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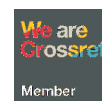
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Sharia hotel development strategy



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ABSTRACT

This research aims to analyze the challenges, propose solutions, and formulate a development strategy model for sharia-compliant hotels in Riau Province. The study is motivated by the growing demand for sharia-based accommodations among Muslim tourists, alongside various challenges faced by sharia-compliant hotels, including issues related to legality, services, and infrastructure. The research employs the Analytic Network Process (ANP) method using Super Decisions software and involves nine expert informants, comprising academics, regulators, and hotel managers, selected through purposive sampling. The findings indicate that the challenges in developing sharia-compliant hotels in Riau Province can be classified into two main categories: internal challenges (e.g., management, human resources, and financial capacity), and external challenges (especially the roles of the National Sharia Council (NSC), the Indonesian Ulema Council (IUC), and government regulations). Consensus among respondents highlights those external challenges, particularly those related to the NSC and IUC, are the most critical, with an agreement level of 75%. Proposed solutions are also categorized as internal and external, with the top priority being solutions to external challenges, specifically those related to the NSC and IUC (96%). The development model identifies seven main strategies, with the highest priority being the establishment of a hotel entrepreneurs' forum (87%), followed by socialization and education programs. This research recommends strengthening the regulatory and educational roles of the NSC and IUC, as well as establishing an entrepreneurs' forum as a platform for synergy among stakeholders. The implementation of these two key strategies is expected to foster an integrated and sustainable ecosystem for the development of sharia-compliant hotels in Riau Province.

Keywords:

Sharia hotels
Development strategy
Analytic network process
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Introduction

The concept of Islamic tourism is gaining traction globally as part of tourism-driven economic growth, emphasizing not only halal products but also Sharia-based practices and lifestyles (Abrori, 2021; Al Mustaqim, 2023; Timur et al., 2025). A key component of halal tourism is accommodation, particularly hotels, which serve as a crucial benchmark for Muslim-friendly destinations (Abdrakhmanova & Moghavvemi, 2022; Hussain et al., 2021; Ma' asor et al., 2023; Mazlan et al., 2023; Suci et al., 2021). The Global Muslim Travel Index (GMTI) highlights halal accommodation as a top priority.

In Indonesia, the growing tourism sector increases demand for Sharia-compliant hotels, which not only offer lodging but also host events like conferences and weddings (Bazin et al., 2025; Ramadhani & Nugroho, 2024; Razalli, 2019; Singgalen, 2024). Although initially guided by Ministerial Regulation No. 2 of 2014 on Sharia hotel standards, the regulation was revoked in 2016. Since then, Sharia

implementation in hotels relies on internal management policies and broader national hospitality standards.

Between 2018 and 2020, the number of hotels in Indonesia increased from about 28,230 to 30,823. However, in 2021, this number dropped sharply to 27,607 due to the impact of the Covid-19 pandemic, which caused a 74% decline in international tourist arrivals and significant revenue losses in the hospitality sector.

By 2022, hotel numbers rebounded to around 28,800, driven by recovery efforts from the government and tourism organizations. In this context, the development of Sharia-compliant tourism especially Sharia-based hotels plays a key role. These hotels, officially recognized by government and MUI regulations (Fatwa No. 108/DSN-MUI/X/2016), offer services aligned with Islamic principles to meet the needs of Muslim travelers.

Ultimately, Sharia hotels are required to adhere to the general principles of Islamic tourism, which include: (1) Preventing acts of polytheism (shirk), immorality (fahisha), harm (mafsadah), wastefulness (tabdzir), extravagance (israf), and wickedness (munkar); (2) Promoting public benefit (maslahah) and welfare—both materially and spiritually (Mashuri, 2020; Musa, 2021; Omar et al., 2013; Printianto et al., 2019; Soemitra, 2021; Solehudin et al., 2024).

Initial research and interviews with a Sharia hotel manager in Riau revealed that many issues faced by Sharia hotels mirror those in conventional hotels—such as allowing non-marital stays, short-term rentals, and serving alcohol. Specific challenges for Sharia hotels include non-compliance with Islamic standards in facilities, services, financial management, and lack of official halal certification from DSN-MUI (Al Rachmat & Iswati, 2024; Maksum et al., 2022; Setya & Zahara, 2024).

Despite these issues, Sharia hotels represent a promising business opportunity by catering to Muslim travelers seeking faith-aligned services (Mansyuroh, 2018; ROCHIM, 2023; Siska Mandalia, 2023; Sofyan, 2011). While the sector is growing in Indonesia, data on certified Sharia hotels is limited. Only a few, like Sharia Hotel Solo and Sofyan Hotels in Jakarta, are MUI-certified. In Riau, many hotels labeled as "Sharia" lack certification and do not fully meet DSN-MUI standards, indicating a gap between branding and actual compliance.

The development of Sharia hotels in Riau Province faces five key challenges. First, limited capital and access to Sharia-compliant financing hinder financial sustainability. Second, human resources lack adequate understanding and competence in implementing Sharia principles. Third, most hotels do not yet apply integrated Sharia-based management systems. Fourth, guidance from the National Sharia Council (DSN-MUI) remains suboptimal, especially in certification and mentorship. Fifth, the absence of updated government regulations following the revocation of Ministerial Regulation No. 2/2014 creates legal uncertainty.

These interconnected issues must be addressed holistically to ensure sustainable development. Although halal tourism is growing in Indonesia, especially in Riau due to its strong Islamic-Malay culture (Dewi & Faraby, 2023), most of the 28 Sharia-labeled accommodations in Pekanbaru still fall short of full Sharia compliance.

The growth of Sharia hotels has been supported by various elements, all closely tied to this development. These factors include: (1) The increasing interest of Organization of Islamic Cooperation (OIC) member states in developing the tourism sector across member countries; (2) Strong business incentives encouraging many hotels to offer Islamic hotel services to meet the needs of Muslim travelers; (3) Stricter security regulations and visa-related challenges that have discouraged Western tourists from visiting the Middle East, thereby increasing Muslim tourist interest in other destinations like Indonesia; (4) The rise of halal adaptation in hospitality, making it more appealing to Muslim travelers due to its affiliation with Islamic religious values, which offers significant potential for hotels to cater to this demand; (5) The expansion of the Islamic banking and finance sector, which has attracted investors interested in halal and Sharia-compliant goods and services, including hotels operated in accordance with Islamic law.

Over the past five years, the development of Sharia hotels in Riau Province has shown promising growth (Fitriani, 2018). Table 3. below presents a list of hotels that offer alternatives or options for consumers in the Sharia-compliant accommodation segment.

Since the emergence of Hotel Sofyan in Jakarta, many establishments have claimed to be Sharia-compliant. However, official recognition requires evaluation by the Ministry of Tourism and certification from the Indonesian Ulema Council (MUI). In Riau Province, Sharia-labeled hotels have existed since 2017, driven by growing religious awareness and efforts to preserve local culture by analysis of sharia business principles, 2023.

Table 1. Number of Hotels in Cities/Districts in Riau Province

City	Star Hotel	Budget Hotel	Sharia Hotel	Amount
Pekanbaru	8	167	17	192
Dumai	3	45	6	54
Tembilahan	7	52	7	66
Bengkalis	0	41	3	44
Bangkinang	0	43	6	49
Total				405

Source: Riau in Figures 2020

Despite this growth, Sharia hotels still face internal challenges, including limited understanding of Sharia business ethics among staff, the absence of integrated Sharia-based governance in HR, finance, and operations, as well as the lack of Sharia-aligned marketing, public relations, and evaluation systems based on maqashid al-shariah. These aspects include: (1) Dharuriyyat (Essentials) such as the prohibition of alcohol within the hotel premises, availability of halal-certified food, separation of male and female prayer areas, provision of ablution (wudhu) facilities in rooms, and gender-segregated fitness centers; (2) Hajiyyat (Complementary) including Qur'an availability in rooms, prayer kits, Qibla direction indicators, Islamic dress code protocols for staff and guests, the presence of bidet toilets, avoidance of Qibla-direction violations, family-friendly TV channels, internet filters, absence of nightclubs, and artwork not depicting human anatomy; (3) Tahsiniyyat (Enhancement) such as special services during Ramadan, dedicated lobby floors for women/families, female staff assigned to serve female guests, and majority Muslim workforce; (4) In Islamic economics, all business models must align with maqashid al-shariah—the objectives of Sharia aimed at ensuring human welfare (maslahah) in both worldly and spiritual aspects. All Sharia rulings are intended to preserve and promote this benefit.

In Islamic economics, all business models must align with maqashid al-shariah—the objectives of Sharia aimed at ensuring human welfare (maslahah) in both worldly and spiritual aspects (R. H. S. Lestari et al., 2025). Imam Al-Shatibi, a renowned Islamic scholar, categorized maqashid al-shariah into five major dimensions: (1) Hifzh al-Din (Protection of Religion). Sharia hotels must provide facilities that support guests in performing religious practices and ensure that Islamic values are reflected in staff-guest interactions; (2) Hifzh al-Nafs (Protection of Life). This includes maintaining a safe, clean, and comfortable environment that ensures the physical and mental well-being of guests through ethical and morally safe services; (3) Hifzh al- Aql (Protection of Intellect). Hotels should not provide entertainment that damages the intellect or morals. Instead, they should offer Islamic educational content through media, literature, and programming; (4) Hifzh al-Nasl (Protection of Lineage). Management of male-female interactions should uphold moral standards, avoiding khalwat (unlawful seclusion) and providing family-oriented spaces; (5) Hifzh al-Mal (Protection of Wealth). All financial transactions must comply with Islamic finance principles, avoiding riba (usury), gharar (uncertainty), and maisir (gambling). Hotels are also expected to collaborate with Islamic financial institutions; (6) The government has yet to replace the repealed Regulation No. 2 of 2014 on Sharia Hotels, leaving a legal gap. Additionally, parts of DSN MUI Fatwa No. 108/2016 remain unclear and open to interpretation, highlighting the need for revision and clarification.

If these issues remain unaddressed, they will significantly affect Sharia hotel users, operators, and policymakers. For users, the impact includes: diminished trust in the integrity of Sharia hotels and reduced interest in staying at such establishments. For operators, the implications are: (1) The

weakening of the Sharia hotel industry's ability to operate sustainably; (2) Rising concerns over the market viability of Sharia hotels.

The absence of enforceable standards hinders policy effectiveness in hospitality and tourism, while Sharia hotel compliance remains low. This study aims to develop strategies for Sharia hotel growth in Riau Province by leveraging internal and external potentials. This includes: enhancing Sharia-compliant management, optimizing human resources, promoting education and outreach, strengthening the Sharia Hotel Business Forum, adjusting and reinforcing regulations, building synergy and collaboration and supporting Sharia certification and compliance

Riau Province's tourism aligns with halal tourism, making Sharia-compliant accommodations highly recommended. As business entities, Sharia hotels must avoid unethical practices and generate income only through lawful, mutually agreed transactions, as emphasized in Surah An-Nisa, verse 29.

Sharia hotels represent a form of innovation in the hospitality industry that aims to integrate Islamic principles across all aspects of their services. Their rapid growth in several regions of Indonesia reflects the increasing demand for accommodation services that are not only comfortable but also consistent with Islamic values. Previous studies have revealed that the concept of Sharia hotels is implemented through adherence to Sharia standards, such as the provision of halal food, absence of alcohol, prayer facilities, gender segregation in certain areas, and financial and service management that is free from *riba* (usury) and *gharar* (uncertainty) by Sago Bungsu Hotel, 2023.

Nevertheless, earlier research indicates that the development of Sharia hotels still faces significant challenges. The study identified key barriers such as regulatory limitations, low levels of human resource understanding regarding Sharia principles, and a lack of technological support. Another research highlighted the importance of employing a philosophical *maqashid syariah* approach to evaluate the quality of Sharia hotel services, although its implementation remains uneven.

On the other hand, literature also shows a lack of strategic, data-driven approaches. Some studies, have begun exploring the use of the Analytic Network Process (ANP) method in hotel selection decision-making. However, comprehensive applications of ANP in formulating strategies for Sharia hotel development remain scarce. ANP has been more commonly applied in other sectors, such as Islamic banking and microfinance institutions, but rarely within the Sharia hospitality industry.

Additionally, Riau Province with its strong Islamic identity and Malay cultural heritage possesses significant potential for the development of the Sharia hotel industry. However, to date, academic studies specifically focusing on the development strategies for Sharia hotels in Riau remain limited. Research by Rahmi (2022) on halal tourism development in Pekanbaru provided an overview of potential but did not specifically explore strategies for business units such as Sharia hotels (Rachmatie et al., 2022). Moreover, the integration of local wisdom, which is a key strength of Riau, has not been sufficiently incorporated into the development framework of Sharia-based hotels.

Furthermore, most existing research employs a descriptive-qualitative approach, while quantitative approaches that use strategic priority weighting methods like ANP are still rarely applied. As a result, there is a lack of actionable strategic recommendations for Sharia hotel industry stakeholders, particularly in the context of increasing competition and the dynamic nature of the tourism market.

A review of previous studies suggests that research on Sharia hotels in Indonesia has predominantly remained descriptive and focused on the implementation of Sharia principles such as halal services, prayer facilities, and Muslim market segmentation. While important, these approaches do not fully address the strategic needs for long-term development of Sharia hotels, especially considering the evolving competitiveness of the hospitality industry.

Additionally, research by Budi Hasayang Siregar, Muhammad Arif, and Mustapa Khamal Rokan (2022) found that Sharia hotels in Rantau Prapat have not yet fulfilled the concept of Sharia hotels. This is due to a lack of Islamic identity in promotion and appearance, inadequate facilities that fall short of Sharia standards, and the absence of worship and *dakwah* values within the hotel.

Several studies have discussed the development of Sharia hotels in Indonesia and globally. Researchers concluded that growth remains stagnant despite the issuance of Sharia certification standards by MUI. Key issues include the absence of a Sharia Supervisory Board in hotel structures and a lack of MUI halal certification (Fitriani, 2018; Hana, 2018).

Some studies show service quality, facilities, and location have little effect on guest decisions (Lestari & Guritno, 2022), while others emphasize the importance of halal awareness, lifestyle, and Islamic-friendly services in influencing customer behavior (Martiasari & Hendratmi, 2022; Tyas & Supriyanto, 2022).

Best practice cases such as Hotel Sofyan Betawi and Grand Rohan Jogja demonstrate positive impacts from full Sharia implementation, including certification, infrastructure improvement, and adherence to Islamic values. Other findings highlight the influence of COVID-19 standards (Afrilian & Hanum, 2022), religious recruitment criteria (Sudaryanto et al., 2022), and customer satisfaction tied to Islamic service elements.

Internationally, researchers argue that halal tourism and Islamic tourism must not be limited to labels but must reflect deep value-based principles. Studies in Europe, Russia, and Malaysia emphasize the need for localized halal standards, regulatory clarity, and flexible halal-friendly options rather than full Sharia application, especially in non-Muslim countries.

Despite growing interest, there is a gap in literature focusing on strategic, regulatory, and stakeholder-based perspectives, particularly in Riau Province. Most studies rely on descriptive or qualitative methods and lack engagement with regulators, policymakers, and experts. Therefore, this research proposes a holistic approach using the Analytic Network Process (ANP) and expert interviews to generate comprehensive development strategies for Sharia hotels in Riau, integrating local wisdom, Islamic values, and stakeholder alignment for sustainable and competitive growth.

Based on the literature review, this dissertation presents several key novelties that distinguish it from existing studies on Sharia hotels, both globally and nationally. These innovations span seven main aspects: location and focus, methodology, theoretical contribution, regulatory involvement, outcomes, integration of local wisdom, and long-term orientation.

Unlike previous studies that typically focus on consumer perceptions in Muslim-majority or minority countries, this research specifically examines Riau Province, an area with strong Malay-Islamic cultural values. The study takes a macro-strategic focus on Sharia hotel development.

Methodologically, this study departs from the dominant descriptive-qualitative approach by employing a quantitative Analytical Network Process (ANP) method rarely applied in Sharia hotel research. It also integrates three theoretical frameworks: Maqashid Syariah, Stakeholder Theory, and Resource-Based View (RBV) a combination not commonly found in prior literature.

Additionally, this research emphasizes institutional and regulatory challenges, such as the absence of DSN-MUI fatwas specifically for Sharia hotels and the lack of updated government regulations. It provides a structured strategy model based on ANP, aimed at supporting policy development and industry practice.

The integration of local Malay-Islamic values as a strategic asset offers a unique cultural differentiation, and the study's long-term goal is to establish a sustainable Sharia hotel ecosystem, not merely focusing on branding or market trends.

While some past research also used ANP, this study differs significantly in the variables analyzed. Thus, the approach is both theoretically rich and practically valuable, particularly for policymakers and stakeholders in Riau's Islamic tourism sector.

This study aims to identify challenges, solutions, and strategies for developing Sharia-compliant hotels in Riau Province. Using the Analytic Network Process (ANP), it integrates Islamic principles with local Malay values to offer both theoretical insights and practical guidance. The findings benefit policymakers, hotel operators, investors, certification bodies, and academics in advancing the halal tourism sector.

Methods

This study employs a mixed-method approach, combining qualitative and quantitative methods through literature review and in-depth interviews to obtain comprehensive, objective, and reliable data.

Research Data Sources

The primary data for this study were obtained through in-depth interviews with nine selected experts, including academics, government regulators, and hotel managers, supported by literature review and ANP questionnaires. In ANP, respondent expertise is prioritized over sample size for data validity.

Data Processing Method

This study employs the Analytic Network Process (ANP), an advanced decision-making method developed by Thomas L. Saaty, which expands on AHP by accommodating complex interdependencies and feedback loops among elements. ANP uses pairwise comparisons and supermatrix calculations to prioritize strategies and assess influence within a network structure. It combines both qualitative and quantitative data, making it suitable for complex problems like the development of sharia-compliant hotels. The method ensures more accurate, structured, and consistent strategic decision-making through a systematic modeling process.

Research Stages and Time

This research follows three main stages of the Analytic Network Process (ANP): model construction, model quantification, and synthesis & analysis. First, the ANP model is developed based on literature reviews and expert interviews. Then, pairwise comparison questionnaires are created using Super Decisions software to quantify the model. Finally, data are analyzed through consistency checks and Kendall's Coefficient of Concordance to measure agreement among respondents, resulting in prioritized strategies. The entire process is scheduled from July 2024 to May 2025.

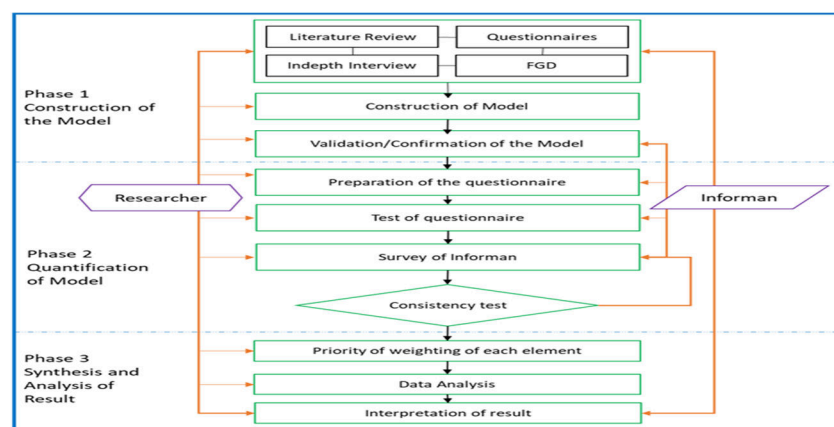


Figure 1 AN Work Stages

Results and Discussion

Research Results

Following in-depth interviews and literature reviews, the research developed a problem decomposition model to better understand the challenges in developing Sharia-compliant hotels in Riau. The analysis identified five main clusters: DSN-MUI, Government, Financial, Employees, and Sharia Management. These are divided into internal and external problems, each with corresponding solutions and strategies.

Internal aspects include human resources, management, and finance, while external aspects involve the role of DSN-MUI and government support. The ANP model incorporates 36 problem and solution elements, and 7 strategic elements such as education, regulatory alignment, professional management, and collaboration. The framework is quantified using questionnaires, analyzed with

Super Decisions software, and refined through consistency testing. The final ANP model guides strategic development of Sharia hotels in Riau Province.

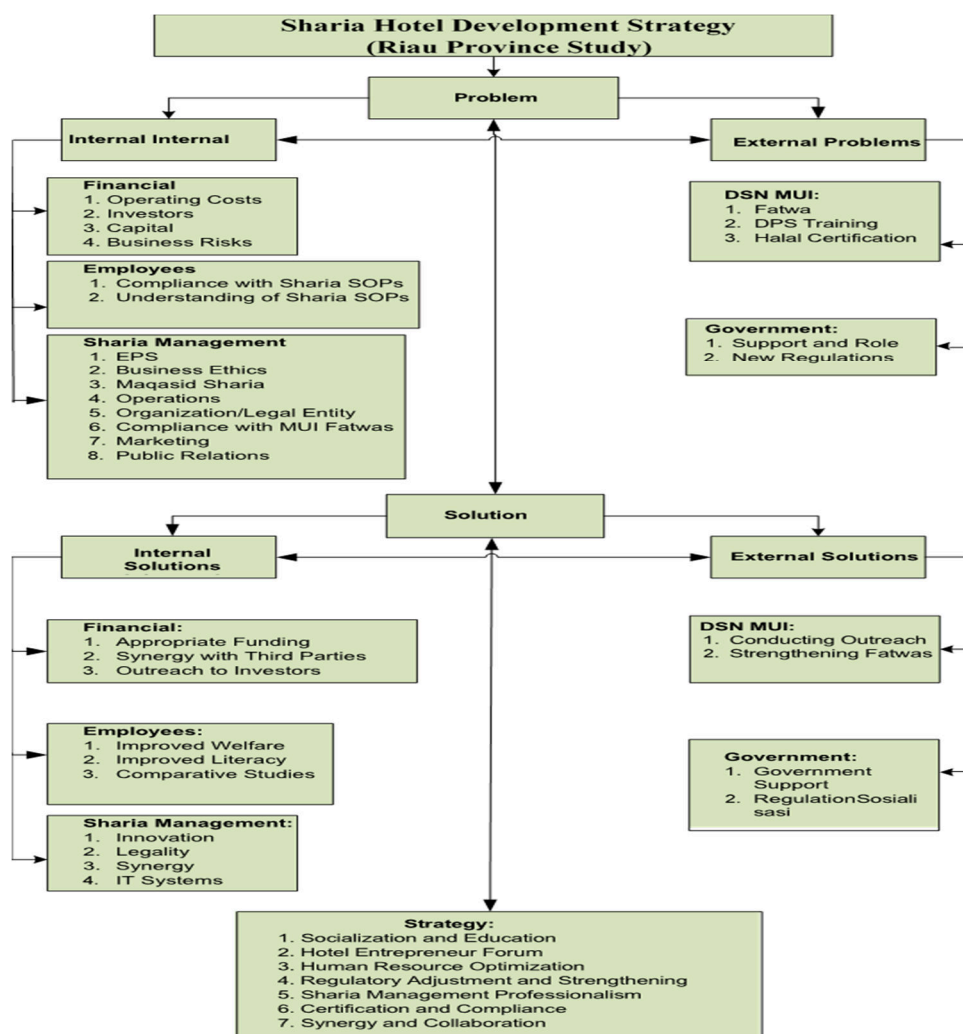


Figure 2 Framework for Identification of Problems, Solutions, and Strategies for Sharia Hotel Development (Riau Province Study)

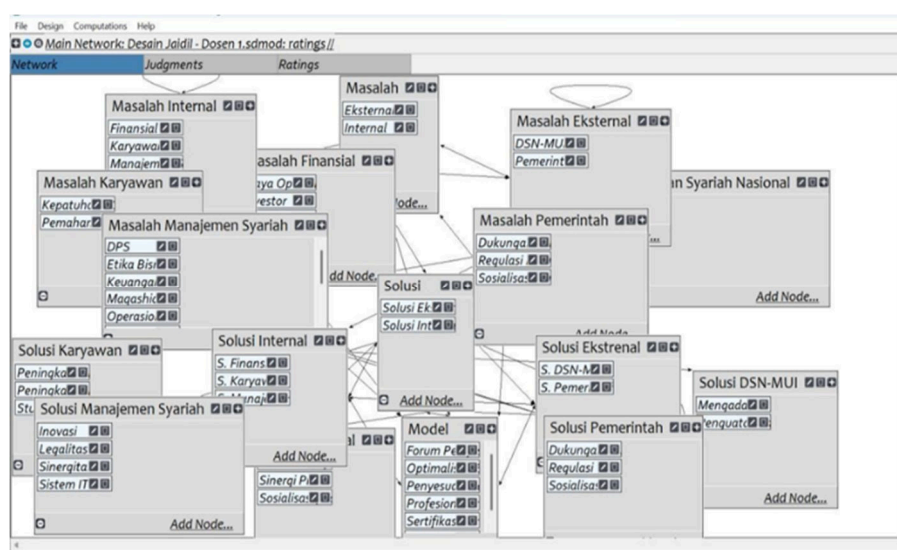


Figure 3 ANP Model Framework; Problems, Solutions, and Strategies for Sharia Hotel Development (Riau Province Study)

Research Findings

Based on the Analytic Network Process (ANP) methodology used to determine priority scales according to expert respondents, the results are summarized in the following table.

Table 2. Synthesis Results of Respondents' Priorities Regarding Sharia Hotel Development Strategies in Riau Province (Expert Perspective)

Aspects and Elements	Expert 1	Expert 2	Expert 3
Problems			
External	0,078	0,077	0,075
Internal	0,062	0,057	0,057
DSN MUI Issues			
Fatwa	0,011	0,013	0,012
Sub-Divisional Supervisory Board Training	0,003	0,004	0,004
Halal Certification	0,002	0,002	0,001
Government Issues			
Support and Role	0,0024	0,0017	0,0018
New Regulations	0,0011	0,0006	0,0007
Financial Issues			
Operational Costs	0,0007	0,0005	0,0005
Investors	0,0059	0,0053	0,0054
Capital	0,0021	0,0014	0,0014
Business Risk	0,0037	0,0026	0,0027
Employee Issues			
Sharia SOP Compliance	0,0057	0,0061	0,0062
Understanding of Sharia SOPs	0,0014	0,0012	0,0013
Sharia Management Issues			
SSB	0,0015	0,0015	0,0014
Business Ethics	0,0015	0,0015	0,0014
Maqashid Sharia	0,0018	0,0019	0,0019
Operational	0,0015	0,0016	0,0016
Organization/Legal Entity	0,0011	0,0010	0,0010
MUI Fatwa Compliance	0,0010	0,0010	0,0010
Marketing	0,0007	0,0007	0,0007
Public Relations	0,0024	0,0023	0,0023
Solutions			
External Solutions	0,03489	0,03155	0,02904
Internal Solutions	0,02071	0,01711	0,02143
DSNMUI Solutions			
Holding Socialization	0,0060	0,0064	0,0053
Fatwa Strengthening	0,0065	0,0059	0,0062
Government Solutions			
Government Support	0,0028	0,0028	0,0033
Regulations	0,0082	0,0084	0,0086
Socialization	0,0037	0,0033	0,0039
Financial Solutions			
Appropriate Funding	0,0107	0,0108	0,0106
Third-Party Synergy	0,0037	0,0034	0,0037
Investor Socialization	0,0016	0,0016	0,0022
Sharia Management Solutions			
Innovation	0,0023	0,0021	0,0024
Legality	0,0059	0,0062	0,0061
Synergy	0,0024	0,0025	0,0024
IT Systems	0,0010	0,0011	0,0017
Employee Solutions			
Improving Welfare	0,0023	0,0025	0,0013

Aspects and Elements	Expert 1	Expert 2	Expert 3
Improving Literacy	0,0020	0,0023	0,0019
Comparative Studies	0,0021	0,0022	0,0036
Strategies (Goals)			
Socialization and Education	0,0054	0,0044	0,0046
Hotel Entrepreneur Forum	0,0211	0,0213	0,0215
SDI Optimization	0,0376	0,0374	0,0357
Regulatory Adjustments and Strengthening	0,0118	0,0121	0,0123
Sharia Management Professionalism	0,0189	0,0195	0,0191
Certification and Compliance	0,0129	0,0123	0,0127
Synergy and Collaboration	0,0122	0,0121	0,0117

Table 3. Synthesis Results of Respondents' Priorities Regarding Sharia Hotel Development Strategies in Riau Province (Regulator's Perspective)

Aspects and Elements	Regulator 1	Regulator 2	Regulator 3
Problems			
Problems			
External	0,0695	0,0870	0,1013
Internal	0,0566	0,0369	0,0241
DSN MUI Problems			
Fatwa	0,0177	0,0188	0,0187
Sub-District Supervisory Board	0,0056	0,0060	0,0059
Training			
Halal Certification	0,0022	0,0024	0,0024
Government Problems			
Support and Role	0,0032	0,0028	0,0032
New Regulations	0,0010	0,0008	0,0010
Financial Problems			
Operational Costs	0,0100	0,0108	0,0125
Investors	0,0050	0,0053	0,0062
Capital	0,0020	0,0022	0,0026
Business Risks	0,0010	0,0011	0,0013
Employee Problems			
Sharia SOP Compliance	0,0016	0,0016	0,0014
Understanding of Sharia SOPs	0,0087	0,0087	0,0080
Sharia Management Problems			
Sub-District Supervisory Board	0,0007	0,0006	0,0003
Business Ethics	0,0008	0,0006	0,0004
Maqashid Sharia	0,0009	0,0007	0,0004
Operational	0,0004	0,0003	0,0002
Organization/Legal Entity	0,0006	0,0005	0,0003
MUI Fatwa Compliance	0,0004	0,0003	0,0002
Marketing	0,0005	0,0004	0,0002
Public Relations	0,0012	0,0010	0,0006
Solutions			
External Solutions	0,0320	0,0334	0,0326
Internal Solutions	0,0129	0,0107	0,0085
DSN MUI Solutions			
Conducting Socialization	0,0102	0,0116	0,0123
Fatwa Strengthening	0,0038	0,0025	0,0022
Government Solutions			
Government Support	0,0279	0,0279	0,0332
Regulations	0,0821	0,0842	0,0856
Socialization	0,0371	0,0328	0,0386
Financial Solutions			

Aspects and Elements	Regulator 1	Regulator 2	Regulator 3
Appropriate Funding	0,0024	0,0023	0,0046
Third-Party Synergy	0,0045	0,0043	0,0017
Socialization with Investors	0,0114	0,0114	0,0095
Sharia Management Solutions			
Innovation	0,0012	0,0012	0,0023
Legality	0,0026	0,0025	0,0018
Synergy	0,0018	0,0017	0,0008
Systems IT	0,0013	0,0013	0,0003
Employee Solutions			

Table 4. Results of Synthesis of Respondents' Priorities regarding Sharia Hotel Development Strategies in Riau Province (Management Perspective)

Aspects and Elements	Manager 1	Manager 2	Manager 3
Problems			
External	0,0852	0,0559	0,0485
External	0,0852	0,0559	0,0485
Internal	0,0432	0,0778	0,0847
DSN MUI Problems			
Fatwa	0,0024	0,0021	0,0021
Sub-District Supervisory Board	0,0064	0,0054	0,0054
Training			
Halal Certification	0,0136	0,0114	0,0115
Government Problems			
Support and Role	0,0041	0,0052	0,0051
New Regulations	0,0013	0,0016	0,0016
Financial Problems			
Operational Costs	0,0058	0,0043	0,0043
Investors	0,0028	0,0021	0,0021
Capital	0,0012	0,0009	0,0009
Business Risks	0,0006	0,0004	0,0004
Employee Problems			
Sharia SOP Compliance	0,0020	0,0021	0,0020
Understanding of Sharia SOPs	0,0098	0,0103	0,0112
Sharia Management Problems			
Sub-District Supervisory Board	0,0012	0,0014	0,0013
Business Ethics	0,0014	0,0016	0,0015
Maqashid Sharia	0,0016	0,0018	0,0017
Operational	0,0007	0,0008	0,0008
Organization/Legal Entity	0,0012	0,0014	0,0013
MUI Fatwa Compliance	0,0007	0,0008	0,0008
Marketing	0,0009	0,0010	0,0009
Public Relations	0,0021	0,0024	0,0023
Solutions			
External Solutions	0,0227	0,0086	0,0104
Internal Solutions	0,0309	0,0465	0,0448
DSN MUI Solutions			
Conducting Socialization	0,0101	0,0031	0,0031
Fatwa Strengthening	0,0020	0,0087	0,0087
Government Solutions			
Government Support	0,0044	0,0019	0,0017
Regulations	0,0032	0,0031	0,0033
Socialization	0,0166	0,0204	0,0214
Financial Solutions			
Appropriate Funding	0,0079	0,0042	0,0040

Aspects and Elements	Manager 1	Manager 2	Manager 3
Third-Party Synergy	0,0022	0,0024	0,0025
Socialization with Investors	0,0019	0,0058	0,0056
Sharia Management Solutions			
Innovation	0,0033	0,0009	0,0010
Legality	0,0040	0,0037	0,0036
Synergy	0,0019	0,0025	0,0024
Systems IT	0,0007	0,0033	0,0032
Employee Solutions			
Improved Welfare	0,0024	0,0012	0,0010
Improved Literacy	0,0016	0,0016	0,0018
Comparative Studies	0,0024	0,0037	0,0037
Strategies (Goals)			
Socialization and Education	0,0004	0,0006	0,0006
Hotel Entrepreneur Forum	0,0290	0,0260	0,0259
SDI Optimization	0,0224	0,0203	0,0204
Regulatory Adjustment and Strengthening	0,0156	0,0155	0,0164
Professionalism in Sharia Management	0,0163	0,0169	0,0171
Certification and Compliance	0,0099	0,0111	0,0108
Synergy and Collaboration	0,0208	0,0240	0,0230

Each respondent has differing views on the priority of issues, solutions, and strategies for developing sharia hotels in Riau Province. Therefore, after obtaining individual priorities, the average value is calculated to determine the overall ranking. This average is derived using the geometric mean and rater agreement, as shown in the table 5.

Table 5. Results of Geometric Mean and Rater Agreement of Respondents Regarding Sharia Hotel Development Strategies in Riau Province

Aspects and Elements	Geometric Mean	Rater Agreement
Problem		
External	0,0713	1
Internal	0,0547	
DSN MUI Problems		
Fatwa	0,0067	
DPS Training	0,0050	0,85
Halal Certification	0,0039	
Government Issues		
Support and Role	0,0032	
New Regulations	0,0011	0,75
Financial Problems		
Operating Costs	0,0032	
Investors	0,0039	0,291
Capital	0,0014	
Business Risks	0,0010	
Employee Issues		
Sharia SOP Compliance	0,0027	0,83
Understanding Sharia SOPs	0,0052	
Sharia Management Issues		
DPS	0,0010	0,48
Business Ethics	0,0011	
Maqashid Sharia	0,0013	
Operational	0,0007	
Organization/Legal Entity	0,0009	
Compliance with MUI Fatwas	0,0006	

Aspects and Elements	Geometric Mean	Rater Agreement
Problem		
Marketing	0,0006	
Public Relations	0,0017	
Solution		
External Solutions	0,0222	0
Internal Solutions	0,0219	
DSNMUI Solution		
Conducting Outreach	0,0063	0,091
Strengthening Fatwas	0,0048	
Government Solutions		
Government Support	0,0027	0,291
Regulations	0,0043	
Socialization	0,0098	
Financial Solutions		
Appropriate Funding	0,0068	0,49
Third-Party Synergy	0,0028	
Investor Outreach	0,0025	
Sharia Management Solutions		
Innovation	0,0016	
Legality	0,0037	0,400
Synergy	0,0020	
IT Systems	0,0014	
Employee Solutions		
Improving Welfare	0,0018	0,37
Increasing Literacy	0,0018	
Comparative Studies	0,0024	
Strategy (Goal)		
Socialization and Education	0,0009	
Hotel Entrepreneur Forum	0,0285	
SDI Optimization	0,0281	
Regulatory Adjustment and Strengthening	0,0147	0,904
Sharia Management Professionalism	0,0163	
Certification and Compliance	0,0099	
Synergy and Collaboration	0,0115	

Analysis of Synthesis Results from ANP Problem Aspects

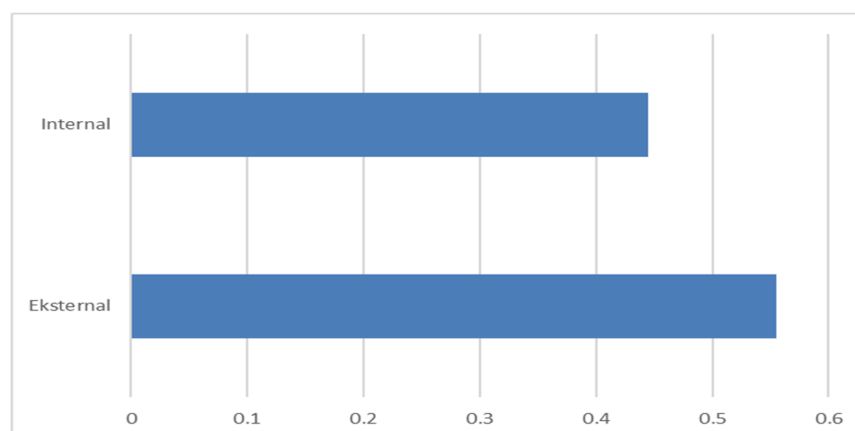


Figure 4 Results of Problem Priority Synthesis Based on Average Value

Based on data analysis, the main problem priorities identified by respondents are grouped into internal and external aspects. Internally, key issues include human resources, sharia management,

and financial challenges. Externally, the focus is on government and the National Sharia Council (DSN-MUI). Overall, internal problems are considered slightly more critical than external ones, though both significantly impact sharia hotel development in Riau.

External Problems

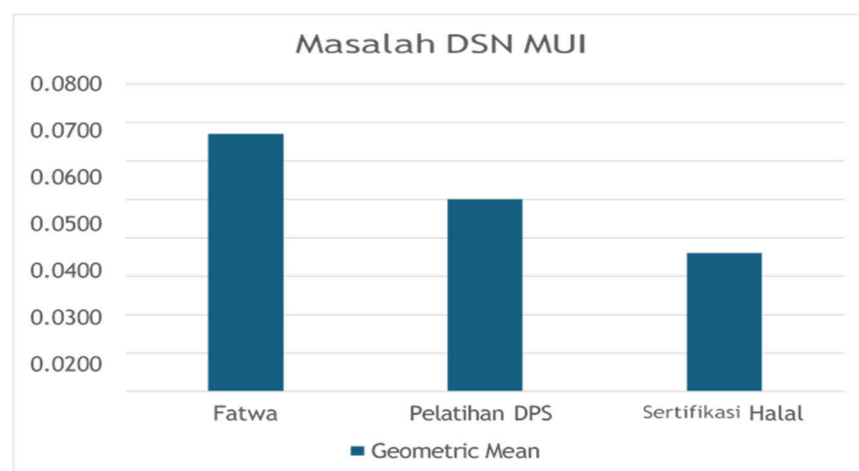


Figure 5 Results of Synthesis of Priority Problems of the MUI DSN Based on Average Values

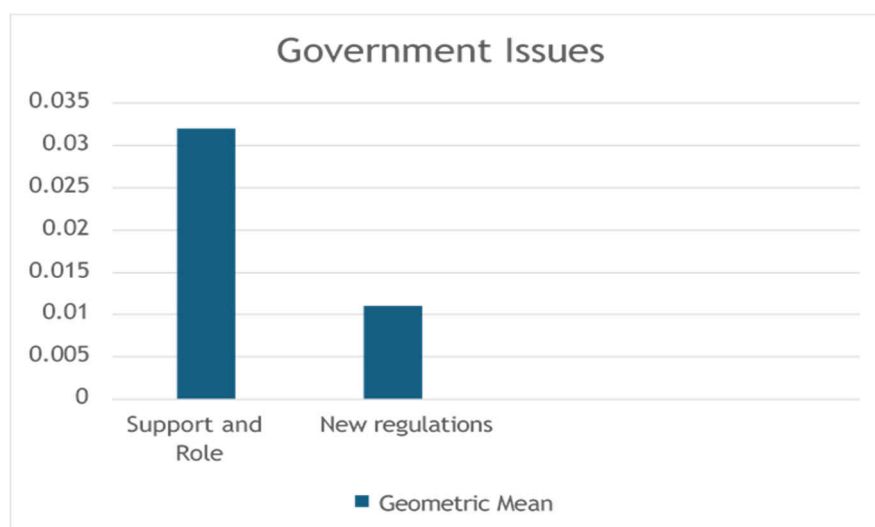


Figure 6 Results of Synthesis of Priority Government Issues Based on Average Values

Based on the data, respondents identified the most critical external issues in developing sharia hotels in Riau. For DSN-MUI, the top priorities are fatwa (6.7%), DPS training (5%), and halal certification (3.9%), with an 85% agreement level. For government-related issues, the main concerns are support and involvement (3.2%) and new regulations (1.1%), with a 75% agreement among respondents.

Internal Problems

Based on respondent input, the top internal issues for developing sharia hotels in Riau are as follows: (1) Financial issues: Key priorities include investors (3.9%), operational costs (3.2%), capital (1.4%), and business risk (1.1%), with a low agreement rate of 29%; (2) Employee issues: Understanding (52%) and compliance (27%) are seen as top concerns, with strong consensus at 83%; (3) Sharia management issues: Public relations (17%), DPS (10%), legal organization (9%), and operations (7%) lead the concerns. Other elements such as fatwa compliance and marketing scored 6%, while maqashid and business ethics ranked lowest. The agreement level was moderate at 48%.

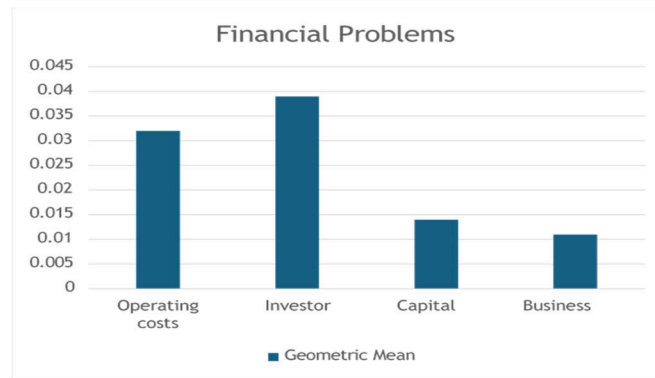


Figure 7 Results of Synthesis of Priority Financial Problems Based on Average Values

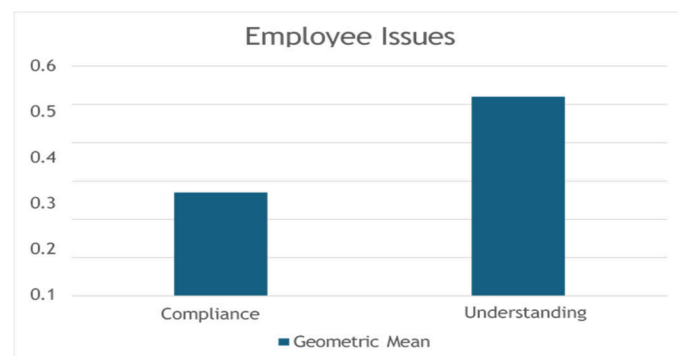


Figure 8 Results of Synthesis of Employee Problem Priorities Based on Average Values

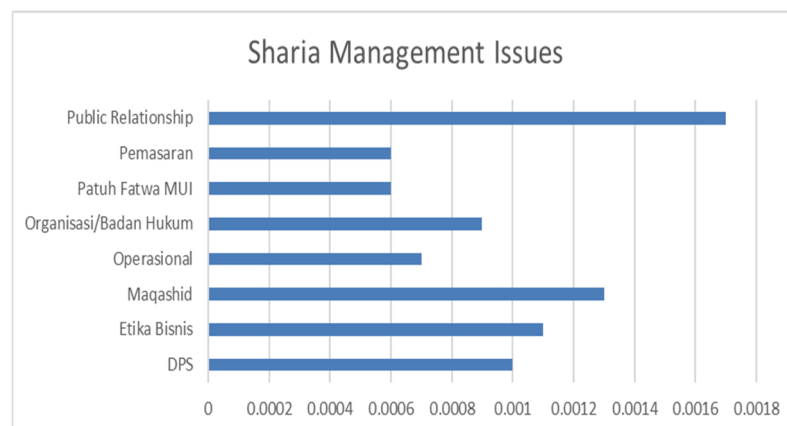


Figure 9 Results of Synthesis of Priority Sharia Management Problems Based on Average Values

Solution Aspects

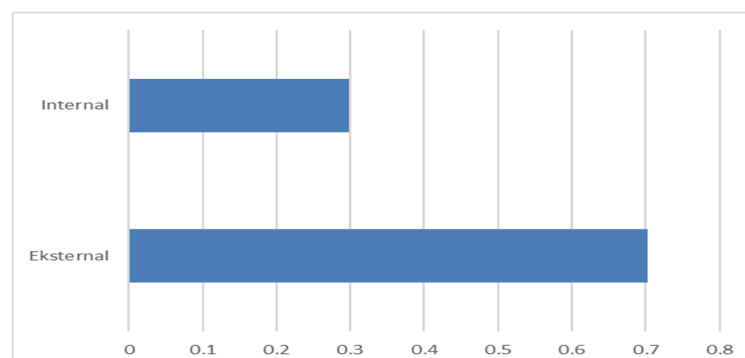


Figure 10 Results of Synthesis of Priority Solution Aspects Based on Average Values

Based on the data, respondents prioritized internal solutions particularly improving employee performance, strengthening sharia management, and addressing financial issues as the most crucial for developing sharia hotels in Riau. While external solutions involving the government and DSN-MUI remain important, they were given lower priority compared to internal aspects.

External Solutions

The results show that for DSN-MUI, the top external solutions are socialization (6.3%) and fatwa reinforcement (4.8%), with a strong respondent agreement of 91%. For government-related solutions, the priorities are socialization (9.8%), followed by regulation (4.3%), and government support (2.7%), but with a lower agreement level of 29% among respondents.

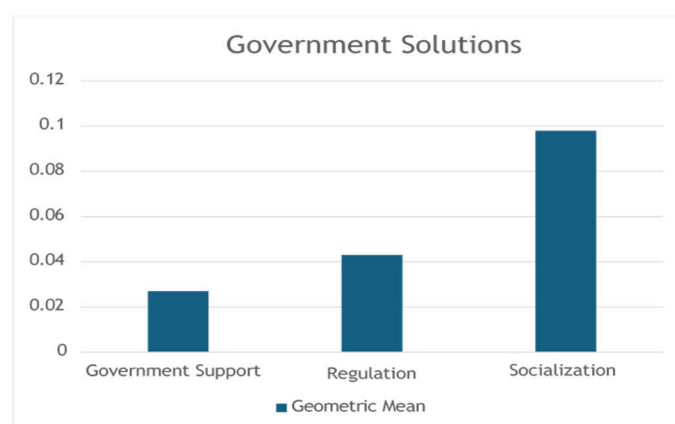


Figure 11 Results of Synthesis of Priority Government Issues Based on Average Values

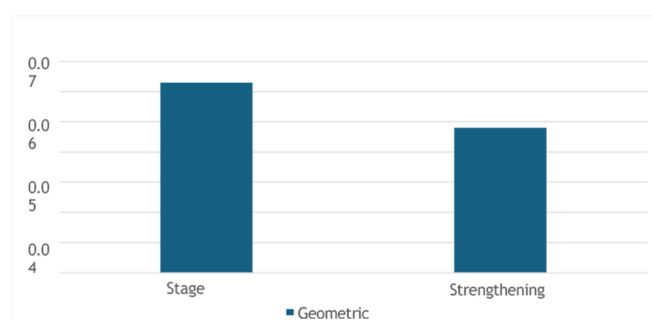


Figure 12 Results of Synthesis of Priority Solutions of the MUI DSN Based on Average Values

Internal Solutions

For financial solutions, the top priority is appropriate funding (6.8%), followed by third-party synergy (2.8%) and investor outreach (2.5%), with 49% agreement among respondents.

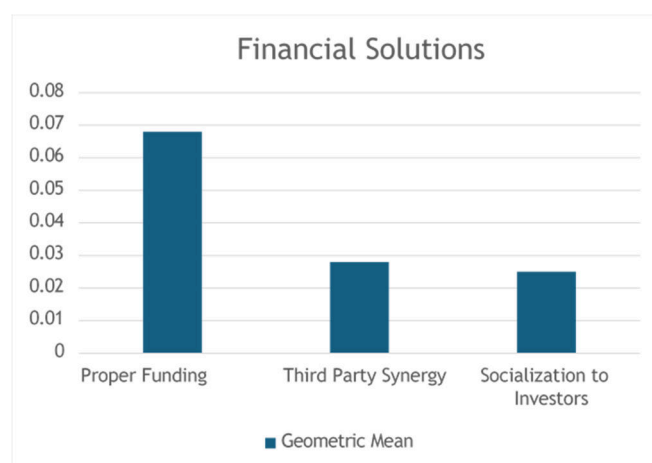


Figure 13 Results of Synthesis of Financial Solution Priorities Based on Average Values

For employee-related solutions, benchmarking (24%) ranks highest, while literacy improvement and welfare improvement are tied at 18%, with a 37% agreement rate.

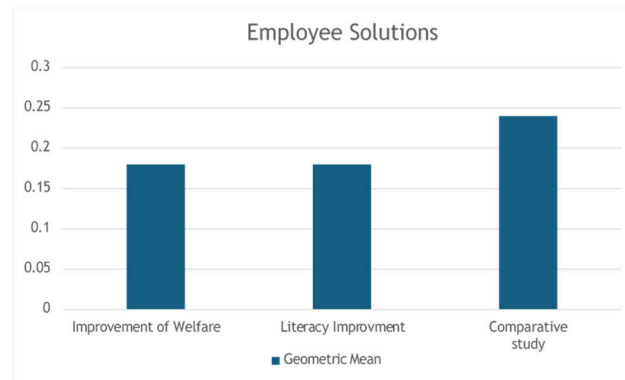


Figure 14 Results of Employee Solution Priority Synthesis Based on Average Value

For sharia management, legal aspects (37%) are prioritized, followed by synergy (20%), innovation (16%), and IT systems (14%), with an agreement rate of 40%.

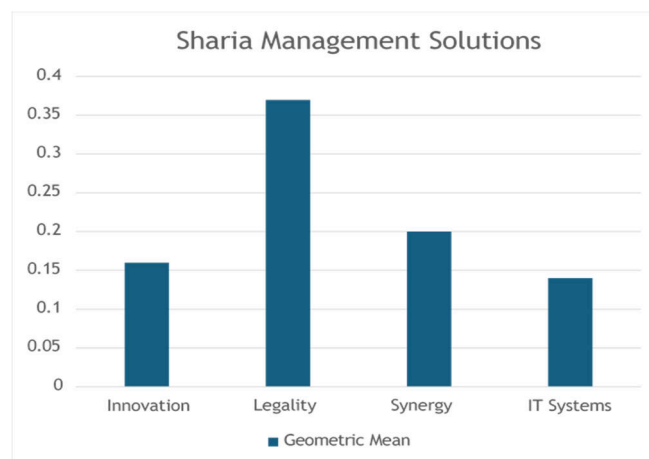


Figure 15 Synthesis Results of Priority Sharia Management Solutions Based on Average Value

Strategy Aspect

From the experts' perspective, the top strategy priorities for developing sharia hotels in Riau Province are: socialization and education (4.8%), HR optimization (3.7%), and hotel entrepreneur forums (2.1%), with a 90% agreement rate.

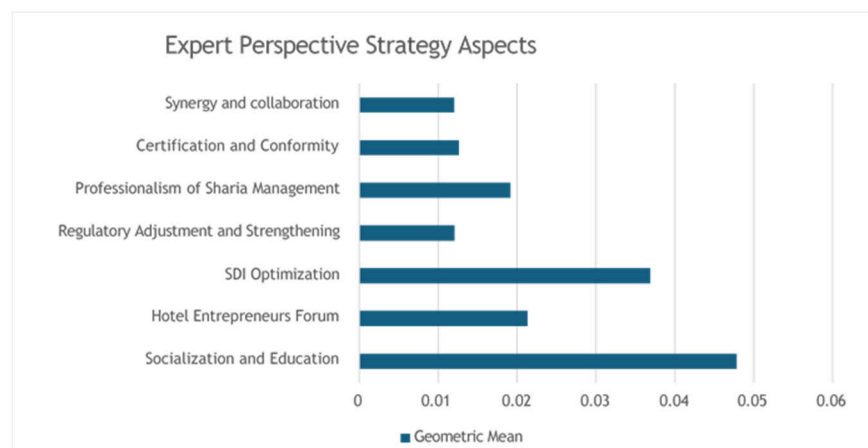


Figure 16 Results of Strategy Priority Synthesis Based on Average Values (Expert Perspective)

From the regulators' perspective, the highest priorities are: certification and compliance (7%), followed by synergy and collaboration (4.4%), and hotel forums (4.3%), with 100% agreement.

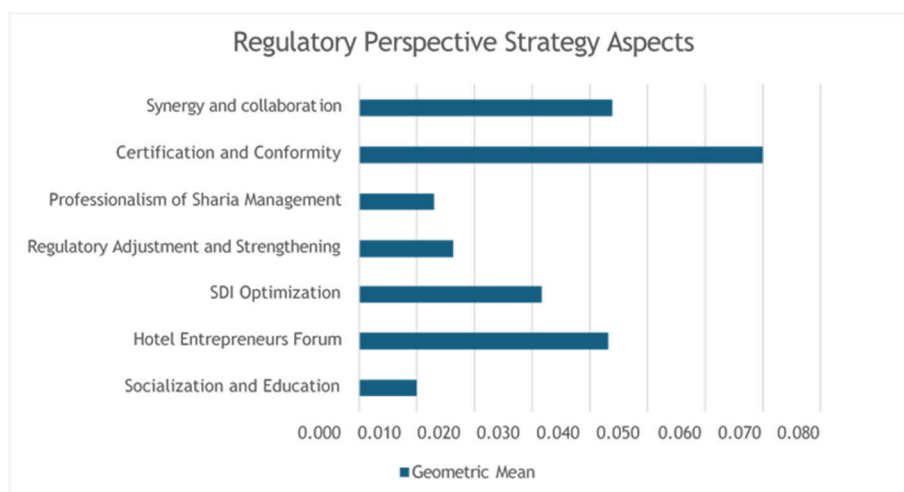


Figure 17 Results of Synthesis of Strategic Priorities Based on Average Values (Regulator's Perspective)

From the managers' perspective, the most important strategies are: hotel forums (2.6%), synergy and collaboration (2.3%), and HR optimization (2.1%), also showing a 100% agreement rate among respondents.

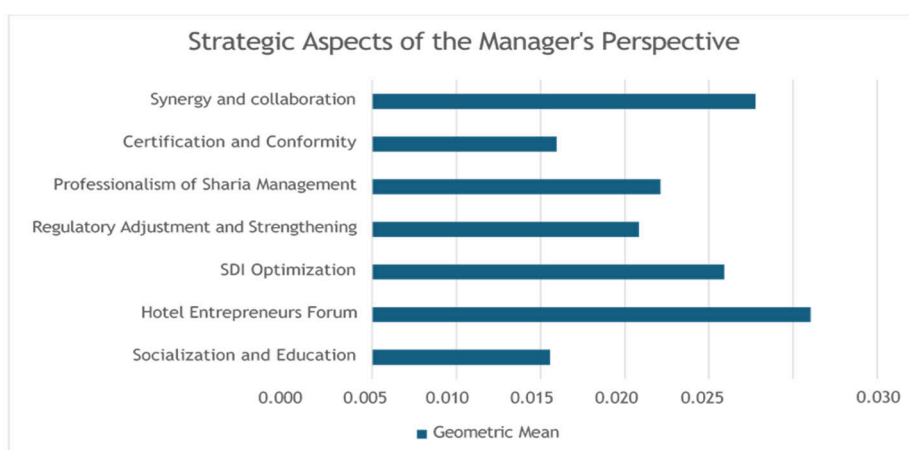


Figure 18. Results of Synthesis of Strategic Priorities Based on Average Values (Management Perspective)

Interpretation of Research Results

Research Findings: Problem Aspects

The analysis compares problem priorities from experts, regulators, and managers in developing sharia-compliant hotels in Riau. Experts prioritize external issues (government and DSN MUI), while regulators and managers focus more on internal issues (employees, financial, and sharia management): (1) DSN MUI Problems: All respondent groups agree that training DPS (Sharia Supervisory Board) is the top priority, as competent DPS are essential for maintaining operational sharia compliance; (2) Government Issues: There is consensus on the importance of government support and updated regulations as critical for enabling policy-based development of sharia hotels; (3) Financial Problems: The most prioritized internal issue is operational costs, agreed upon by all respondents. Efficient cost management is key to competitiveness and long-term sustainability; (4) Employee Problems: All groups highlight that understanding sharia SOPs is more important than mere compliance. Training and awareness are essential to ensure correct implementation; (5) Sharia Management Problems: Public Relations (PR) is identified as the most strategic issue. Effective PR helps communicate Islamic values, build trust with stakeholders, and attract both Muslim and non-

Muslim customers. However, strong operational foundations must exist to support this communication.

In conclusion, prioritizing internal improvements especially in human resource capacity and cost efficiency along with regulatory support and public engagement, is vital for the integrated development of sharia-based hotels in Riau.

Interpretation of Research Findings Based on the Solution Aspect

The study aimed to prioritize strategic solutions for developing sharia-compliant hotels in Riau Province using the Super Decision model. Based on responses from experts, regulators, and managers, internal solutions are deemed more critical than external ones. Among external factors, strengthening DSN MUI fatwas was prioritized over socialization, emphasizing the need for clear and authoritative religious guidelines in the sharia hotel industry.

In terms of government solutions, experts highlighted the importance of government support, while regulators and managers prioritized regulation, showing that both policy backing and clear legal frameworks are essential.

Regarding financial solutions, managers and regulators prioritized investor socialization, while experts emphasized appropriate funding. This shows that building investor awareness and securing capital are both crucial and complementary. In sharia management, all respondent groups prioritized legal compliance over innovation, synergy, or IT systems. Legal clarity ensures regulatory adherence and consumer trust.

Finally, for HR development, experts and managers agreed that benchmarking (study visits) is the top priority, followed by employee welfare. Benchmarking allows learning from successful models elsewhere, supporting innovation and sustainable growth.

Interpretation of Research Findings – Strategy Aspect

The study compared strategic priorities among experts, regulators, and hotel managers for developing sharia hotels in Riau Province. The most prioritized strategy by all respondents is the formation of a Sharia Hotel Entrepreneurs Forum, serving as a platform for knowledge sharing, advocacy, collaboration, standardization, and investment attraction. This forum is seen as key to accelerating the growth and sustainability of the sharia hotel ecosystem.

Other important strategies include: (1) Socialization and education, aimed at improving employee and management awareness of financial, managerial, and regulatory aspects; (2) Optimization of human resources (SDI) to ensure competent and effective personnel after training and education; (3) Regulatory and fatwa strengthening, providing clear operational guidelines through DSN MUI and government policies; (4) Sharia management professionalism, ensuring compliance with Islamic principles and efficient operations; (5) Certification and conformity, which supports professionalism and standardization; (6) Synergy and collaboration with stakeholders like local government, DSN MUI, academics, and the public. In summary, while several strategic elements are crucial, the Entrepreneurs Forum is considered the most central driver in advancing sharia hotel development in the region.

Interpretation of Research Findings – Maqashid Syariah Aspect

The development strategy for sharia hotels in Riau Province was formulated using an integrative approach, combining practical industry needs with Islamic normative principles. The framework of Maqashid Syariah by Asy-Syatibi served as the foundation, emphasizing the preservation of religion (din), life (nafs), intellect (aql), lineage (nasl), and wealth (mal).

Key findings: (1) Internal Issues: (a) Financial problems relate to protecting wealth (hifz al-mal) and religion (hifz al-din), particularly regarding non-sharia-compliant funding; (b) Human Resources relate to intellect and life (hifz al-‘aql, hifz al-nafs), stressing fair treatment and professional development; (c) Sharia Management ties to religion, intellect, and lineage (hifz al-din, hifz al-‘aql, hifz al-nasl) through ethical and structured operations; (2) External Issues: (a) DSN MUI (fatwas, DPS training, halal certification) supports hifz al-din and hifz al-‘aql, ensuring sharia guidance and literacy; (b) Government roles relate to hifz al-din and hifz al-mal, through supportive regulation and legal certainty.

Strategic priorities include: (1) Strengthening Sharia Supervisory Boards (DPS) through training; (2) Ensuring employee understanding of sharia SOPs; (3) Emphasizing clear legal status to protect wealth and safety; (4) Reinforcing DSN-MUI fatwas as business guidelines; (5) Operationalizing halal principles across services to build trust; (6) Promoting management practices aligned with Maqashid Syariah to foster fair work environments and service excellence. Strategies based on Maqashid Syariah not only enhance competitiveness but also generate social and spiritual value, aligning business success with Islamic ethical values and community well-being.

Interpretation of Research Findings – Grand, Middle, and Applied Theory

This study used the Analytic Network Process (ANP) to identify challenges, solutions, and strategies for developing sharia hotels in Riau Province. The most critical issue identified is external factors, especially the lack of clear regulations from DSN MUI and the government after the repeal of Permenpar No. 2/2014. These were rated as the most urgent by 96% of respondents.

Grand Theory: Based on Maqashid Syariah, emphasizing protection of religion, wealth, intellect, life, and lineage. Strategies like regulation, halal facilities, and sharia-based management align with these values—particularly *ḥifz al-dīn* (religion) and *ḥifz al-māl* (wealth).

Middle Theory: Informed by Stakeholder Theory and Resource-Based View (RBV). Stakeholder Theory is reflected in the involvement of DSN MUI, government, hotel operators, and the community. RBV is seen in strengthening internal resources, such as Islamic-based HR and management systems.

Applied Theory: The research proposes seven operational strategies, with the formation of a sharia hotel entrepreneurs' forum as the top priority, followed by public education, halal certification, regulatory reform, and management optimization.

The integration of Islamic values, stakeholder collaboration, and local resource optimization is key to sustainable sharia hotel development. The study contributes both theoretically and practically to advancing the Islamic economy.

Conclusion

Based on the research findings, the development strategy for sharia hotels in Riau Province highlights two main categories of challenges: internal and external. Internal issues include financial limitations, insufficient understanding of sharia hotel SOPs among staff, and weak sharia management quality. External challenges are mainly related to the role of DSN MUI (including fatwas, DPS training, and halal certification) and the absence of strong government regulations following the revocation of Permenpar No. 2/2014.

Experts emphasized the urgency of addressing external challenges, particularly those related to DSN MUI, which gained the highest consensus among all stakeholders. Meanwhile, all respondent groups agreed that internal solutions should be prioritized, though DSN MUI-related solutions were still considered the most critical, with a 96% agreement rate.

Strategically, seven key elements were identified, with the formation of a sharia hotel entrepreneurs forum as the top priority, followed by public education and awareness efforts. The forum is seen as a vital platform for coordination, knowledge exchange, and policy input, while also supporting regulatory adjustments and fostering collaboration.

Overall, the success of sharia hotel development in Riau depends heavily on strengthening DSN MUI's role and establishing a solid forum for industry players. These two components form the backbone of a sustainable and integrated ecosystem that aligns with sharia principles and local needs.

Suggestions

In order to support the development of sharia-compliant hotels in Riau Province, several key recommendations are proposed. The government is encouraged to strengthen its regulatory framework and formulate policies that facilitate investment, simplify licensing, and provide legal certainty for sharia hotel operations. In addition, the government should actively foster collaboration among stakeholders by supporting the formation of a sharia hotel entrepreneurs forum and

encouraging coordination between DSN MUI, hotel operators, experts, and other relevant parties. Public education and awareness programs should also be expanded to promote understanding of the sharia hotel concept, while the government's role in supporting DSN MUI at the local level especially in DPS training and fatwa dissemination must be optimized. Effective supervision and a credible halal certification process are crucial to building public trust.

From the community side, greater awareness and support are essential. As both consumers and community members, the public is encouraged to engage in educational initiatives and offer constructive feedback to hotel operators. Active involvement in promoting halal products and services will also enhance the overall experience offered by sharia hotels.

For future researchers, deeper investigation into specific elements of the integration model is recommended, such as evaluating the impact of stakeholder forums or the effectiveness of DPS training. Comparative studies with other regions could provide insight into best practices and shared challenges. Furthermore, developing measurable indicators for success and conducting more in-depth qualitative studies will help enrich understanding. Future research could also expand to cover broader aspects of halal tourism, including attractions, transportation, and services aligned with Islamic principles.

Limitations

This research relies on a relatively small expert sample (nine informants), which may not fully capture the diversity of perspectives in the hospitality industry. The geographic scope is limited to Riau Province, so the findings may not be generalizable to other regions of Indonesia or internationally. Additionally, as data was collected primarily from expert interviews, it may be influenced by subjectivity or expert bias. The reliance on ANP, while useful for prioritization, also restricts the analysis to predefined structures and criteria.

Future Research Recommendations

Future studies could expand the sample size and include broader stakeholder groups, such as tourists, community members, and policymakers, to enrich perspectives. Comparative studies across different provinces or countries would also help identify contextual differences in sharia hotel development. Furthermore, longitudinal research could assess how the proposed strategies evolve over time in response to regulatory changes and market dynamics. Methodologically, combining ANP with other quantitative models such as structural equation modeling (SEM) could strengthen the robustness of the analysis.

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