Analytical Network Process Model-Based Halal Tourism Development Strategy in Banjarmasin City

Abdul Wahab[1], M. Qoshid Al Hadi[2], Ilma Mahdiya[3]

Abstract

This research seeks to determine the halal tourism development strategy in Banjarmasin City, prioritizing halal tourism development aspects, including tourist attraction, human resources, accessibility, regulations, marketing, and the environment. This research makes use of the Analytic Network Process approach. In-depth interviews and questionnaires were conducted with 12 expert informants consisting of academics, regulators, and practitioners. The results show that the priority issues are human resources, tourism services, regulations, and socialization. The priority solution to the four problems of developing halal tourism in Banjarmasin City is a regulatory solution. The strategies include 1) Improving the high-quality of human sources in halal tourism control; 2) Developing tourist services that are more Muslim-friendly; 3) Providing complete commitment and help from both the authorities and private zones in growing halal tourism; and 4) Accentuating the socialization and schooling concerning halal tourism to the network and tourism enterprise actors.

Keywords : *Analytic Network Process; Banjarmasin Tourism; Halal Tourism Development*

INTRODUCTION

This research is based totally on the phenomenon that the trend of Halal tourism as a new phenomenon in the tour (Samori et al., 2016) keeps booming alongside the growing number of Muslim vacationers at some point in the world (El-Gohary, 2016).

[1]Universitas Islam Kalimantan Muhammad Arsyad Al Banjari, Banjarmasin, Indonesia.
[2]Universitas Islam Kalimantan Muhammad Arsyad Al Banjari, Banjarmasin, Indonesia.
[3]Universitas Islam Negeri (UIN) Antasari, Banjarmasin, Indonesia.
 Email : 11abd.wahab@gmail.com

In this case, the government of Banjarmasin City is also trying to develop Muslim-based tourism. As of August 23, 2021, Banjarmasin City Regional Regulation No. 2 of 2021 concerning Halal Tourism has been officially enacted. Banjarmasin is blessed with a variety of halal tourism potential, which is quite promising due to both natural resources and the religiosity of its people. All this provides a great opportunity to attract domestic and foreign visitors.

However, the plan is still impractical, and no tourism development strategy has been prioritized for development aspects even though the regulation has also been enacted, including the development of halal tourism in Banjarmasin City. Recently, this city has faced several challenges in developing halal tourism. A number of strategic and technical efforts are needed to improve access for tourists, promotion and communication, cleanliness and safety, and other halal tourism services (Budiman, 2021).

Therefore, the author is interested in conducting research related to the development of halal tourism in the city of Banjarmasin. This research aims to determine the determining factors for development strategies with priority weights for developing competitive and sustainable tourism destinations. These aspects include tourist attraction, human resources, accessibility, regulations, marketing, institutions, environment, and business climate competitiveness. Hopefully, the research results can be used as a reference for government, private, and community policymakers in developing halal tourism areas in Banjarmasin City.

Thus far a lack of scholarly literature has addressed a comprehensive discussion of development strategies. Research conducted by Budiman et al. (2018) only explains that Banjarmasin has a great opportunity to develop halal tourism because it is blessed with religious splendor, nature, and a history of shopping and culinary tourism destinations. However, the lack of restaurants and food providers with halal certification from Indonesian Ulema Councils (MUI, *Majelis Ulama Indonesia*) still becomes a severe challenge for this city. Meanwhile, the research carried out by the author looked for problems in the development of halal tourism in Banjarmasin City and obtained solutions and strategies to accelerate the development of halal tourism to the city.

In addition to that, other studies continue to examine the topic of Indonesian halal tourism in a broader context. The study conducted by Amrin et al. (2022)

discusses the concept of developing halal tourism in Indonesia in the new normal era. The difference with the research conducted by researchers is that it is more specific to the development of halal tourism in the city of Banjarmasin. In addition, the findings of a study from Putra and Tucunan (2021) explore the issues regarding the concept of halal tourism and the successful fulfillment of Muslim tourists' needs in halal tourism. This research examines it from the perspective of Muslim tourists, while the research conducted by researchers is from the perspective of tourist attraction managers. Then, research from Hakim (2019) on the concept of halal tourism and the parameters used as standards for halal tourist destinations. This research only qualitatively describes the standards for halal tourist destinations, while the researchers' study explores problems, solutions, and strategies and scrutinizes their priority problems, solutions, and strategies.

Based on this context, it is essential to carry out this research in analyzing problems, solutions, and strategies for developing halal tourism in Banjarmasin City using the Analytical Network Process (ANP) method. In particular, this research examines the significance of key problems, solutions, and strategies for the development of halal tourism in Banjarmasin City, as this is where the novelty of this research lies.

LITERATUR REVIEW

Tourism development is an effort to promote the attractiveness of a tourist attraction so that it develops in accordance with the vision and mission. Tourism development cannot be separated from the direction of development of Indonesian national culture. Tourism development aims to provide benefits, both benefits for tourists and benefits for the local community. Tourism development in an area will benefit tourists and the local community (Winarti, 2017). In terms of the local community, the benefits are related to social economy and culture.

Tourism Development

Development is a process, method, or act of creating something higher, greater, more advanced, perfect, and beneficial (Muhajir & Hasan, 2021). Development is a procedure or activity of advancing something deemed

necessary to be organized by rejuvenating or retaining what has already evolved to become more attractive and advanced. Tourism improvement refers to the endeavor of enhancing or completely revamping the facilities and amenities desired by tourists to ensure their comfort during their visits to popular tourist destinations.

Regarding tourism development there are five approaches to tourism development (Rusyidi & Fedryansah, 2018):

1. Booster method. This simple method explains tourism as a nice result for an area and its inhabitants. Nevertheless, this approach fails to acknowledge community participation in the planning process and neglects to carefully assess the neighborhood's capacity for growth.

2. The financial business technique. The tourism development method places more emphasis on economic desires than social and environmental goals, making traveler experience and the level of traveler pride the main targets.

3. The bodily spatial approach. This tourism improvement method refers to geographic land use with an improvement strategy based totally on spatial principles, such as dividing tourist organizations to avoid conflicts between visitors.

4. The network approach. A tourism improvement technique that emphasizes most community involvement in the tourism development technique.

5. Sustainable technique. Tourism development through considering aspects of sustainability or future pastimes in resources in addition to the effect of monetary improvement on the environment.

Halal Tourism

Halal tourism is tourism that prioritizes Islamic values in every activity carried out. The definition of halal tourism among tourism actors still tends to be unfamiliar. Many people still interpret halal tourism or merely equate it with religious tourism, such as visits to places of worship for pilgrimage or other places of worship. In fact, halal tourism does not only focus on objects but is a

new paradigm regarding behavior when traveling and other supporting facilities (Priyadi, 2016).

The differences between conventional, religious, and halal tourism (Mulyatiningsih & Herianingrum, 2020) can be presented in the following table:

Table 1 Differences between Conventional, Religious, and Halal Tourism

No	Element	Conventional	Religious	Halal Tourism
1	Object	Nature, cultural heritage, culinary	Historical relics, places of worship	Everything
2	Objective	Entertainment	Increase spirituality	Increase spirituality by entertaining
3	Target	Touching satisfaction and pleasure with a lustful dimension solely for entertainment	The spiritual aspect calms the soul, seeking inner peace just	Fulfilling desires and pleasures and fostering religious awareness
4	Tour Guide	Understand and master tourist attractions so that tourists are interested	Know and understand the history of the location and figures of tourist attractions	Arousing the religious spirit of tourists and explaining the function and role of spiritual happiness in the Islamic context
5	Worship Facilities	Just equipment	Just equipment	Being part of a tourist destination, rituals of worship become an entertainment package
6	Culinary	General	General	Halal certification

7	Relations with communities around tourist destinations	Complementary and solely for-profit	Complementary and only for-profit	Integrated interaction based on Islamic principles
8	Travel plans	Not paying attention to time	Certain times	Travel time is taken into account

The Acceleration Team for Halal Tourism Development (TP3H, *Tim Percepatan Pengembangan Pariwisata Halal Indonesia*) is a group that is given the authority to help the government map, expand, and provide pointers for regions that can evolve into halal tourism. This team then created three standard standards for growing halal tourism (Subarkah, 2018). The criteria created can be seen in the following table:

Table 2 General Standards for Halal Tourism

Tourism destinations (natural, cultural, and artificial)	There are alternatives to tourism, arts, and cultural sports that do not warfare with Islamic teachings.
	It can hold at least one halal lifestyle festival if it is feasible.
	People involved in tourism activities must dress and appear polite.
	There are separate tourist attraction options for men and women and/or there is a rule that visitors are not underdressed.
Accommodation	There are food and other halal products.
	There are worship facilities that make it less complicated for tourists to worship, which include mosques, prayer rooms, and cleansing facilities.
	There is a unique provider for the month of Ramadan to meet the wishes of the quick Suhoor and Iftar.
	There are no non-halal activities, along with playing, consuming alcohol, or discotheque activities.
	There are swimming pool activity facilities and separate health/ fitness center centers for men and women.
	If the resort provides spa facilities, male therapists are required for male clients, and female therapists are required for female clients. The materials and ingredients used should be halal.

Travel agency	Presenting tour applications that observe the overall standards for halal tourism
	It no longer offers non-halal activities.
	It has a list of groups providing halal food and drink.
	Excursion courses apprehend and are capable of implementing sharia values in wearing out their duties.
	It should seem well-mannered and attractive according to Islamic norms and values.

Source: Halal Tourism Development Acceleration Team (Widhasti et al., 2017)

Halal tourism is generally defined as tourism products and services that cover all the needs of Muslim tourists related to food and religious activities. Bon and Hussain define halal tourism as an alternative Muslim travel orientation. The concept of halal itself is commonly used for actions permitted to be carried out; the concept of halal is not only applied to food. However, it also includes all aspects of the products offered (Winarti, 2017).

RESEARCH METHOD

This study employs the Analytic Network Process (ANP) technique. In the ANP method study, the qualitative approach explores and formulates aspects of problems and solutions and develops strategies (Rusydiana, 2015). The next stage is a quantitative approach using SuperDecisions software to determine the priority scale for each aspect. In-depth interviews and distribution of questionnaires were conducted with 12 expert informants consisting of 3 university academics, 3 regulators from the Department of Culture, Youth, Sports, and Tourism Office (Disbudporapar, *Dinas Kebudayaan, Kepemudaan, Olahraga, dan Pariwisata*) and the Halal Certification Task Force of Halal Products Certification Agency of the Ministry of Religious Affairs (BPJH Kemenag, *Badan Penyelenggara Jaminan Produk Halal Kementerian Agama*) of Banjarmasin City, South Kalimantan Province, and 6 organizational practitioners (venue or tour managers) situated in Banjarmasin City.

RESULTS AND DISCUSSION

Identification of Problems

Based on the results of in-depth interviews with several professionals, regulators, and practitioners, several problems were found in developing halal tourism in Banjarmasin City. These problems are classified into four aspects, namely:

1. Human Resources

A critical aspect of tourism development is human resources, who act as managers of tourist attractions as well as drivers in facing current tourism trends, including the halal tourism trend that is currently developing. This research found that human resources are one of the problem factors hindering halal tourism development. These human resource problems include management conflicts at several tourist attractions, lack of quality human resources managing income or retributions in financial reports, and human resources not mastering foreign languages or even speaking Indonesian fluently.

Several tourism destinations in Banjarmasin City engage the community in their administration. As society continues to develop, conflict is going to arise. Several tourist destinations in Banjarmasin City are historical and cultural heritage objects, such as the tombs of influential individuals who played a role in the history of Banjar. Conflicts in tourism development also occur due to struggles over access and management of tourist sites between *dzuriyat* (descendants) of famous figures and interested community organizations, in this case, the Tourism Awareness Group (POKDARWIS, *Kelompok Sadar Wisata*). This conflict resulted in delays in tourism development at several tourist attractions.

Efforts can be made to resolve this conflict by carrying out conflict management. The most important thing in managing a conflict is recognizing and finding solutions to manage the conflict. Engel and Korf explain five types of conflict management in a continuum: avoidance, negotiation, mediation, arbitration, and adjudication (Engel & Korf, 2005). However, for community-based conflict management, conflict

management is maximized at the mediation stage because, up to this stage, the solution is a win-win solution, different from the second-to-last solution obtained by a win-lose solution.

Conflict resolution between tourist attraction managers can be resolved with third-party intervention through conciliation and conflict mediation by the Banjarmasin City Government. In line with this, Kinseng stated that the government has a crucial mediating role to play in conflicts between *dzuriyat* (descendants) famous figures and community organizations (Kinseng et al., 2018).

Another human resource problem related to the development of halal tourism in the city of Banjarmasin, according to UNISKA Banjarmasin academics Purnomo, is the low quality of human resources in managing income or retributions in financial reports. Tourist attraction managers in several Banjarmasin areas usually receive donations or contributions from people who visit the tourist destinations. However, most of this income is intended for managerial-related expenditure needs, such as paying parking attendants and tourist attraction security. In fact, if the income is appropriately managed, the income funds can also be used to develop tourist attractions following halal tourism standards. Therefore, reliable human resources who understand financial management well and thoroughly are needed.

Apart from the problems above, the main problem with human resources is caused by human resources not being able to master foreign languages and even not being fluent in Indonesian. This is in line with the study from Yulianah (2021); the primary venture for the network to actively take part and take advantage of tourism improvement is because of the development of human resources. Most suburban communities have fewer mastering possibilities and publicity than the ones dwelling in city areas. Consequently, of course, they have limited expertise, abilities, and resources to worry about tourism improvement and management. Therefore, to triumph over those problems, increasing human resources is vital.

Human Resources Development (HRD) is a mechanism to assist workers in the development of personal and corporate skills, experience, and capacity. On the other hand, studying possibilities is a crucial aspect of

the functional enhancement of human resources. Additionally, knowledge acquisition is a process by which capabilities, knowledge, and attributes are learned and transformed into reiterated variations in behavior and performance, either by design or over a period of time (Rani et al., 2016). Carl Rogers distinguished two forms of gaining knowledge: cognitive (meaningless) and experiential (vast); the important difference is that experiential mastering relates to the learner's desires. Rogers lists the characteristics of experiential getting to know: private involvement, self-initiative, assessment with the aid of the learner, and diffuse consequences on studying (Yulianah, 2021). Specific learning that can be applied is by conducting training for halal tourism human resources in Banjarmasin City.

2. Tourism Services

Tourism services are the second aspect that is a problem in developing halal tourism in Banjarmasin City. Tourism service aspects are aspects related to facilities and services in the development of halal tourism (Fariana et al., 2022). Problems with this tourist service include the lack of adequate facilities at several tourist attractions, the lack of sharia hotels and restaurants that have halal certificates, and the lack of halal travel agencies.

This problem is as expressed by the results of Mochammad Arif Budiman's study, that the lack of eating places and food companies that have halal certificates from the MUI continues to be a big challenge for the city of Banjarmasin (Budiman et al., 2018). Public awareness, both from the food seller and buyer sides, regarding halal certification is still low, so it needs to be increased by providing encouragement and direction. The encouragement here can take the form of appreciation for hotels and restaurants with halal certificates and will be prioritized as government partners when the government holds hotel activities or uses halal restaurant catering services.

In the meantime, locations of worship for Muslim travelers are not difficult to find due to the fact that there are hundreds of mosques and *surau* (small mosques or a house of worship and studies religion) scattered in diverse locations all over Banjarmasin. Moreover, clean water for ablution

is also available in sufficient quantities. However, separate bathrooms for males and females are no longer available in most traveler locations.

In terms of accommodation, Banjarmasin City already has many lodges, homestays, and hotels; there are 96 lodges in Banjarmasin, primarily based on records accumulated from the Banjarmasin Tourism Department. Although the number is relatively small, sharia hotels and accommodation are available in Banjarmasin. However, prior to this study being conducted, no hotels and restaurants were halal-certified regarding their products, services, and management. By looking at this fact, the government must immediately socialize the importance of having a halal certificate for food, beverages, hotels, spas, and other aspects regarding comfort, health assurance, and trust for Muslim tourists. Thus, if this trust is gained, there will be an opportunity for repeat demand for these products or services.

Apart from that, the Halal Tourist Travel Bureau, which is obliged to provide information about halal tourism in Banjarmasin City, is not yet available. In fact, travel bureaus will be very helpful for tourists from outside the region, especially those who have never visited the city of Banjarmasin.

The city of Banjarmasin can be oriented towards the development of Halal Tourism in West Nusa Tenggara. Travel agencies play a role in developing halal and national tourism in West Nusa Tenggara. Although not comprehensive, practices, attitudes, and actions have reflected efforts to develop halal tourism both directly and indirectly. On the one hand, the aim is not only to fulfill material and psychological aspects but also to contribute to improving socio-economic aspects.

The essence of halal tourism emphasizes Sharia principles in management and governance, serving all tourists (Lubis et al., 2023). The attitudes and forms of service and innovation practiced by tourism actors and travel service providers are valuable contributions (Muttalib, 2019).

3. Regulations

Regulation is an essential aspect of developing halal tourism. Regulations come in the form of policies or regulations to regulate the actors involved in developing halal tourism. In this research, it was found

that regulations are also a problem that hinders the development of halal tourism in the city of Banjarmasin. These problems include the following: halal tourism development has not yet become the government's primary program, there is minimal budget support for developing halal tourism, and halal certification is not yet required for hotel and restaurant business licensing.

The solution to this problem includes encouraging the government, both the city government and the legislative council in Banjarmasin City, to prioritize halal tourism for government programs, considering the positive impact of halal tourism development. The step that the government can take is to prepare a roadmap for the development of halal tourism as a form of government commitment.

Tourism cannot possibly be organized and developed without strong commitment and adequate government support, as stated below.

Most effectively, the authorities have the power to provide the political balance, security, and legal and financial framework that tourism calls for. It's miles the government that gives important services and basic infrastructure. And most effective countrywide governments can negotiate and make agreements with other governments, regarding issues such as immigration tactics or flying and/or touchdown on country wide territory. As a consequence, the tourism industry can not be separated from the government's function as a maker and implementer of public policy. (Judisseno, 2017).

Regarding the lack of budget for developing halal tourism, the offered solution is that the government or tourism management can collaborate with private parties such as companies or sharia financial institutions.

According to Priyanto et al. (2016), the huge contribution of banks in distributing loans to the actual sector using funds originating from the public is a form of banking effectiveness in wearing out its intermediation function. Sharia banks have different traits from conventional banks in preference. Moreover, sharia banks can fill the market section for Muslim communities who need to do enterprise in a manner that strictly follows Islamic or sharia law. Islam regulates all life activities carried out by its followers, including doing business (Sidharta, 2017). Thus, Islamic banks are

required to know and understand the needs of the community, including the need for halal tourism.

The results of a study conducted by Fauzi et al. (2018) show that the sharia financial institution plays a role in increasing the halal tourism potential of the island of Lombok. The role of sharia monetary institutions may be seen from the financing furnished to the tourism industry, the availability of merchandise for tourism actors, and participation in activities held employing the tourism workplace within the form of sponsorship.

Meanwhile, regarding the issue of halal certification not yet being a requirement for hotel and restaurant business licensing, the solution that can be taken to overcome this problem is to establish a special policy regarding hotel and restaurant licensing which requires halal certification to be attached, just as hotels or restaurants are required to attach a Hotel Certification for Cleanliness, Sanitation, and Hygiene Standard (SLHS, *Sertifikat Laik Hygiene Sanitasi*) as a procedure for hotel business establishment.

The government can follow the path designed by Malaysia regarding halal tourism. Since 2010, Malaysia has begun to set high halal requirements in restaurants and accommodations to meet Muslim vacationers by encouraging resorts and eating places to acquire halal certificates, at least for public eating places. As a result, many restaurants and hotels in Malaysia already have halal certificates. The certificate is used as a part of the hotel's advertising within the name of a sharia hotel, which means that they only provide halal food, non-alcoholic drinks, and non-gluten ingredients, and they also do not provide nightclubs. Malaysia has launched "The Halal Industry Development Master Plan" by the Department of Islamic Development (JAKIM). It is divided into three stages with a 12-year target covering: First (2008-2010), developing Malaysia as a global center in terms of halal integrity and making ready for industrial increment; Second (2011-2015), making Malaysia one of the favored places for halal groups; and Third (2016-2020), expanding the geographic footprint of regionally grown halal businesses (Satriana & Faridah, 2018).

4. Socialization (Promotion and Communication)

An aspect that is no less important in developing halal tourism is the socialization aspect. The socialization aspect relates to the communication between the community, government, and tourism business actors in understanding halal tourism. However, the fact is that the socialization aspect of developing halal tourism is still an obstacle. Socialization problems include: information about halal tourism in the community is still limited, and only certain parties know; lack of synergy between the parties (government, practitioners, and academics) in developing halal tourism; and no branding and promotional activities for halal tourism destinations.

At the moment, the general public's understanding, especially tourism entrepreneurs, is still low regarding halal tourism. Information about halal tourism in the community is still limited and is known by only certain parties. In fact, there is a tendency to find differences in understanding regarding halal tourism between the government, stakeholders, and the community. Currently, the understanding of halal tourism has only focused on fulfilling the aspect of having a separation between men's and women's toilets and the availability of places of worship at tourist attractions, restaurants, or hotels. It is also understood that halal hotels are not labeled with sharia signs. In fact, according to the Guidelines for Organizing Tourism Based on Sharia Principles (Fatwa No. 108/DSN-MUI/X/2016, halal hotels are hotels that are labeled with sharia signs.

Efforts that the government can make to develop halal tourism in the city of Banjarmasin include conducting outreach to the community and stakeholders so that the government develops a common perception regarding halal tourism. This socialization can also develop public awareness to improve service and hospitality in dealing with tourists.

In connection with the problem of lack of synergy between the parties who play a role (government, practitioners, and academics) in developing halal tourism, the solution that can be taken is to increase the synergy of the parties who play an important role.

From the government perspective, as stated by the Lector of Dharma Andalas University research (Sayekti, 2020), the development

of halal tourism requires leadership commitment because, in this case, the government should encourage and mobilize stakeholders to develop halal tourism, including hospitality and public awareness of halal tourism through policies issued by those leaders.

Then, the support of community leaders is also needed to think about halal tourism so that it can go national or even international through religious events held in Banjarmasin City and packaged by offering halal tourism in this city. The involvement of universities is also needed in the development of halal tourism, such as increasing research activities and seminars and then preparing and publishing in journals to encourage the rise of the halal industry in the city of Banjarmasin.

Finally, there is the socialization problem faced in the development of halal tourism. There have been no branding and promotion activities to become a halal tourism destination for the local government. For this reason, efforts are currently needed to increase branding and promotion activities for halal tourism. It can be reiterated that halal tourism branding has implications for tourism development in West Lombok and Central Lombok districts. This can be seen from many aspects, both from a socio-cultural, religious, and socio-economic perspective. This means that there is a connection that tourist destinations have five critical elements, namely attractions, access, facilities, activities, and related tourism services (Buhalis & Law, 2008).

Analytical Network Process Framework

Based on the problem identification and solutions above, the Analytical Network Process (ANP) structural framework is then formed. The ANP framework is divided into two parts; the first part consists of a manipulation hierarchy or community of criteria and subcriteria that manipulate interactions, and the second part is a community of influences among elements and clusters. In more detail, the feedback network used in this analysis is shown in the following figure:
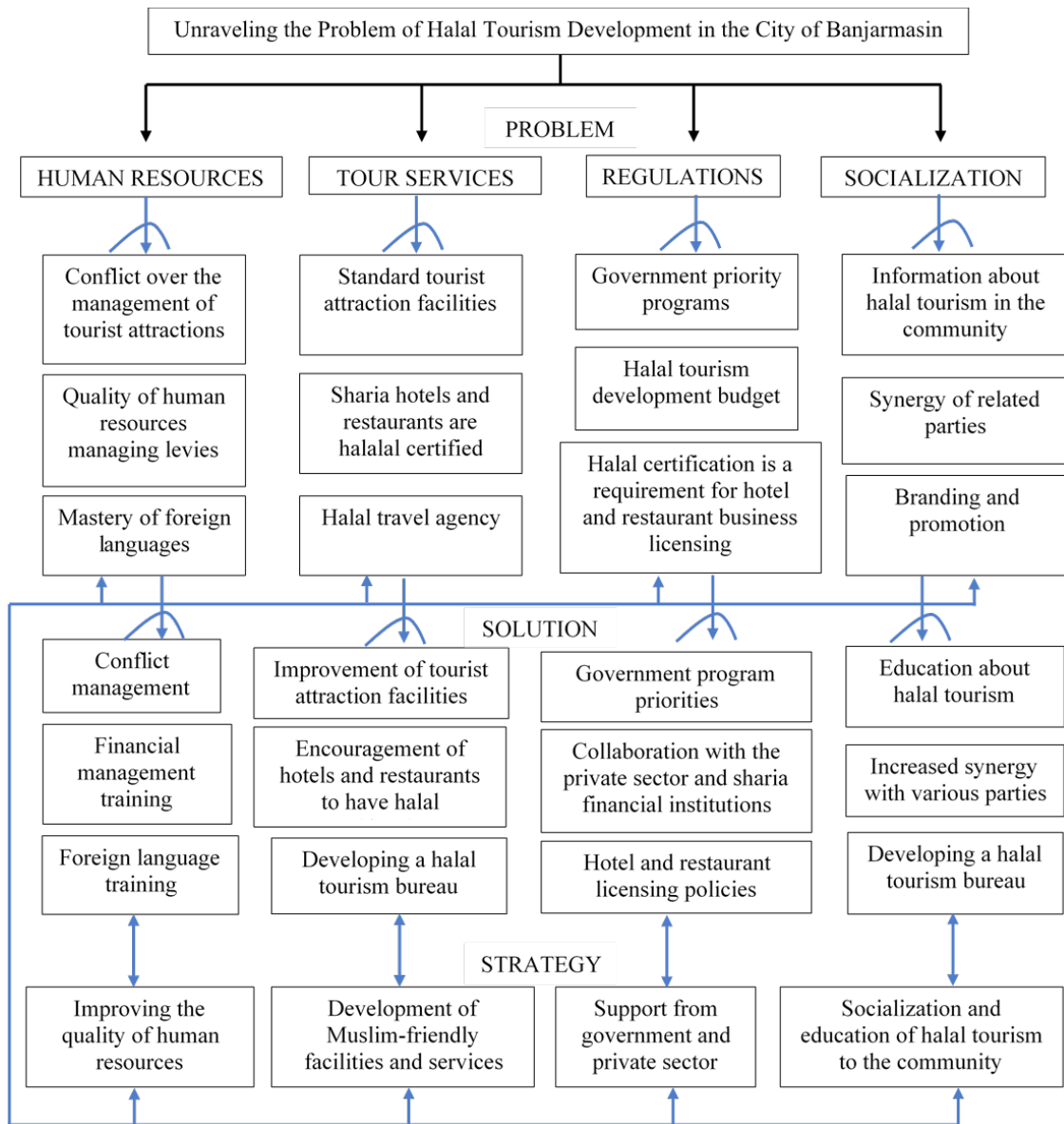
Source: processed data, 2023

Figure 1 Analytical Network Process (ANP) Framework for Halal Tourism
Development in Banjarmasin City

Information:

: outer dependence

: inner dependence

: feedback

Figure 1 above shows that there are interconnected clusters in the ANP of the Halal Tourism Development network in the city of Banjarmasin. Relationships within clusters or inner dependence can be seen in each problem and solution cluster. This means that the elements in this cluster are interconnected with each other. The relationship between clusters (outer dependence), as seen in the problem cluster and the solution cluster, can be interpreted as meaning that the solution cluster has an influence on the problem cluster. Problem clusters and solution clusters also have an influence on strategy clusters. The relationship that occurs is a relationship of mutual influence, shown by two arrows.

Pairwise Comparison

Based on data processed from filling out the questionnaire using SuperDecision 3.2 software and Microsoft Excel 2016, the pairwise comparison results were obtained as follows:

1. **Pairwise Comparison of Problem Aspect Clusters**

   Based on the pairwise comparison processing results, they are then collected to obtain an average value to produce a priority order. The results of pairwise comparisons of problem aspect clusters show the main priorities of the various existing aspects according to the results of interviews and questionnaires with experts. Of the four aspects, the first priority problem is the Regulatory aspect, which has an average value of 0.42575. The second priority aspect result is the Socialization aspect of 0.23884. Furthermore, the third priority aspect is the Human Resources aspect, with an average value of 0.20650. Meanwhile, the Tourism Service aspect is the fourth priority, namely 0.12891.

2. **Pairwise Comparison of All Problem Aspect Sub-Criteria Clusters**

   The results of pairwise comparisons of all cluster sub-criteria aspects of the problem are described in the table below:

Table 4 Pairwise Comparison of Problem Aspect Sub-Criteria Clusters

No	Problem Prioritization	Priority Value	Ranking
	Human Resources		
1	There are management conflicts at several tourist attractions	0,39718	2
2	Lack of quality human resources managing income/retributions in financial reports	0,44193	1
3	Human Resources lacks mastery of foreign languages and is not even fluent in Indonesian	0,16089	3
	Tour Services		
1	Facilities at several tourist attractions still do not meet standards	0,44054	1
2	There is a lack of sharia hotels and restaurants that have halal certificates	0,31819	2
3	There is no halal travel agency yet	0,24127	3
	Regulations		
1	Not yet a major government program	0,37919	1
2	Minimal budget support in developing halal tourism	0,34041	2
3	Halal certification is not yet a requirement for hotel and restaurant business licensing	0,28039	3
	Socialization		
1	Information about halal tourism in the community is still limited; only certain parties know	0,28704	2
2	There is a lack of synergy between the parties (government, practitioners, and academics) in developing halal tourism	0,45976	1
3	There are no branding and promotional activities to become a halal tourism destination	0,25319	3

Source: processed data, 2023

Table 4 shows the comparison results in terms of problem aspects. The problem aspects in question are Human Resources, Tourism Services, Regulations, and Socialization. Each aspect of the problem has sub-criteria that explain the details of the problem. This table explains the priority sub-criteria for each problem. The human resources aspect is based on sub-criteria, which is the main priority, namely the lack of quality of human resources in managing income or retributions in financial reports of 0.44193. The tourism service aspect is based on the main priority sub-criteria, namely that the facilities at several tourist attractions still do not meet the standard of 0.44054. Regulatory aspects based on sub-criteria, which are the main priority, are not yet the central government program, amounting to 0.37919. The socialization aspect based on sub-criteria, which is the main priority, is the lack of synergy between the parties (government, practitioners, and academics) in the development of halal tourism, amounting to 0.45976.

3. Pairwise Comparison of Solution Aspect Clusters

Based on the pairwise comparison processing results, they are then collected to obtain an average value to produce a priority order. The average value of the pairwise comparison of the solution aspect cluster shows the main priority of the various existing aspects according to the results of interviews and questionnaires with experts. Of the four priority solutions, the first is the Regulatory aspect, with an average value of 0.36757. The second priority aspect result is the Socialization aspect of 0.27315. Furthermore, the third priority aspect is the Human Resources aspect, with an average value of 0.24536. Meanwhile, the tourism service aspect is the fourth priority, namely 0.11391.

4. Pairwise Comparison of All Solution Aspect Sub-Criteria Clusters

The results of pairwise comparison of sub-criteria clusters for solution aspects are described in the table below:

Table 5 Pairwise Comparison of Sub-Criteria Clusters for Solution Aspects

No	Solution Priority	Priority Value	Ranking
	Human Resources		
1	Conflict management to build halal tourist destinations	0,35541	1
2	Provide financial management training to humas resources	0,32228	3
3	Improving the Quality of Human Resources through Foreign Language Training	0,32231	2
	Tourism Services		
1	Improvement of tourist attraction facilities to attract visitors	0,39243	1
2	Provide direction and encouragement to hotels and restaurants to register for halal certification	0,37153	2
3	Encourage regional business actors, both private and government, to develop halal travel agencies	0,23604	3
	Regulations		
1	Make the development of halal tourism a priority program for the government, either the city government or the legislative council	0,41888	1
2	Collaborating with private parties such as companies or sharia financial institutions	0,22364	3
3	Establish a special policy regarding hotel and restaurant permits, which must provide halal certification	0,35747	2
	Socialization		
1	Providing education to the general public and tourism businesses about halal tourism	0,46213	1
2	Increasing the synergy of parties who play an important role	0,28001	2
3	Increasing halal tourism branding and promotion activities	0,25786	3

Source: processed data, 2023

Table 5 shows the comparison results in terms of solution aspects. The solution aspects in question are Human Resources, Tourism Services, Regulations, and Socialization. Each aspect of the solution has sub-criteria that explain the details of the solution. This table explains the priority sub-criteria for each solution. The Human Resources aspect based on sub-criteria, which is the main priority, namely conflict management to build halal tourist destinations, is 0.35541. The Tourism Service aspect based on sub-criteria, which is the main priority, namely improving tourist attraction facilities to attract visitor interest, is 0.39243. The Regulatory aspect based on sub-criteria, which is the main priority, namely making the development of halal tourism a priority for government programs, either the City Government (Pemkot) or the legislative council, is 0.41888. The Socialization aspect based on sub-criteria which is the main priority is providing education to the general public and tourism business actors about halal tourism, amounting to 0.46213.

5. Pairwise Comparison of Strategy Aspect Clusters

Based on the pairwise comparison processing results, they are then collected to obtain an average value to produce a priority order. The average comparison value of the strategy aspect cluster shows the main priorities of the various existing aspects according to the results of interviews and questionnaires with experts. Of the four aspects, the first strategic priority is the Regulatory aspect, namely providing full government and private sector support in developing halal tourism with an average value of 0.33632. The result of the second strategy aspect is the Socialization aspect, namely by intensifying socialization and education regarding halal tourism to the community and tourism business actors, amounting to 0.29385. Furthermore, the third strategy is the Human Resources aspect, namely improving the quality of human resources in halal tourism management with an average value of 0.18541. Meanwhile, the Tourism Service is the fourth strategy related to developing tourism services (facilities and services) that are friendlier to Muslim tourists, namely 0.11391.

Synthesis

Synthesis is the opposite of analysis. If analysis means breaking down a material or abstract entity into its elements, then synthesis means integrating diverse thoughts or objects to produce a novel and distinct whole from each component examined individually. In this research, the results of the analysis of the Analytic Network Process (ANP) results of key person questionnaire data will be discussed in terms of the total results. Based on the data processing results using SuperDecisions 3.2 and Microsoft Excel 2016 Software, the geometric mean and rater agreement (W) calculation results were obtained for each aspect.

Based on the data processing results on several aspects, four problems have been identified by the key person related to the problems that must be faced in developing halal tourism in Banjarmasin City. Key persons agreed on four aspects of problems in developing halal tourism with a rater agreement value of $W = 0.1546$. These results show that the priority problems that must be addressed immediately are the main problems, namely 1) Human Resources, 2) Tourism Services, 3) Regulation, and 4) Socialization. Regarding the solution aspect, the agreement rate is relatively low, meaning that respondents' opinions vary, namely $W = 0.2462$. The key person agrees that the priority solution to the four problems of halal tourism development in Banjarmasin City is the regulatory aspect solution. This regulation addresses the problem of not becoming the government's main program, the lack of budget support in developing halal tourism, and halal certification not yet being required for hotel and restaurant business licensing.

The study of problems and solutions determines priority strategies that must be taken. Almost all key persons agreed ($W = 0.23276$) on the strategy for developing halal tourism in Banjarmasin City. This strategy will support solutions to problems in previous aspects, such as Human Resources, Tourism Services, Regulations, and Socialization. These four strategies are 1) Improving the quality of human resources in halal tourism management, 2) Developing tourist services that are Muslim-friendly, 3) Providing total commitment and support from both the government and private sector in developing halal tourism, and 4) Intensifying socialization and education regarding halal tourism to the community and tourism business actors.

CONCLUSION

This research concludes that in the process of developing Halal Tourism in Banjarmasin City, several problems were found. Priority issues of concern, namely Human Resources, Tourism Services, Regulations, and Socialization, were obtained through key persons who agreed with the rater agreement value w= 0.1546. Meanwhile, the priority solution to the four problems is a regulatory solution. Respondents' opinions varied (W = 0.2462). The strategy aspect shows that almost all key people agree (W= 0.23276). These four strategies are 1) Improving the quality of human resources in halal tourism management, 2) Developing tourist services that are friendlier to Muslim tourists, 3) Providing total commitment and support from both the government and private sector in developing halal tourism, and 4) Intensifying socialization and education regarding halal tourism to the community and tourism business actors. This research suggests that total government commitment and support are needed to deal with existing problems and synergistic cooperation between the government and stakeholders in developing halal tourism in Banjarmasin.

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