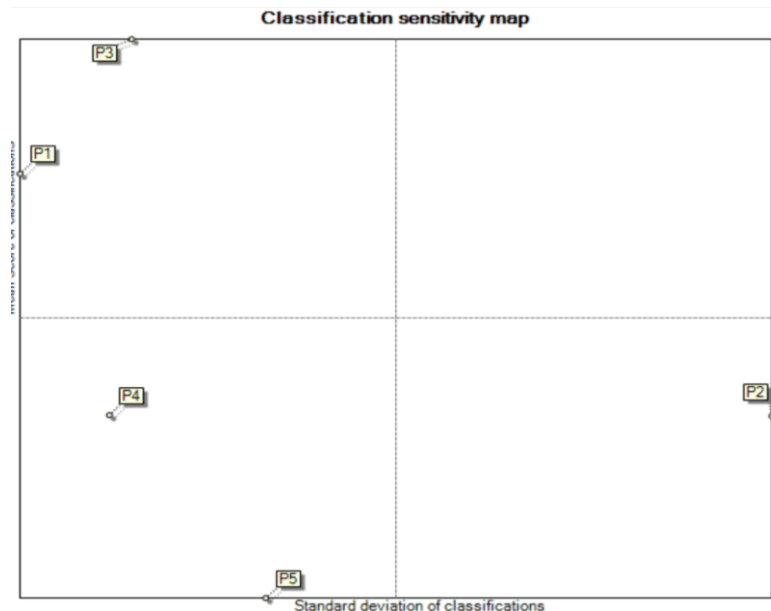


Figure 5. Classification Sensitivity Map of Policies Under Living Wage Scenarios

P1 (Variable Income Transparency) serves as a critical stabilizing anchor with a mean score of 20.6, exhibiting remarkable stability across all environments. In contrast, P2 (Base Wage Strengthening) demonstrates significant sensitivity to specific contexts; while performing optimally under S2 (Low Wage/High Social Cost) and S3 (High Risk/High Increase), its effectiveness diminishes in other scenarios. Furthermore, P5 (Firm Incentives) and P4 (Participatory Governance) consistently yielded lower performance scores, indicating they may be less effective as standalone policy anchors. These findings suggest that for a living-wage policy to be successful, it should be integrated into productivity and transparency frameworks, which provide the highest strategic stability amidst future uncertainties.

Figure 4 illustrates these relationships through profile mapping. S4 (Gradual Transformation) achieved the highest collective mean scenario score (19.34), indicating it is the most favorable and stable future environment for policy implementation. Under S4, P3 (Productivity Enhancement) recorded its highest individual score (22.8), highlighting that a successful gradual transition to a living wage is fundamentally contingent upon systematic productivity gains.

Sensitivity and Stability of Policy Frameworks

This subsection assesses the resilience and stability of each policy's contribution across different wage scenarios. While the evaluation scores in Table 8 provide a foundational ranking of policy effectiveness, achieving a sustainable living wage requires frameworks that are resilient to future uncertainties. Therefore, to validate the strategic robustness of these policies, a Classification Sensitivity Map (Figure 5) was employed. This multidimensional analysis moves beyond simple mean scores by correlating a policy's average performance with its potential risk, represented by the standard deviation of its classifications across all tested scenarios.

The Classification Sensitivity Map for Policies (Figure 5) illustrates the strategic trade-off between performance (Mean Score) and stability (Standard Deviation). The results further solidify the dominance of P3 (Productivity Enhancement) and P1 (Variable Income Transparency) as the most robust policy anchors. Both frameworks are positioned in the upper-left quadrant, indicating high efficacy with minimal sensitivity to scenario fluctuations.

In stark contrast, P2 (Base Wage Strengthening) is identified as a highly sensitive policy, as evidenced by its extreme position on the horizontal axis (High Standard Deviation). This suggests that while P2 is potentially impactful, its success is

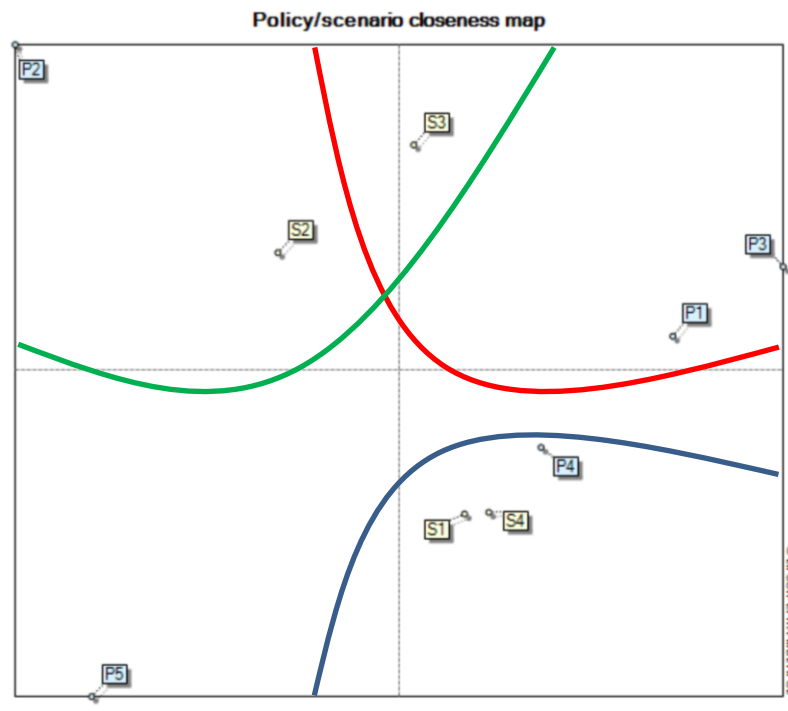


Figure 6. Policy–Scenario Closeness Map

Table 9. Policy Priority Ranking Under Scenarios

Policy	Score	Priority Rank
P3 - Productivity Enhancement	22,1	1
P1 - Variable Income Transparency	20.6	2
P4 - Participatory Governance	18.6	3
P2 - Base Wage Strengthening	18	4
P5 - Firm Incentives	16.5	5

strictly contingent upon specific socio-economic conditions, making it a higher-risk strategy compared to the productivity-driven approach. Conversely, P4 (Participatory Governance) and P5 (Firm Incentives) demonstrate low performance variance but consistently fail to meet the efficacy thresholds of the leading policies. These findings suggest that a resilient living-wage strategy should prioritize P3 and P1 to ensure sustained progress amidst future uncertainties.

Policy Priority Ranking and Strategic Hierarchy

The final prioritization of policy frameworks, as synthesized from the multicriteria evaluation across all scenarios, is presented in Table 9. This ranking establishes a strategic hierarchy for implementing living-wage interventions in the hospitality sector.

The Primary Pillar: Productivity-Led Transformation (P3-Productivity Enhancement)

P3 (Productivity Enhancement) ranks first with a dominant score of 22.1. This confirms a consensus among stakeholders that the most viable pathway to a sustainable living wage is not through mere regulatory mandates, but through the enhancement of worker output and firm efficiency. In a journal context, this indicates that wage adequacy is viewed as an outcome of economic value creation rather than a purely distributive issue.

The Operational Foundation: Transparency and Compliance (P1-Variable Income Transparency)

Ranking second, P1 (Variable Income Transparency) with

a score of 20.6 serves as the essential baseline. In industries like hospitality, where service charges and tips constitute a significant portion of take-home pay, transparency is a prerequisite. This high ranking suggests that before more complex reforms are introduced, the industry must first ensure that all existing income components are clearly accounted for and fairly distributed.

Intermediary Governance and Structural Support (P4-Participatory Governance & P2- Base Wage Strengthening)

P4 (Participatory Governance) and P2 (Base Wage Strengthening) occupy the middle tier (ranks 3 and 4). Interestingly, although P2 is a core demand in labor advocacy, it ranks lower than productivity and transparency. This suggests that stakeholders perceive base wage increases as a secondary step that must be supported by the safety nets of productivity and transparent management to avoid business instability.

The Supportive Role of Incentives (P5- Firm Incentives)

P5 (Firm Incentives) ranks last with a score of 16.5. While the previous Closeness Map showed that P5 is a strong partner for specific programs like A6 (Training), as a standalone policy framework, it is viewed as the least impactful. This implies that while incentives for firms are helpful, they cannot replace the fundamental need for productivity gains and regulatory transparency.

The resulting priority ranking shifts the policy discourse from a traditional focus on minimum wage floors toward a more holistic model of earned adequacy, where productivity gains (P3) and transparent distribution (P1) form the dual engine for achieving living-wage standards.

Policy–Scenario Correspondence Analysis

The Policy/Scenario Closeness Map (Figure 6) visualizes the thematic affinity between the proposed policy frameworks and the four alternative future scenarios. The proximity of a Policy (P) to a Scenario (S) indicates that the policy is uniquely suited to or most effective within that specific environmental context.

Resilience under Gradual and Stable Environments (S1, S4,

and P4)

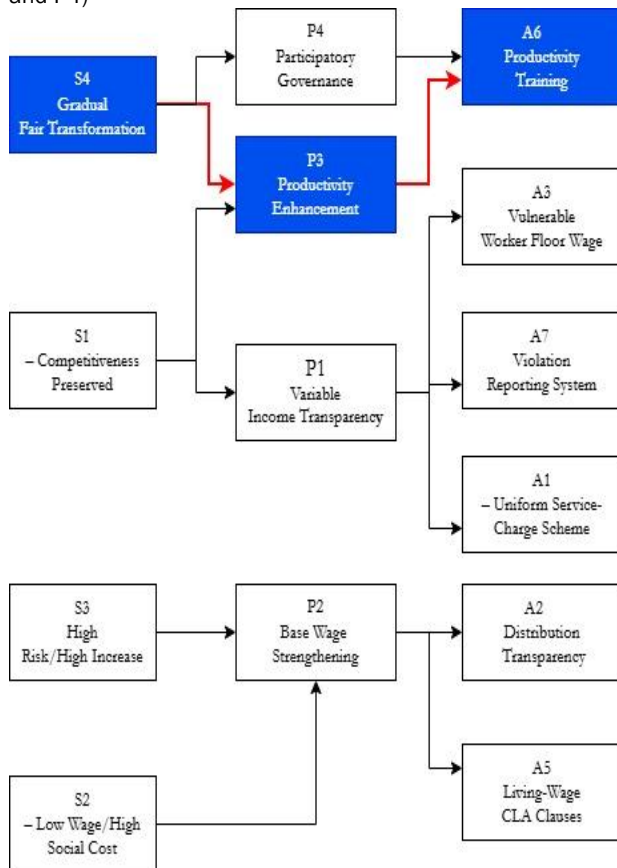


Figure 7. Strategic Transformation Pathways from Minimum Wage to Living Wage in the Indonesian Hospitality Industry
Source: Extracted from MULTIPOL results

The lower-right quadrant shows a strong clustering between S1 (Competitiveness Preserved), S4 (Gradual Fair Transformation), and P4 (Participatory Governance). This spatial alignment suggests that participatory models and inclusive governance are most viable when the socio-economic environment is stable or undergoing gradual, predictable shifts. In these scenarios, the consensus-building nature of P4 can flourish without the pressure of urgent crises.

High-Performance Alignment in Market-Driven Contexts (P1, P3, and S3)

A significant strategic cluster appears on the right side of the map, where P1 (Variable Income Transparency) and P3 (Productivity Enhancement) gravitate toward S3 (High Risk/High Increase). This indicates that in volatile or high-stakes scenarios, stakeholders perceive productivity and transparency as the most effective defensive and offensive strategies. This reinforces the robustness found in earlier analyses: P3 and P1 are not just high-performing, but are specifically anchored to scenarios that require high competitiveness.

Crisis-Response and Social-Dialogue Affinity (P2, S2, and S3)

P2 (Base Wage Strengthening) is positioned in the upper-left quadrant, showing a closer proximity to S2 (Low Wage/High Social Cost) and S3. This suggests that aggressive base-wage interventions are viewed primarily as crisis-response mechanisms—most relevant when social costs are high or risks are elevated. However, its distance from the more stable S1/S4 cluster explains why it was ranked lower in overall priority: it is perceived as a contingent policy rather than a universal one.

Isolated Frameworks (P5)

P5 (Firm Incentives) is located in the extreme lower-left, far from the primary scenario clusters. This isolation suggests that while firm incentives are normatively discussed, they lack a specific environmental anchor among the projected scenarios. This distance confirms that P5 is a secondary supporting instrument rather than a primary driver of any specific future transformation.

Synthesis for Strategic Roadmap

The correspondence analysis reveals that the implementation of a living wage must be contextually adaptive. P3 and P1 represent all-weather policies, showing strong alignment with high-risk scenarios (S3), whereas P4 is best suited for stable, gradual transitions (S1/S4). This findings imply that a dual-track roadmap is required: prioritizing productivity and transparency as the robust core, while utilizing participatory governance as the stabilizer during periods of predictable growth.

Based on the synthesis of MULTIPOL performance scores, sensitivity analysis, and correspondence mapping, a strategic roadmap for the Indonesian hospitality sector is proposed (Figure 7). This roadmap translates complex multi-criteria data into three actionable pathways designed to navigate different socio-economic futures.

The Productivity-Driven Pathway (Primary Track)

The core of the transformation is anchored in the Gradual Fair Transformation (S4) scenario. This pathway prioritizes Productivity Enhancement (P3) as the primary policy framework, supported by Participatory Governance (P4). The logical progression suggests that achieving a living wage is most sustainable when it is driven by Productivity Training (A6). By aligning worker competence with institutional support, this track ensures that wage increases are backed by economic value creation, making it the most robust and stable strategy across all evaluated conditions.

The Transparency and Compliance Pathway (Baseline Track)

Parallel to productivity gains, the roadmap identifies a fundamental baseline under the Competitiveness Preserved (S1) scenario. This track focuses on Variable Income Transparency (P1) to address the complex compensation structures unique to the hospitality industry (e.g., service charges and tips). This policy framework serves as a prerequisite for three critical actions:

1. Vulnerable Worker Floor Wage (A3): Protecting the most at-risk segments.
2. Violation Reporting System (A7): Ensuring regulatory integrity.
3. Uniform Service-Charge Scheme (A1): Standardizing distribution to reduce income volatility.

The Adaptive Social Safety Track (Contingent Track)

The third pathway is designed for more volatile environments, specifically the High Risk/High Increase (S3) and Low Wage/High Social Cost (S2) scenarios. These contexts necessitate Base Wage Strengthening (P2) as a direct intervention. To mitigate the risks associated with aggressive wage hikes, this track is coupled with Distribution Transparency (A2) and the inclusion of Living-Wage CLA Clauses (A5) within collective labor agreements. This ensures that while base wages are elevated, the process remains transparent and negotiated through social dialogue to maintain industrial harmony.

Strategic Synthesis

The roadmap demonstrates that a living wage in the Indonesian hospitality sector cannot be achieved through a "one-size-fits-all" mandate. Instead, it requires a synchronous

implementation where productivity serves as the engine, transparency as the foundation, and social dialogue as the safety net. By following this multi-track approach, stakeholders can ensure that the transition to a living wage enhances both worker welfare and industry competitiveness.

Conclusion

This study provides a comprehensive strategic framework for transitioning from a minimum wage model toward a living wage system within the Indonesian hospitality sector. By employing the MULTIPOL multicriteria analysis, the research successfully established a definitive strategic hierarchy, revealing that the implementation of a living wage is fundamentally contingent upon a "Productivity-Led" model rather than traditional regulatory mandates alone. The analysis identifies Productivity Enhancement (P3) as the most dominant and robust policy framework, consistently achieving the highest performance scores and strategic stability across all evaluated scenarios. This primary policy is supported by Variable Income Transparency (P1), which serves as a critical stabilizing anchor, while S4 (Gradual Fair Transformation) emerged as the most favorable future scenario, providing a reliable environment for sustained wage transformation.

The evaluation of closeness or thematic affinity between policies and actions further ensures consistency across all levels of decision-making. The results demonstrate a significant strategic fit between productivity-driven policies and Productivity Training (A6), while transparency-based frameworks are inherently linked to the institutionalization of Uniform Service-Charge Schemes (A1) and Violation Reporting Systems (A7). In contrast, interventions such as Base Wage Strengthening (P2) were found to be highly context-sensitive and volatile, suggesting that aggressive wage hikes require specific institutional prerequisites and social dialogue to avoid economic instability. This mapping confirms that policy success depends on the precise alignment of high-level objectives with concrete, evidence-based interventions.

Ultimately, this research culminates in the construction of a Strategic Transformation Flowchart, which serves as a conceptual model for hospitality stakeholders and local governments. This roadmap integrates the findings into a

multi-track strategy—prioritizing productivity as the engine of growth, transparency as the foundation of equity, and social dialogue as a contingent safety net. By adopting this synchronous policy mix, the Indonesian hospitality sector can navigate the complexities of wage reform, ensuring a transition that balances worker welfare with global business competitiveness. This holistic approach offers a scalable guide for transforming industrial relations toward a more equitable and resilient living wage system.

Despite its strategic insights, this study possesses several limitations that warrant acknowledgment. First, the scenario structures and evaluation criteria were intentionally simplified to maintain operational feasibility within the MULTIPOL framework; consequently, certain high-level macroeconomic variables and sudden geopolitical shifts were not fully modeled. Second, while the FGD included key representatives, the sample size remains limited, and the scoring matrices rely on the expert judgment and subjective heuristics of the participants. These factors imply that the resulting policy rankings should be interpreted as context-specific decision-support outputs rather than universally generalizable prescriptions. Therefore, the findings represent a strategic baseline tailored to the Indonesian hospitality landscape at a specific point in time.

Future research should aim to validate and extend the proposed living-wage pathways across broader and more diverse geographical and industrial contexts. Comparative studies between different regions in Indonesia—or across other emerging tourism economies—could provide deeper insights into how varied institutional settings and business structures influence the feasibility of wage reforms. Additionally, adopting mixed-methods approaches that integrate prospective modeling with longitudinal case studies would be highly beneficial. Such research could track the long-term interactions between living-wage implementation, firm-level productivity, and overall worker well-being, providing a more dynamic understanding of how these policies impact local labor market conditions over time. Finally, incorporating a larger and more heterogeneous stakeholder sample through survey-based quantitative validation could further strengthen the empirical robustness of the policy recommendations.

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