

**DEVELOPMENT OF HUMAN RESOURCES IN THE FIELD OF HALAL
TOURISM IN THE ERA OF DISRUPTION**

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ABSTRACT

Human resources have an important role in achieving organizational goals. Its management has a direct impact, including in the field of halal tourism. This study discusses the development of human resources in the face of the era of disruption. Especially in the halal tourism sector which is now trying to rise from the impact of Covid 19. This research method is descriptive-qualitative with the concept of Human Resource Management and the concept of Halal Tourism. The results of this study indicate that there are great opportunities in the field of halal tourism. Human Resource Development in facing the era of disruption can be done by implementing managerial functions, namely four steps: 1) Planning, determining the direction of innovation in halal tourism development; 2) Organizing, determining the division of labor; 3) Briefing, create communities to collaborate and socialize the regulations that have been made; and 4) Control, supervision from related institutions of the halal tourism development process.

Keywords: Halal Tourism, Human Resources, Disruption, Covid-19

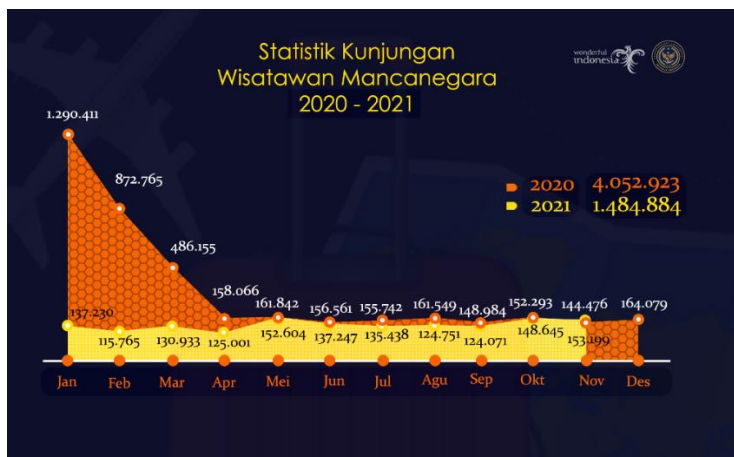
INTRODUCTION

Covid-19 was detected in Indonesia in the first quarter of 2020. From then until the beginning of 2022, the Covid-19 pandemic was not over. Efforts to suppress this virus have been carried out, one of which is the implementation of vaccinations that spread to all provinces in Indonesia. However, it turns out that the issue of a new type of Covid-19 variant called omicron makes business actors have to look for more strategies in order to survive in the face of these conditions.

The impact given by Covid 19 is very influential for the tourism sector. Not only in Indonesia, even in the world. In fact, this sector is a source of the economy in Indonesia. In addition, the selling power of Indonesian halal tourism is one of the best in the world. Indonesia is a country with the largest Muslim population in the world, so it has great potential in terms of market capitalization for Muslim-friendly tourism. Various parties are looking for ways to revive the economy through tourism. Thus designing various strategic initiatives to develop halal tourism again after the pandemic. This pandemic has a significant impact on the halal tourism sub-sector such as airline hotels, airlines, restaurants and travel agencies. This condition is due to the decrease in the number of tourist visits, both domestic and foreign.

Figure 1

Statistics of International Tourist Visits 2021



Source : kemenparekraf.go.id

Table above¹ explained that there was a decline in foreign tourist arrivals to Indonesia. In 2020 as many as 4,052,923 people have visited Indonesia in the context of traveling. But in 2021 only 1,484,884 tourists. Furthermore, data is also obtained that the contribution of tourism GDP from both direct and indirect impacts is 10% of the total GDP (7.61 trillion USD) and is expected to increase by 3.9% to 11.51 trillion USD in 2027. From the job creation sector, tourism manages to create 1 in 10 jobs²

The Covid-19 pandemic caused a significant decline that occurred in 2020. According to reports, for both domestic and foreign tourists, the number of recorded visits only amounted to 4.02 million tourist visits. This is far below when compared to tourist visits in 2019. The estimated decline in the number of tourist visits is 75.03%. Especially in December 2020 (only 164,088 thousand tourists visited) where tourists usually travel a lot, there was a decrease of 88.08% when compared to the same month in 2019 (reaching 1.37 million tourists visiting)³

The projection of foreign exchange earnings from tourism in 2020 will decrease by 4-7 billion US dollars, much lower than in 2019 where tourism foreign exchange earnings reached 20 billion US dollars. Another source said that until the end of 2020 the total loss of the tourism sector due to the COVID-19 pandemic and the implementation of policies to suppress its spread reached more than 10 trillion rupiah.⁴ This decline is the impact of closing access to tourist arrivals from China to Indonesia.

Figure 2

¹ "Statistik Kunjungan Wisatawan Mancanegara 2021," last modified 2021, kemenparekraf.go.id.

² Riska Destiana and Retno Sunu Astuti, (2011) "Pengembangan Pariwisata Halal Di Indonesia," *COPAS: Conference on Public Administration and Society* 01 : 331–353.

³ UGM, "BPS Dalam Environmental Geography Student Association," last modified 2021, Environmental Geography Student Association.

⁴ Moh. Taufiq Hidayat HR, "The Influence of Work Motivation and Work Environment on Employee Work Productivity at PT PLN (PERSERO) UP3 Makassar South Makassar," *Economic Bosowa Journal* 7, no. 001 (2021): 59–68.

Global Muslim Travel Index 2021

GMTI 2021 Rank	Change vs 2019	Country	GMTI 2021 Score
1	0	Malaysia	80
2	1	Turkey	77
3	1	Saudi Arabia	76
4	-3	Indonesia	73
5	0	United Arab Emirates	72
6	0	Qatar	69
6	0	Singapore	69
8	0	Bahrain	68
8	4	Iran	68
8	0	Oman	68
11	1	Jordan	67
12	-2	Brunei	66
12	2	Egypt	66
12	3	Kuwait	66
12	-5	Morocco	66
16	0	Pakistan	65
16	6	Uzbekistan	65
18	1	Algeria	62
18	-2	Tunisia	62
20	-1	Lebanon	61
20	2	Maldives	61

Source: Global Muslim Travel Index (GMTI)

Figure The table above was published during the launch of the Mastercard-Crescent Rating Global Muslim Travel Index (GMTI) 2021, it was obtained data informing that Indonesia occupies the Fourth Position in the Global Muslim Travel Index 2021. Based on the activity report, it is known that there are six countries occupying the top position , namely Malaysia, Turkey, Saudi Arabia, [Indonesia](#), United Arab Emirates (UAE), and Qatar.⁵There was a decrease when compared to the GMTI in 2019, where Indonesia occupied the top position.

Human Resource Development consists of several activities, such as training, mentoring, succession planning, organizational development, management and performance development, increasing work productivity and even providing education funds. This can be done formally or informally, both offline and online. With the government's policy began to return to activities outside the home. However, the company prefers to use a hybrid system, a combination of online and offline. Of course, this new habit of online activities is also used as an excuse because technology makes some activities more effective and efficient.

The era of disruption in Indonesia has actually been experienced in 2020, where almost most of the landscape and business models have changed. The COVID-19 pandemic has also forced us to be adaptive in using technology and the internet. It is undeniable that the era of Disruption has changed the order of human life and the world's ecosystems. Globalization creates unlimited information and technology. Then came human innovation with the creation of artificial intelligence. The world is getting more sophisticated which allows work to be done by machines and robots. These changes are referred to as non-human and non-physical. The era of disruption occurs when a new innovation enters the market and changes its structure.

⁵ “Global Muslim Travel Index.”

THEORETICAL BASIS

Human Resources

Human Resources are productive individuals who work as drivers of an organization. Human resources are also included as the basic capital of national development which has a function as an asset. Therefore, development and training are needed to improve their abilities. They set goals, strategies, innovate, and achieve organizational goals. This is done through recruitment and selection planning activities, manpower planning, career planning, job analysis, training and development, job performance appraisal and compensation. Of course, with the aim of being able to carry out the demands of the present task and the future challenges of the company.

From the many experiences that have occurred, it can be said that by organizing an introduction and training program for new employees and old employees it affects work productivity. Of course, the training materials must be relevant to the tasks entrusted to them. Even advanced employees or employees definitely need to increase and upgrade their knowledge, abilities and skills. If an employee is placed on a work assignment in a new environment, of course, he must face new habits. In a company, human resources is a very important factor. This is because the company has a vision and mission to achieve a common goal, which requires good and correct management.

The influence of human resources on organizational performance has been studied in general. Batt's research (2002) shows that there is a significant relationship between human resources, especially salary and career security, and organizational performance. Human Resources can also increase sales growth, teamwork, and employee participation in decision making.⁶ Proper governance and personnel management are required according to the company's needs.

Human resource management is part of organizational management. It focuses on employees who are the implementers of all company activities. To achieve company goals, employees who have good skills are needed to advance the company. The task of human resource management is to manage the human element properly in order to create a workforce who is satisfied with their work. Employees determine the course of company activities in obtaining profits and the sustainability of a company. The success of a company in maintaining its existence starts from the human itself in maintaining the company and in increasing effectiveness and efficiency optimally.

According to Svadora & Silke in Rivai, (2004) says that the role of management in aspects of human resources must be managed properly, so that policies and practices can run as desired by the company, namely conducting job analysis, job planning, providing introductions, evaluating, communicating, providing counseling, mobilizing work discipline, providing education, training and development, building commitment, providing work safety, providing guarantees, resolving complaints, and employee relations.⁷ Therefore, the role of human resource management is crucial for a company.

⁶ Rosemary Batt, (2002) "Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth," *Academy of Management Journal* 45, no. 3: 587–597.

⁷ Veithzal, R. (2004). *Manajemen Sumber Daya Manusia untuk Perusahaan*, Cetakan Pertama. Jakarta: PT. Raja Grafindo Persada

Good human resource management will have a significant impact on the work pattern or performance of employees.

Every organization will always try to improve the performance of its employees, with the hope that the company's targets will be achieved. The most important resource for an organization is human resources, namely people who have given their energy, creative talents and efforts to the organization⁸. Management according to Elbadiansyah (2018:1) Human resources are a process in order to achieve goals by working together through people and other organizational resources, while human resources are in the form of humans who are driven and employed in an organization or company as a source of movers, thinkers and planners to achieve the goals of the organization.⁹

Hariandja, Training must be carried out or become a very important part of Human Resource Management activities, including and perhaps the most important as follows:¹⁰

1. Newly recruited employees often do not understand properly how to do the job.
2. Changes in the work environment and workforce.
3. Improve company competitiveness and improve productivity.
4. Adjusting to existing regulations, for example work performance standards issued by industry associations and the government, to ensure production quality or occupational safety and health.

Training is an activity that is useful for improving the work ability of employees, training can increase theoretical knowledge and be able to implement it practically which aims to improve the skills, attitudes and behaviors needed in an effort to achieve company goals.

Halal Tourism

The tourism industry is a sector that is quite promising in an effort to develop the economy of a region. It is proven that the level of tourist attendance to an area has a positive impact on the economy, especially in the local community affected by tourism activities. These efforts continue to be carried out by each country by providing good and excellent service in order to get the attention of tourists to visit the area.

The term sharia tourism in various countries uses different terminology. Among others: Islamic tourism, halal tourism, moslem friendly travel or halal travel. The term Islamic tourism/halal tourism was first introduced to the general public in 2000 at a meeting organized by the OIC (Organization of Islamic Cooperation) or OIC (Organization of Islamic Cooperation). This idea is an alternative in meeting demand

⁸ T. Hani Handoko, Personnel Management and Human Resources (Yogyakarta: BPFE Yogyakarta, 2001).

⁹ Elbadiansyah, Human Resource Management, First. (Unfortunately: CV IRDH, 2018).

¹⁰ Hariandja Hariandja, Marihot Tua Efendi. (2002). Manajemen Sumber Daya Manusia, Pengadaan, Pengembangan, Pengkompensasian, dan Peningkatan Produktivitas Pegawai. Jakarta : Gramedia Widiasarana Indonesia

and tourism activities that can adapt to a lifestyle that emphasizes meeting the needs of Muslims when making tourist visits¹¹

Along with the development of the tourism industry, currently the term sharia tourism appears. Initially, the concept of sharia was generally used in the banking world. But the world of tourism does not want to be left behind. As the country with the most Muslim population in the world, Indonesia has a great opportunity to become the world's main sharia tourism destination. The principle used in sharia tourism is to ensure safety for consumers by emphasizing the values of honesty, integrity, and respect for local culture. There are five components that are included in sharia tourism by the Ministry of Tourism and Creative Economy, namely the culinary sector, Muslim fashion, hospitality and accommodation, cosmetics and spas, and Hajj and Umrah. So today's sharia tourism is not only on Islamic historical relics, pilgrimages to graves and the like.

Table 1
Differences in Conventional Tourism, Religious Tourism, and Sharia Tourism¹²

No	Aspect	Conventional Tourism	Religious Tourism	Halal Tourism
1.	Object	Nature, Culture, Heritage, Culinary	Places of Worship, Historical Heritage	Everything
2.	Purpose	Entertain	Increase Spirituality, Strengthen faith and belief	Increase spirituality by entertaining and fuse with the wisdom of physical and spiritual balance
3.	Target	Touching satisfaction and pleasure that has dimensions of lust, solely for entertainment	Increase Spirituality, Strengthen faith and belief	Fulfilling desires and pleasures as well as fostering religious awareness and orientation that is environmentally sound and sustainable

¹¹ Fadhil Surur, "Halal Tourism Concepts and Applications" (Press UPT UIN Alauddin Library, 2020).

¹²Andriani, D. (2015). Initial Report on the Study of Sharia Tourism Development. Jakarta: Ministry of Tourism of the Republic of Indonesia.

4.	Guide	Understanding and Mastering information so that it can attract tourists to tourist objects	Spiritual aspects that can calm the soul to find inner peace	Making tourists interested in the object as well as awakening the religious spirit of tourists. Able to explain the function and role of sharia in the form of happiness and inner satisfaction in human life.
5.	Worship Facilities	Just a complement	Mastering the history of figures and locations that become tourist objects	Being an integral part of tourism objects, worship rituals are an inseparable part of the package
6.	Culinary	General	General	Halal specific
7.	Community and Environmental Relations	Complementary Sightseeing and only for material gain	Complementary and only for material gain, usually also for renovation / restoration costs	Integrated, interaction based on sharia principles
8.	Travel Planner	Every time	Certain times	Pay attention to time

Source: Ngatawi al-Zaztrow in Andriani, (2015)

Concepts and applications of sharia economics that enter all aspects of human life such as banking, insurance, food, clothing, medicines, cosmetics, halal tourism and so on. If traced, halal tourism was born from the concept of religious tourism. Before halal tourism developed rapidly, sharia tourism first appeared as a result of the trend of Halal tourism. However, sharia tourism emphasizes more on sharia principles in traveling, so it tends to limit the tourism market only to the Muslim community. Furthermore, the development of the sharia tourism market and the world's Muslim population encourage Muslim minority countries to take advantage of the sharia tourism market. On the other hand, sharia tourism destinations also open access to non-Muslim tourists. Sharia tourism has experienced a shift in terminology to halal tourism. The term halal tourism is then more widely accepted by several countries, especially non-OIC

countries. The positive trend of halal tourism development gives hope that this tourism will develop well in the future.

Figure 3
Methods and criteria for assessing regional Muslim-friendly tourism (KNEKS, 2020)

Access	Communication	Environment	Services
<ul style="list-style-type: none"> • Air Access • Rail Access • Sea Access • Road Infrastructure 	<ul style="list-style-type: none"> • Muslim Visitor Guides • Stakeholder Education • Market Outreach • Tour Guides • Digital Marketing 	<ul style="list-style-type: none"> • Domestic tourist Arrivals • International Tourist Arrivals • Wi-Fi Coverage • Commitment to Muslim-friendly Tourism 	<ul style="list-style-type: none"> • Halal Restaurants • Mosques • Airports • Hotels • Attractions

Source : KNEKS, 2020

It can be seen from the table above explaining that there are methods and criteria for a tourist destination that is included in the category of halal tourist destinations or regional Muslim-friendly tourism.¹³ There is an assessment of how to access a tourist destination area, communication or connections between stakeholders, the environment to various fulfillment services for tourists.

Sharia tourism is not only intended for Muslim tourist groups, because non-Muslim tourists can also enjoy the attractiveness of tourist destinations and services that are in accordance with Sharia. This is because the purpose of holding sharia tourism development is to attract Muslim and non-Muslim tourists, and domestic and foreign tourists as well as to encourage the growth and development of sharia business in the Indonesian tourism environment. Sharia tourism has tourism products and services that are similar to the conventional tourism concept, only the difference is that all the approaches and policies applied refer to Islamic sharia values.

The Age of Disruption

Disruption is a condition characterized by fundamental changes in the occurrence of innovation and massive change. It changes existing systems, arrangements, and landscapes in new ways. As a result, Human Resources must be able to catch up and also be able to compete. Because this change takes place quickly and without limits. The era of disruption began in the Industrial Revolution 4.0, which is an automation trend in factory technology. The fundamental change in the industrial revolution 4.0 is a factory with a computerized system. Tasks are carried out independently and the assignment of tasks to superiors occurs when there are disturbances or obstacles.

After the Industrial Revolution 4.0, the term society 5.0 emerged. This is a solution to the Industrial Revolution 4.0 which is considered to cause human

¹³ National Committee for Sharia Economy and Finance (KNEKS). (2020). "Report on the Development of Regional Muslim Friendly Tourism," National Committee on Islamic Economy and Finance (KNEKS): 72 pages.

degradation, humans are just a passive component. Meanwhile, in society in the 5.0 era, humans are the main component. What humans have to do is elaborate with information systems and technology. Improving the quality of human resources is the main goal.

RESEARCH METHODS

This research use descriptive qualitative approach. In this case, it is explained how human resources face the era of disruption in an effort to develop the halal tourism sector with the aim of increasing tourists. The data of this research are primary data and secondary data. The technique of data collection is to do a literature study. Library research is the collection of data and information with the help of various kinds of materials contained in the scope of the literature.¹⁴Data analysis was carried out through data reduction steps, namely the data obtained and then selecting the appropriate data in this study by drawing conclusions.

RESULTS AND DISCUSSION

A halal tourist destination is referred to as a tourist area that pays attention to the comfort of Muslim tourists. According to sources, halal tourism does not mean making tourist attractions easier. However, in the policy of developing Muslim-friendly tourism, it is not just a tagline, but rather a substance that provides services for the concept of meeting basic needs for Muslim tourists. The Muslim Friendly concept that was promoted, among others; hotels, transportation, tourist packages, and Islamic banking.

Human Resource Development in facing the era of Disruption needs to pay attention to Information, Communication and Technology Skills as well as Open-minded and Innovative Mindset Skills. This of course is directly related to the tourism industry. Because people meet directly with tourists from various countries. And must be able to provide comfort and good service. Therefore, human resources as the key to driving tourism pay attention to five main things to increase their competitiveness, namely: 1) knowledge of the procedures for providing services to tourists, 2) knowledge of equipment and equipment needed when carrying out tourism services; 3) knowledge of the history and added value of a tourist destination; 4) communication skills, ability in English and or Arabic because the main target of the Indonesian halal tourism market is tourists from the Middle East; 5) the last is the development of attitudes or behavior in serving tourism such as courtesy, friendliness, and the use of adequate technology.

There are 4 (four) managerial functions in the management of Human Resource Management. Where management in the public sector must pay attention to the following:

¹⁴ Hadi Sutrisno. (2002). Research Methodology. Yogyakarta: Andi Offset. p.142

1. **Planning**, determine the direction of innovation in halal tourism development. Planning, the government and stakeholders must formulate policy directions and determine clear goals and implementation, by making short-term plans, long-term plans and strategic plans for halal tourism management. The most important thing is managing human resources in the field of halal tourism, so that the goals are achieved.
2. **Organizing**, determine the division of labor. Organizations should be able to be integrated in managing in order to achieve the goals in accordance with the plan. Indonesia has taken a stand within the framework of the institution that manages halal certification. Previously managed by the Indonesian Ulema Council, is now managed by the Ministry of Religion, the Halal Product Guarantee Agency. Because it is not only food and drinks that must be certified halal for the sake of the implementation of halal tourism. However, there are many other things that must be arranged properly in order to meet the criteria as a Muslim-friendly tourist destination. Local governments, tourism industry players and other stakeholders work together to manage tourist destinations.
3. **Briefing**, make the community to collaborate and socialize the regulations that have been made. Local governments, tourism actors, and the community as the main stakeholders need clear direction in order to achieve the desired target. For example, setting the right strategy. For example, local governments that have areas that have the potential to develop halal tourism are to make regulations on guidelines for developing halal tourism. The Regional Regulation on Halal Tourism will strengthen the implementation of halal tourism. Regulations like this can be implemented according to the characteristics and conditions of each region. Halal tourism development Administratively, namely by paying attention to the roles and responsibilities of each stakeholder. Of course, this collaboration can realize the implementation of halal tourism according to the vision and mission contained in the guidelines of the Ministry of Tourism and Creative Economy. What must also be done is socialization and education about halal tourism, so that information is spread widely and the community provides support for it.
4. **Control**, This can be done by means of supervision from related institutions from the process of developing halal tourism. The central government, local governments, tourism industry players, and the public must have awareness. Aware of their duties and authorities to be more controlled in taking steps to develop halal tourism in accordance with the desired target. It is important to create a good tourism climate and supervise each other.

Following are the steps in Improving the competence of Halal Tourism Human Resources:

1. Identify the competency needs of Halal tourism Human Resources. This is done through mapping the condition of the Human Resources profile, both in the government sector and in the industrial sector. The potential of Halal Tourism in Indonesia is very large, so the reference for the development of halal tourism in the future depends on the readiness of the quality of human resources for halal tourism at this time.

2. Provide relevant halal tourism human resource development curricula and training modules. Designing a curriculum and training program that involves elements of government, experts, industry, society, academics, halal tourism activists, to the media as a unit of halal tourism Human Resources so that they are right on target in accordance with forecasting the needs of future tourists.
3. Organizing Halal Tourism Human Resources Training. By also carrying out the Training of Trainers to make it easier and faster to provide socialization and education on halal tourism widely and thoroughly. So that the acceleration of the dissemination of information and knowledge of halal tourism is realized.

Reforms must be carried out by the government, especially ideas and system innovations in economic development towards a better direction for the community. This Era of Disruption is so fast that we need to be extra alert. The government by using legal instruments can be social engineering in responding to changes. In the constitution, the government has the duty to protect all the interests of the nation. Therefore, changes for citizens in a better direction are an absolute responsibility and must be carried out optimally. With clear participation in managerial functions, from planning, implementing arrangements to evaluation. It is hoped that the Indonesian people will be able to become "players" by upgrading themselves. Because in the development arena of the Disruption era,

CONCLUSION

Facing the Era of Disruption can be done by applying the right attitude, for example innovating, utilizing technology, not being satisfied with always growing, oriented to consumer needs. The key driving force for the rise of halal tourism is the development of human resources. By preparing Human Resources in the field of halal tourism so that they are adaptive to technology, they can support economic acceleration. Because it is undeniable that currently the work that is usually done by humans is starting to be replaced by machines or robots. Therefore, the government as the implementer and facilitator can provide policies in the planning, managerial, organizing, monitoring and controlling process of the potential of Indonesian Human Resources in the field of halal tourism in order to have readiness in facing the era of Disruption.

It is hoped that the Government and all stakeholders will carry out reforms with the aim of revitalizing the creative economy of halal tourism. This of course must be supported by creative ideas and innovative attitudes, especially in the field of information technology and digital marketing competencies.

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