

ANALYSIS OF HALAL TOURISM DEVELOPMENT IN PAMEKASAN: ANALYTICAL NETWORK PROCESS APPROACH

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ABSTRACT

This research aims to analyze problems, solutions, and strategic policies to support the development of halal tourism in Pamekasan by employing the Analytic Network Process (ANP) method. Data were obtained from nine experts consisting of representatives of academics, practitioners, associations, and regulators. Findings show that the most dominant issue is the aspect of human resources, followed by infrastructure, regulation, management, and marketing issues. Several strategic policies can be implemented to strengthen the development of halal tourism in Pamekasan, including (1) forming a team of mediators and regional tourism councils; (2) establishing halal tourism as a regional priority program; (3) increasing the capacity of Human Resources that involved in Halal tourism; (4) revitalizing tourism infrastructure and support its development; (5) increasing the diversification of halal tourism products; and (6) encouraging and facilitating halal certification. This research is expected to serve as a policy reference for decision-making, particularly in the development of Halal tourism. Further research could be conducted to investigate the implementation of halal tourism in Pamekasan; following the adoption of the RIPPDA Regional Regulation.

INTRODUCTION

The national tourism sector is growing in importance due to the developments and contributions made through foreign exchange earnings, regional development, the absorption of investment and labor, and business development across Indonesia's various regions. Foreign exchange earnings from tourism reached IDR 197 trillion in 2019, with 16.1 million foreign tourist arrivals ([Kemenparekraf, 2021a](#)). Indonesia's potential for halal tourism development has been recognized internationally, as evidenced by numerous awards in the world halal tourism destinations category. Indonesia was ranked first as the Best Halal Tourism in the World in 2019 by the Global Muslim Travel Index (GMTI), ahead of 130 other participating countries. Indonesia's election to the top spot in halal tourism destinations was always effortful. The Indonesian

government has made numerous efforts to achieve this over the last five years. As evidenced by historical records, Indonesia was still ranked sixth in 2015, fourth in 2016, third in 2017, second in 2018, and first in 2019. This accomplishment, however, cannot be sustained indefinitely. Indonesia, which took first place in 2019, has now experienced a precipitous drop. GMTI 2021 results put Indonesia in the fourth rank. The COVID-19 pandemic has significantly impacted the travel industry, with tourist arrivals falling to 42 million in 2020 from a high estimate of around 160 million in 2019. Furthermore, a significant drop in foreign tourist arrivals presents its own set of challenges. Simultaneously, Indonesia has the potential to develop Halal Tourism due to the diversity of tourism resources that can be developed into prospects and investment opportunities. Furthermore, the pandemic opens a slew of new possibilities. The shift from traditional to digital tourism management represents a new opportunity for maintaining and restoring the national tourism sector. As a result, a concerted effort is required to map various issues in the halal tourism sector and develop strategic solutions for implementing digital tourism management (Kemenparekraf, 2021a).

The economic potential of tourism is inextricably linked to the government's commitment to making tourism a mainstay sector, in addition to being bolstered by an abundance of natural resources, cultural diversity and customs, as well as historical heritage. In recent years, the travel industry has received unusual attention from government officials. This is demonstrated by the government's commitment to establishing tourism as a core industry supported by other development sectors. Tourism, as a source of foreign exchange revenue for a country or region, is critical for economic development, sociocultural development, and marketing an area's positive image. The government is trying to attract both domestic and international tourists because tourism can revitalize industries such as food and beverage, transportation, hospitality, and creative industries, particularly during the post-pandemic economic recovery process. Coordination between stakeholders or sectors is critical in the tourism sector, as tourism is a sector that involves other sectors (Kemenparekraf, 2021a). In addition, the Indonesian government's commitment to halal tourism is demonstrated by its efforts to establish the Indonesia Muslim Travel Index (IMTI) in 2019, which resulted in the publication of the country's top halal tourism destination provinces. West Nusa Tenggara, Bali, Aceh, South Sulawesi, Central Java, West Sumatra, Lampung, East Java, Banten, DKI Jakarta, West Java, Riau, and Yogyakarta are among Indonesia's top 13 Muslim-friendly provinces. East Java is one of Indonesia's 13 leading provinces and is expected to be the Grade A province for halal tourism destinations.

Apart from being a city of education and *pesantren* (Islamic boarding school), Pamekasan Regency is also known as the city of the Islamic Community Development Movement (Gerbang Salam). Pamekasan's Islamic culture is so pervasive that it has significantly impacted the development of

the tourism sector. Pamekasan Regency has a variety of tourism potentials due to its geographical location. Natural, religious, cultural, and artificial tourism contribute to potential tourism. These natural attractions include hills, beaches, and a village atmosphere. However, this enormous tourism potential has yet to be optimally managed. For instance, human resources, infrastructure, amenities, attractions, regulations, and marketing management have not yet been professionally managed, impeding the Madura's tourism development (Reindrawati, 2013).

The Pamekasan Regency Government has a sizable tourism potential, which can be classified into historical tourism, special interest tourism, nature, religion, culinary tourism, and culture tourism (Pamekasan Regency Tourism and Culture Office, 2019). The Fire that never goes out, Talang Siring Beach, Jumiang Beach, Agate Cave, and Brukoh Peak are all-natural tourist attractions. *Karapan Sapi*, cow beauty contest, Madura cultural festival, Pamekasan music patrol, Ketupat Lebaran culture celebration, Tanian Lanjheng festival, Pencak Silat Arts Festival, and Jumiang Beach '*Petik Laut*' Festival are all examples of cultural tourism. The Arek Lancor monument and the Mandilaras museum are included in historical tours. Pamekasan culinary tourism is packaged in festivals and exhibitions dedicated to the region's indigenous Durians and the culinary area known as '*Sae Salera*.' Tourism of special interest, specifically Pamekasan-made love hill tours. Religious tourism destinations include the Batu Ampar market, *the Jamik Ash-Syuhada Mosque*, the tomb of *Jaka Tharub*, the *Alokitesvara Monastery*, and the tomb of Pamekasan's king, '*Panembahan Ronggosukowati*' (Pamekasan Regency Tourism and Culture Office, 2019). Further, Pamekasan has been known as an Islamic city for more than 15 years, with 201 Islamic boarding schools, 1,036 Masjids, and 4,850 Mushollas (Kemkominfo, 2019). Islamic boarding schools and Masjids have enormous potential as ecosystems for halal tourism in Pamekasan Regency. The Al-Amien Prenduen Islamic Boarding School in Sumenep Regency pioneered pesantren tourism in Madura. The Pamekasan Great Mosque also has the potential to be used for mosque tourism, similar to the Istiqlal Mosque in Jakarta and Putra Mosque in Malaysia, which have attracted many foreign tourists. In addition, with a population of 871,497 in 2018 (BPS Pamekasan Regency, 2018), the development of halal tourism in Pamekasan can be taken into consideration as 98.9% of the population in Pamekasan Regency is Muslim (Ministry of Religion of East Java Province, 2018).

Pamekasan's halal tourism development is also supported by regional regulations that incorporate Sharia laws and encourage halal tourism. The legal products that support the development of halal tourism in aspects that are prohibited by the Shariah include (a) Local Regulation Number 18 of 2001 Prohibiting Alcoholic Beverages; (b) Local Regulation Number 18 of 2004 Prohibiting Prostitution; and (c) Local Regulation number 3 of 2015 about Organizing Entertainment and Recreation; (d) Local Regulation number 14 of 2014 regarding the Management of Hotels, Inns, and Boarding Houses; and (e) Regent's Regulation number 14 of

2016 regarding the Implementation of Karaoke Entertainment Business. In addition, in terms of regulations that support Islamic schools and the quality of human resources, it is backed up by regulations such as (f) Local Regulation Number 3 of 2017 regarding the implementation of madrasah *Diniyah*; and (g) Al-Qur'an reading skills for Muslim students as specified in Local Regulation number 4 of 2014. Other Sharia regulations that support the development of halal tourism include (h) Regional Regulation number 5 of 2014, which regulates activities during Ramadan; (i) Local Regulation number 7 of 2008, which regulates *zakat*, *infaq*, and *sadaqah*; and (j) The Regent's Decree number 300 of 2009, which established Gerbangsalam as a model and strategy for *da'wah*, which contributes to the Pamekasan Regency Government's strength.

Tourism to Pamekasan continues to fall short of expectations, despite government support in the form of regulatory assistance, Regional Budget Allocations (APBD), and other similar measures. The Pamekasan Government expects local revenue (PAD) from tourism to reach approximately 700 million rupiah in 2023, a significant increase from the 90 million rupiah target in 2022. However, the reality falls far short of expectations. Entering the first quarter of 2023, the tourism sector's local revenue (PAD) is still 2.65 percent or IDR 6,759,600 below the target of IDR 713,270,000. These revenues only comes from three tourist destinations that include Talang Siring Beach, Numpang Beach, and Lembung Mangrove Ecotourism. The government continues to overlook other sources of revenue from tourist destinations. Physical activities, on the other hand, have a very small budget of around 11 million IDR. Tourism managers are unable to accomplish much with a limited budget. Further, Pamekasan Regency has worked to raise regional awareness through collaboration with travel agents and the development of several tourist destinations, including Jumiang Beach and Talang Siring Beach. However, the Pamekasan Regency Government admits that its efforts have not resulted in a significant increase in foreign tourist visits to Bumi Pintu Salam (Pamekasan Regency Tourism and Culture Office, 2019). Foreign tourists have not been attracted by the development of tourist destinations, resulting in a low target for foreign tourist visits in Pamekasan Regency. Pamekasan received over 100,000 domestic visitors but only 30 international visitors in 2018. International tourist visits are expected to reach 50 in 2019 (Jawa Pos Radar Madura, 2019).

This research aims to examine tourism issues and identify the underlying factors impeding the development of halal tourism in Pamekasan Regency. Additionally, this research is expected to provide the necessary strategic direction for the development of halal tourism in Pamekasan Regency. The Analytic Network Process (ANP) method is used to achieve the research objectives. The advantage of ANP over other methods is the ability to make decisions based on several factors in a hierarchy or network. This makes ANP easier to apply in various qualitative studies, such as decision-making, forecasting, evaluation, mapping, strategy development and resource

allocation. This study builds on previous research by [Juliana et al. \(2022\)](#), [Mursid & Anoraga \(2021\)](#), and [Ratnasari et al. \(2020\)](#), which conducted a behavioral study on Indonesia's halal tourism industry. It also extends [Yusuf et al. \(2021\)](#) which developed an economic model for halal tourism in the context of enforcing Islamic sharia in Aceh, in addition to [Huda et al. \(2021\)](#) who used the ANP approach to study the development of halal tourism in Aceh. The difference between this research and previous literature is that it employs the ANP method and focuses on essential aspects that have a direct influence on the development of halal tourism in Pamekasan that which include aspects of regulation, infrastructure, human resource, marketing and management. This study is among the earliest studies in the Pamekasan's halal tourism, and is anticipated to support the Regent's ten priority programs. This study also follows the 2020-2024 National Research Priorities in the Tourism Sector established by the Minister of Research, Technology, and Higher Education of the Republic of Indonesia in Regulation No. 38 of 2019.

LITERATURE REVIEW

Tourism and its Essential Components

According to Law Number 10 of 2009 Article 1 concerning tourism, the definition of tourism is a variety of excursion activities supported by facilities and services provided by the government, tourism business actors, and the community. A tourist attraction is anything that has uniqueness, beauty, and value in the form of a diversity of natural wealth, culture, and man-made products that are the target or destination of tourist visits. [Spillane J.J. \(1987\)](#) defines tourism as a temporary expedition or journey from one location to another undertaken by individuals or groups with the goal of attempting to find harmony, life balance, and happiness with the environment in nature, science, social, and cultural terms. [Wahab \(1996\)](#) defines Tourism as a human activity that is attempted to be carried out alternately among people within the country itself and outside the country and aims to seek different satisfactions and diverse experiences.

Table 1. Tourism Components

Tourism Component	<u>Sunaryo</u> (2013)	<u>Buhalis</u> (2000)	<u>Zakaria & Suprihardjo (2014)</u>
Attraction	✓	✓	✓
Accessibility	✓	✓	✓
Amenities	✓	✓	
Accommodation			✓
Ancillary Services	✓	✓	✓
Available Package		✓	
Activities		✓	
Institutions	✓		
Infrastructure	✓		✓

Source: Authors' compilation (2021)

Sunaryo (2013) revealed that the main components of tourism destinations are accessibility, attractiveness or attractions, amenities, supporting infrastructure, and institutions. While Zakaria & Suprihardjo (2014) argue that, the tourism component includes everything that is offered to tourists, including accommodation, tourist attractions, transportation, infrastructure, and supporting facilities. Buhalis (2000) explains that the facilities and services offered to tourists by a destination are divided into six categories, namely, accessibility, attractions, amenities, availability of products or tour packages, and other supporting facilities to facilitate visiting tourists. Therefore, with the existence of the six tourism components, it is expected to be able to meet the needs of visitors or tourists when carrying out tourist activities.

Halal Tourism and its Standardization

Halal tourism was first introduced to the world at the Organization of the Islamic Conference (OIC) Conference in 2000. According to the Ministry of Tourism (2012) halal tourism is a tourist activity supported by various facilities and services provided by tourism businesses, the community, local governments, and the central government that adhere to Islamic law. The facilities and services in question are those provided for tourists that do not conflict with Islamic values or are Muslim-friendly, allowing Muslim tourists to enjoy them without concern. Further, Wuryasti (2013) argues that halal tourism is not only religious tourism such as *Umrah* and pilgrimage, but also tourism that serves recreation by adjusting the needs and demands of Muslim tourists, such as hotels that adhere to Islamic values by not serving alcoholic beverages, and swimming pool and spa facilities that are separated for men and women. Alim et al. (2017) consider that Halal tourism aims to provide tourists with the motivation of happiness and blessings from Allah SWT. The concept of halal tourism does not contradict or violate Islamic values and ethics, which are related to the concepts of halal, which means 'justified,' and haram, which means 'forbidden,' in Islam. Ministry of Tourism (2015) outlines a number of criteria that must be fulfilled for halal tourism: first, it is oriented to the public benefit; second, it is oriented to refreshment, tranquility, and enlightenment; and third, it is oriented to avoid superstition and polytheism. Fourth, in halal tourism, disobedience must be avoided. Fifth, halal tourism promotes safety, trust, and comfort; sixth, halal tourism safeguards the environment and nature; and seventh, halal tourism must respect socio-cultural values and local wisdom. Eighth, while avoiding hedonism and immoral behavior, halal tourism upholds noble values, ethics, and humanity. In its nature, halal tourism is inclusive and universal.

Although Muslim travelers are the target market for halal tourism, non-Muslim travelers who want to enjoy local wisdom can do so as long as they follow the rules of halal tourism. Widagdyo

(2015) states that, halal tourism is fundamentally an understanding of the meaning of sharia in all aspects of tourism activities, such as lodging, food and beverage provision, transportation facilities, financial systems, and service providers. Halal tourism means that, for example, in the accommodation business, it is not permitted to accept *non-mahram* guests who do not have legal marriage ties, and it is not permitted to sell food and drinks that are prohibited by Islam.

Halal tourism has grown rapidly in various parts of the world over the last decade, paralleling the advancement of technology, and has even become a style or trend. Halal tourism is not a complementary product in the Indonesian tourism industry, but rather an option or choice of tourism that offers eastern culture, so that halal tourism plays a more important role in preserving Islamic culture than conventional types of tourism that previously contained western doctrines or understandings. In recent years, halal tourism has evolved into a tourism that can develop Indonesian tourism by upholding Islamic culture and values without diminishing or erasing a region's character, originality, or uniqueness (Kemenparekraf, 2021b). Chookaew et al. (2015) identify the following eight standardization factors for measuring halal tourism in terms of management and administration for Muslim and non-Muslim tourists:

- a. Islamic principles or values must be adhered for the services provided to travelers.
- b. In service, discipline and mutual respect in Islam must be possessed by guides and staffs.
- c. All tourism activities must not conflict with the principles of Islamic law.
- d. Buildings may not conflict with the principles of Islamic law.
- e. Restaurants must use international halal service standards.
- f. The security protection system must be owned by the transportation service.
- g. The provision of places of worship must be provided by tourism business actors for Muslim tourists.
- h. Traveling to tourist destinations that are not prohibited by Islamic law.

Chookaew et al. (2015) also mention four important aspects in the implementation of halal tourism, including:

- a. The location of tourism must be in accordance with Islamic rules so that it can add to the spiritual values of travelers.
- b. The placement of segregated seats in the transportation system must be in accordance with Islamic rules, namely prohibiting men and women who are not married to sit side by side so that tourists feel comfortable and in accordance with Islamic law.
- c. The provision of food and drink must be halal, Islam is very concerned about halal consumption, starting from the acquisition of raw materials to processing.
- d. The work process and accommodation facilities provided must be in accordance with Islamic principles. For example, guaranteeing halal food and beverages, and separated swimming pool, spa, gym, living room, and functional facilities between men and women.

Halal Tourism Development

The development of halal tourism may occur if tourism stakeholders prioritize providing tourism's essential components and resolving some of its existing problems. Climate change and natural disasters, a lack of infrastructure and connectivity, the quality of human resources, social issues, a lack of organizational or managerial readiness, and insufficient tourism investment all hinder the development of halal tourist destinations in Indonesia (Kemenparekraf, 2021b). Further, Sunaryo (2013), Buhalis (2000), and Zakaria & Suprihardjo (2014), as summarized in Table 1, have mentioned several essential tourism components, including regulation and infrastructure. By optimizing these critical components, the government and all tourism stakeholders can thrive in halal tourism.

Regulation is an important factor that stakeholders must consider, as also highlighted by Huda et al. (2021) and Yusuf et al. (2021). It is anticipated that the existence of regulations will enable the government at the central and regional levels to develop halal tourism in accordance with specific guidelines. In the absence of appropriate regulations, the national and regional governments will be unable to develop a budget for promoting the development of existing tourism resources. In addition, infrastructure is an essential component in ensuring and maintaining the continuity of halal tourism (Amalia et al., 2019). Through offering quality infrastructure and facilities, the government can bridge the gap between the concept of a Muslim-friendly city and the expectations of travelers (Juliana et al., 2022). Furthermore, the significance of human resource readiness and the labor market has become one of key indicators for achieving the Travel & Tourism Competitiveness Index (TTCI). The arrival of a foreign tourist necessitates the participation of numerous parties, beginning with the provision of food, lodging, transportation, tour guides, and so on. Competent human resources will provide tourism services more effectively, providing comfort to the travelers.

Aspects of marketing are essential to the development of halal tourism. For instance, incorporating halal tourism into the organization of national and international events may attract more tourists (Kelly & Fairley, 2018). However, event organizations may not be without trade-offs because they are heavily reliant on budget and other supporting aspects. Furthermore, serving the needs of Muslim and non-Muslim tourists may differ, whereas serving non-Muslim tourists and meeting their needs without violating the concept of halal may be challenging (Yusuf et al., 2021). Another aspect to consider is management. Consideration of the role of destination management organizations in creating memorable tourism experiences for tourists is a crucial

aspect of management that need to be considered (Amalia et al., 2019). In addition, the synergy between different stakeholders becomes important in halal tourism strategy construction, as highlighted by Huda et al. (2021).

RESEARCH METHODS

This research is qualitative research using ANP analysis which is the development of the Analytical Hierarchical Process (AHP) (Saaty & Vargas, 2006) ANP is a comprehensive analysis of decision making by considering qualitative and quantitative matters. This research goes through several stages or phases. The stages of the ANP research method are shown in Figure 1.

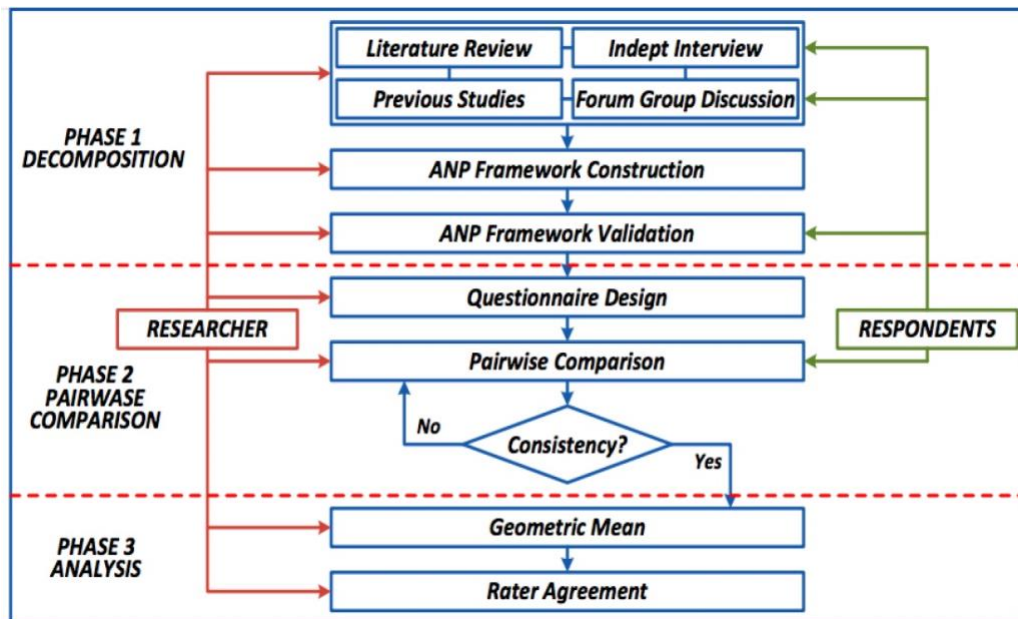


Figure 1: The stages of ANP
Source: Ascarya (2005)

The first stage is constructing the ANP model, which is carried out through literature review analysis, focus group discussion, and in-depth interviews with experts from practitioners, academics, associations, and regulators. This stage aims to identify problems, solutions, and strategies for halal tourism development in Pamekasan. Model quantification is the second stage. At this point, relevant questionnaires and pairwise comparisons were compiled with reference to the ANP model's construction. At this point, experts were surveyed to generate priority scale data. The questionnaire was then converted into a pairwise comparison form using a numerical rating scale ranging from 1 to 9 to determine which has the most influence, as shown in Table 2.

Table 2. ANP Numerical Scale

1	2	3	4	5	6	7	8	9
Equal Importance	Moderate Importance		Strong Importance		Very Strong Importance		Absolute Importance	

Source: Saaty and Vargas (2006)

Table 3. Respondents' Characteristics

No	Name	Affiliation and Position	Representative
1	H. Raja'e, S.H.I	Deputy Regent of Pamekasan Regency 2018 - 2020	Regulator
2	Mr. Ismail, S.H.I, M.I.P	1. Chairman of Commission A of the Pamekasan Regional People's Representative Council for the 2014-2019 period 2. Chair of Commission C of the Pamekasan Regional People's Representative Council for the 2019-2024 period	Regulator
3	Mr. Halifaturrahman, S.Pd., M.Si	1. The Head of the Pamekasan Tourism and Culture Agency for the 2017-2020 period 2. The Head of the Pamekasan Regency Regional Secretariat for People's Welfare.	Regulator
4	Saformadianto, S.Kom	1. Chair of Association of Indonesian Tourism Actors (ASPI) East Java 2. Owner of YUKPIGI Tour and Travel.	Practitioner
5	Mr. Achmad Vicky Faisal, S.Kom	1. Chair of Madura Tourism Association (ASPRIM) for the 2020-2024 period, 2. Owner of Madura Indah Wisata Tour and Travel,	Practitioner
6	Mr. Mukti Ali, S.Pd., M.Pd	1. The Board of Trustees of ASPRIM 2020-2023, 2. Chair of ASPRIM for the 2015-2019 period 3. Owner of Mandala PutraTour and Travel 4. Member of the Madura UTM halal tourism development	Practitioner
7	Dr. Sri Endah Nurhidayati, S.Sos., M.Si,	1. Lecturers and researchers at the Department of Tourism, Faculty of Vocational Studies, Universitas Airlangga, 2. Head of the Development Team of Master Plan for Tourism Development (RIPPAR) for Pamekasan Regency	Academician
8	Dr. (Cand) A. Faidlal Rahman, SE.Par., M.Sc	1. Head of D3 Tourism Travel Study Program Universitas Brawijaya for the 2012-2017 period, 2. Head of D4 Hospitality Management Study Program 2016-2019 Universitas Brawijaya, 3. Expert staff for the Mayor of Batu City for Tourism 4. Chair of the RIPPAR Compilation Team for Bangkalan, Sampang, and Sumenep, 5. The Team Leader who revised the 2020 RIPPARDA of Pamekasan Regency	Academician

9	Dian Yulie Reindrawati, S.Sos, MM, Ph.D	<ol style="list-style-type: none"> 1. Lecturer and researcher at the Department of Tourism, Faculty of Vocational Studies, Airlangga University 2. Writer of Doctoral Dissertation Research entitled “<i>What does Tourism Mean to residents? An Investigation of Madura Island, Indonesia.</i>” 	Academician
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Source: Authors' compilation (2021)

The researchers ran the data in the third stage by calculating the geometric mean and the rater agreement. The questionnaire results were processed using Super Decision software to obtain priorities on problems, solutions, and optimization strategies for halal tourism development. The rater agreement is a measure that shows the respondent's level of conformity (R1-Rn) to a problem in one cluster. Kendall's Coefficient of Concordance (W; 0 W 1) is used to assess rater agreement, with W = 1 indicating a perfect match. The geometric mean is an average calculation demonstrating a proclivity for certain values/aspects.

To be effective, all respondents must have the necessary background, competency, and experience in the field of study (Ascarya, 2005). Respondents were chosen based on their involvement and understanding of the matters confronting the development of halal tourism in Pamekasan Regency. The study interviewed nine halal tourism experts, including academics, practitioners, and regulators who are well-versed in the complexities of tourism development in Pamekasan. Each group is made up of three people who represent academics, practitioners, and regulators. To avoid bias and misinterpretation, the experts were accompanied by researchers when completing the questionnaires. This was done to ensure that all respondents answered the questionnaires with the same understanding, which would help to keep the consistent. Table 3 will provide information on respondent characteristics.

RESULT AND DISCUSSION

Problem, Solution and Strategy Identifications

Several issues hindering the development of halal tourism were identified through the literature review, focus groups, and interviews with credible respondents. These issues can be classified into five categories: regulator, infrastructure, human resources, marketing, and management. The findings also support Reindrawati (2013)'s identification of human resources, infrastructure, amenities, attractions, regulations, and marketing management as critical factors influencing tourism development in Madura. The following table 4 explains the details of each problem.

Table 4. Problem Identifications

Problem Categories	Code	Aspect	Normalized Value
Regulation	A1	In Indonesia, there is no highest legal body at the Central Government level that specifically regulates halal tourism.	0.021
	A2	The is no regional regulation that concerns about Regional Tourism Development Master Plan (RIPPDA)	0.028
	A3	In Pamekasan Regency, no special regulation governs halal tourism.	0.026
Infrastructure	B1	Inadequate tourism facilities and infrastructure	0.026
	B2	Lack of accessibility to tourist attractions	0.030
	B3	Lack of supporting amenities/attractions	0.020
Human Resources	C1	The low awareness and understanding of halal tourism.	0.042
	C2	A scarcity of both quantity and quality human resources in charge of halal tourism destinations.	0.013
	C3	The low level of community readiness and involvement in promoting halal tourism in Pamekasan Regency.	0.024
Marketing	D1	The lack use of information technology in halal tourism marketing	0.039
	D2	Tourism promotion is suboptimal	0.022
	D3	High Marketing expenses	0.015
Management	E1	Management of tourism destinations is not optimal	0.032
	E2	Low tourist attraction	0.016
	E3	Lack of cooperation with various related stakeholders	0.023

Source: Authors' compilation (2021)

Considering each of the problems as mentioned above, several solutions were formulated as follow, see Table 5.

Table 5. Solution Identifications

Solution Categories	Code	Aspect	Normalized Value
Regulation	K1	The establishment of halal tourism regulations by Ministry of Tourism and Creative Economy (Kemenparekraf)	0.017
	K2	The establishment of Regional Regulation on Regional Tourism Development Master Plan (RIPPDA)	0.031
	K3	The establishment of Regional Regulation to accelerate the development of halal tourism	0.026

Infrastructure	L1	The development of tourism infrastructure and facilities	0.029
	L2	Enhance the development accessibility to halal tourism destinations and attractions	0.033
	L3	Enhance the development amenity and support facilities	0.014
Human Resources	M1	Improve community outreach and development	0.042
	M2	Increasing recruitment, training, and rewards for human resource in the halal tourism industry	0.024
	M3	Improving community awareness about halal tourism trough education and training	0.013
Marketing	N1	Optimization of Digital Marketing	0.033
	N2	Improving tourism promotion	0.022
	N3	Increase the tourism promotion budget	0.019
Management	O1	Improving Tourism Destination Management	0.023
	O2	Enhancing the development of tourist attractions	0.015
	O3	Boost collaboration with tourism stakeholders	0.033

Source: Authors' compilation (2021)

In line with the identified solutions, several strategies were formulated and explained as follow, see Table 6.

Table 6. Strategy Identifications

Code	Aspect	Normalized Value
S1	The Establishment of Halal Tourism as a Regional Priority Program,	0.023
S2	Forming a Mediators' and Regional Tourism Boards' Team,	0.036
S3	Human resource development and capacity-building,	0.018
S4	Halal certification promotion and facilitation,	0.008
S5	Tourism infrastructure development revitalization,	0.014
S6	To broaden the range of halal tourism products.	0.013

Source: Authors' compilation (2021)

ANP Results on Problem Identification

ANP Result in table 7 shows that, all informants, including academics, practitioners, and regulators, agreed that Human Resource Aspect is the highest priority problem in developing halal tourism in Pamekasan, with a normalized limiting value of 0.026. The second priority problem with a normalized limiting value of 0.014 is a problem of infrastructure, and the third priority problem with a normalized limiting value of 0.010 is the regulatory problem. The fourth priority problem, with a normalized limiting value of 0.009, is a management problem cluster, and the fifth priority problem, with a normalized limiting value of 0.008, is a marketing problem cluster. The results of the overall ANP processing on the problem cluster show a high level of

agreement among the nine informants, with Kendall's Coefficient of Concordance (W) value = 0.733, indicating that the nine informants have the same point of view on the problem of developing halal tourism in Pamekasan Regency.

Table 7. Cluster ANP Result

Cluster	Normalized Value	Normalized Value
	Problem	Solution
Regulation	0.01	0.014
Infrastructure	0.014	0.011
Human Resources	0.026	0.025
Marketing	0.008	0.008
Management	0.009	0.009

Source: Authors' compilation (2021)

There is no Regional Regulation on RIPPDA (A2) with a normalized limiting value of 0.028, becomes the highest priority problem in the regulation detail cluster. The priority problem in the infrastructure cluster is (B2) 'the lack of accessibility to halal tourist destinations' with a normalized value of 0.030. The highest priority problem in the Human Resources cluster is (C1) the low level of public understanding and awareness of halal tourism, with a normalized limiting value of 0.042. The highest priority problem in the marketing cluster is (D1) the lack of use of information technology in supporting halal tourism with a normalized limiting value of 0.039. The highest priority problem in the management cluster is (E1); the management of tourism destinations is not optimal, with a normalized limiting value of 0.032.

The most pressing aspect of the issue is a lack of awareness and understanding of halal tourism. This low level of public awareness can be attributed to a number of factors, including the need for more socialization by related parties to introduce halal tourism so that people understand the differences in requirements between halal and non-halal tourism. Improving human resource quality is also a major concern for the Indonesian Ministry of Tourism ([Kemenparekraf, 2021b](#)). The aspect of human resources and the labor market is one of the critical points in the assessment of the National Tourism Development Index (IPKN) and the Travel and Tourism Development Index (TTDI), where in 2022, the aspect of human resources and the labor market for East Java Province has a score of 3.47 out of 6. This achievement is still far from what was expected when compared to other aspects.

ANP Results on Priority Solutions

The overall ANP processing in the solution cluster yields an agreement value (W) = 0.6444, indicating that the nine informants agree on the solution. Human resource development (0,025)

has emerged as the top priority solution for the growth of halal tourism in Pamekasan. Regulatory Strengthening is the second priority in the solution cluster, with a normalized limiting value of 0.014, which differs from the second priority value in the problem cluster. Furthermore, with a normalized limiting value of 0.011, the Infrastructure Development solution cluster is the third priority solution. Following that, according to the problem cluster, the fourth priority solution cluster is Management Strengthening, with a normalized limiting value of 0.009, and the fifth priority solution cluster is Marketing Improvement, with a normalized limiting value of 0.008.

The highest priority solution in the regulation solution cluster is (K2) making a regional regulation on RIPPDA with a normalized limiting value of 0.031. The highest priority solution for the infrastructure cluster is (L2) increasing accessibility development with a normalized value of 0.033. The highest priority solution in the halal tourism human resource cluster is (M1) increasing public outreach and development with a normalized limiting value of 0.042. The highest priority solution in the marketing cluster is (N1) optimizing digital marketing with a normalized limiting value of 0.033. The highest priority solutions in the management cluster is (O3) increasing cooperation with tourism stakeholders with a normalized limiting value of 0.033.

Improving community outreach and development becomes the priority solution. Increasing community outreach about halal tourism can be accomplished in various ways, including training tourism industry personnel to increase halal tourism capacity, social media outreach, and organizing tourism events to raise public awareness. This, however, contradicts the provision of a budget devoted to increasing literacy and public awareness of halal tourism. Consistency and strong commitment are required among various parties to collaborate in organizing programs and activities to raise halal tourism awareness.

ANP Results on Strategy Optimizations

The following are the strategic priorities for developing halal tourism in Pamekasan. The top priority strategy for developing halal tourism in Pamekasan Regency is forming a mediator team and a regional tourism council (S2). The role of the mediator team is to spread the word about halal tourism and promote halal tourist attractions to the general community. The importance of mediating, embracing, and conducting intensive and persuasive socialization with the community and religious leaders is critical in developing Pamekasan halal tourism. The role of mediators and regional tourism councils is also to alleviate concerns about tourism development's negative impact and oversee halal tourism's implementation with all stakeholders, particularly religious leaders.

The second high-priority strategy is to make halal tourism one of the regional priority programs (S1). Policies enacted through the ratification of Regional Regulations (Perda) and Regent

Regulations (Perbup) will contribute to the expansion of halal tourism in Pamekasan. The legal framework will serve as a foundation and guideline for tourism stakeholders interested in developing halal tourism. With the political will of the local government, all Regional Apparatus Organizations (OPD) are directed to support the development of halal tourism. The third priority strategy is to increase the human resource capacity of halal tourism (S3). It is critical for increasing human resource capacity for policy translation and implementation. Human resource capacity to manage halal tourist attractions can be increased by sending them to school and involving them in training or internships. Further, revitalising tourism infrastructure development will be the fourth priority strategy (S5). This step is critical because the aspect of infrastructure comes in second place for issues that hinder the development of halal tourism in Pamekasan.

The fifth priority strategy is to increase the variety of available halal tourism products, including tourist attractions, events, tour packages, and promotions (marketing) (S6). Local governments must prioritize the enhancement of the quality of tourism objects. If the local government has a halal tourism development roadmap, it will make it easier to maximize the potential for halal tourism products in Pamekasan. The least essential strategy is encouraging and facilitating halal certification (S4). The existence of halal standardization will accommodate and improve all the above strategies.

Forming a Team of Mediators and Regional Tourism Boards is the most important strategy. The presence of mediators and regional tourism boards enables policymakers to reconcile their diverse halal tourism-related interests. The team acts as a liaison between business actors and the government and media and as a source of information and outreach regarding halal tourism-related government policies. For optimal decision-making and implementation of halal tourism policies, the team's synergy must consist of individuals from various backgrounds and must actively engage in discussion with different parties in halal tourism. The synergy between other actors in halal tourism also becomes the research highlight of Huda et al. (2021), who employ the ANP approach to find priority synergy between different actors in halal tourism.

CONCLUSION

This paper examined the obstacles, solutions, and strategies related to the development of halal tourism in Pamekasan. To answer the research question, the Analytic Network Process (ANP) method was utilized, a qualitative research technique based on the results of questionnaires and in-depth interviews with subject matter experts. Evaluations and arguments of halal tourism specialists, such as academics, practitioners, and regulators, are inextricably linked to the findings and discussion. The findings indicate that the human resource aspect is the most urgent issue that policymakers must address immediately, specifically the low level of community awareness

of halal tourism. Improving halal tourism's community outreach and development becomes the highest-priority solution. Establishing a mediator team and a regional tourism council is the most crucial strategic action. As managerial relevance, this research is essential for practitioners to comprehend the various issues that can have an effect on halal tourism businesses. The academic community will benefit from the findings of this research as primary resources for future halal tourism studies, especially in Pamekasan. Regulators must create policies and strategies based on their priorities in order to produce better tourism development policies. Further studies could be conducted to examine the implementation of halal tourism in Pamekasan following the adoption of the RIPPDA Regional Regulation. In addition, further studies may employ a two-level ANP, such as the ANP that employs benefit, opportunity, cost, and risk (BOCR) analysis. The ANP with BOCR analysis can assist in the development of a short- and long-term strategy.

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