Resilience Of The Tourism Office In Developing Eco-Halal Tourism Within The Framework Of Sustainability In Bangkalan, Madura

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Abstract

Tourism is a strategic sector in improving the economy and community welfare. In line with the global trend of halal tourism, the concept of eco-halal tourism has emerged as an integration of ecotourism and halal tourism principles to create sustainable tourism with spiritual value. This study aims to analyze the institutional resilience of the Bangkalan Tourism Office in developing sustainable eco-halal tourism using a descriptive quantitative approach through the Institutional Development Framework (IDF). Data were obtained through interviews, observations, documentation, and IDF matrix completion. The results show that the median IDF value is 2.73, which places the institution in the consolidation category, with its main strength in human resources, while its main weakness lies in finance and the implementation of eco-halal tourism programs. These findings emphasize the need for institutional strengthening strategies through innovation, external collaboration, and increased funding capacity so that Bangkalan tourism can develop in an inclusive, competitive, and sustainable manner.

Keywords **:** ***Institutional Resilience, Eco-Halal Tourism, Sustainability, IDF***

INTRODUCTION

Tourism is one of the sectors with great potential to contribute to improving a country's economy. According to Law No. 10 of 2009 concerning tourism, tourism is an activity that aims to organize tourism services and provide tourist attractions and destinations (Faraby & Rozi, 2021). Sustainable tourism is travel that maximizes benefits and minimizes negative impacts on the environment. In addition to promoting economic growth, the tourism industry is crucial for creating jobs and improving community welfare. Sustainability requirements must form the basis of tourism development so that it can be ecologically sustainable in the long term, economically viable, socially equitable, and ethical, and can provide benefits for future generations (Dewi et al., 2023).

Currently, halal tourism is popular around the world. Since halal tourism is not only for Muslims but also available to people from various walks of life, it is not limited to a specific demographic. GMTI has classified 100 sites based on three criteria related to the idea of halal tourism. First, in terms of safety and suitability as a family vacation destination, including Muslim tourist travel, family vacation spots, and travel safety. Second, halal food, places of worship, airport services, and accommodation options are some of the facilities and services available to Muslims. Third, Halal Awareness prioritizes halal norms and ease of communication (Nasrulloh et al., 2023).

In recent years, halal tourism has grown significantly. The number of Muslim travelers going abroad in 2024 increased by 25% compared to 2023, with 176 million travelers arriving, according to the 2025 Global Muslim Travel Index (GMTI) report (GMTI, n.d.). By 2030, this figure is expected to increase to 245 million. This growth demonstrates the enormous economic potential of the halal tourism industry, as well as reflecting global trends in Muslim mobility. By 2030, Muslim travelers are expected to spend USD 230 billion on travel (EEMEA, n.d.). As awareness of the specific needs of Muslim travelers grows, halal tourism is now influencing how destinations design and offer more inclusive, value-oriented experiences. Players in the tourism sector are encouraged to develop and modify their products to meet the growing demand from the global Muslim market (Moh Farih Fahmi et al., 2023).

The term eco-tourism refers to the responsible management of tourist attractions with regard to the environment. This concept will attract the interest of stakeholders in the tourism industry because it requires government action to significantly improve environmental performance. The main objective of eco-tourism is to provide visitors with a comfortable and environmentally friendly environment while teaching them the importance of ecological awareness. Essentially, halal-based ecotourism, sometimes referred to as eco-tourism, is a type of tourist destination that complies with Sharia law while incorporating environmental awareness (Alan Su'ud Ma'adi, 2021).

Given that the dynamics of change and progress over time can cause institutions to fall behind in various aspects, it is very important to measure institutional resilience from various perspectives. Therefore, an assessment of institutional resilience is necessary. One important indicator for evaluating the level of development of an institution is its institutional resilience. When an institution develops, it also encourages beneficial changes, such as improving the economic conditions of the community (Rahayu & Dzikrulloh, 2024).

Based on previous research, previous studies related to eco-halal tourism have contributed to research on halal tourism and ecotourism as separate entities. For example, a study by (Hasanah et al., 2024) highlights the relationship between marketing agility, halal tourism attributes, and repeat visit interest in tourist destinations in Bangkalan. Meanwhile, (Putra, 2025) analyzed the potential for developing halal tourism in the Mangrove Labuan Sepulu Bangkalan tourist destination. Furthermore, (Dawam & Rizkiyah, 2023) emphasized the aspect of training in halal tourism village management based on media branding strategy in Labuhan Jung Koneng Village, Bangkalan. A more comprehensive study is needed to deepen the analysis of the resilience of tourism institutions in developing eco-halal tourism, particularly in the context of regional tourism sustainability. This is an important research gap that needs to be filled, as the success of

sustainable tourism development depends heavily on the ability of institutions to integrate ecological, religious, and managerial aspects in a balanced manner.

The urgency of this research lies in the importance of developing tourism that is not only oriented towards economic growth, but also capable of integrating the principles of environmental sustainability and Islamic values in a balanced manner. In Bangkalan, the great potential for religious and cultural tourism has not been optimally managed due to the weak understanding of institutions in applying the concept of eco- halal tourism. This research is expected to contribute significantly to addressing this gap and encouraging a more resilient tourism management model.

Thus, this study focuses on the resilience of tourism institutions in developing sustainable eco-halal tourism in Bangkalan, Madura. This study not only looks at tourism potential from the perspective of destinations and tourists, but also measures the resilience of tourism managers. The purpose of this study is to measure resilience so that the role of tourism institutions can be understood in terms of their weaknesses, strengths, and variables that need improvement. The results of this study can contribute more deeply to the theoretical framework of halal ecotourism management.

LITERATURE REVIEW

Resilience

Resilience comes from the Latin word resilientem, which means to bloom again, to return to one's original state. Therefore, resilience is a multi-level process that aims to achieve better results than before. Resilience can also be defined as the ability to overcome problems and quickly recover from setbacks. This is proof of the quality of leaders and employees within an institution.

In the concept of institutional resilience, there are three components, namely adaptation, innovation, and mitigation. According to the Resilient City development guidebook published by the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency Directorate General of Spatial Planning, there are several aspects to determine the resilience of a region, namely: infrastructure, social and economic resilience, and environmental resilience. National Land Agency Directorate General of Spatial Planning, there are several aspects to determine the resilience of a region, namely: infrastructure, service facilities, socio-economics, and institutional aspects (Runtulalo et al., 2022).

In an institutional context, resilience means the ability of an institution to respond to external pressures (e.g., pandemics, digitalization, economic disruption), maintain core services and internal structures, and transition to new models when necessary. Institutional resilience is greatly influenced by effective leadership and communication, which enable rapid adaptation to environmental changes (Calipah et al., 2024).

The institutional framework of tourism is an important component that can provide an overview of its status: institutional strength, maturity, and the ability of the institution to continue to move forward and be sustainable. In this study of the resilience of the tourism institution in Bangkalan, a descriptive test was conducted related to:

1. Institutional Resources and Management
2. Human Resources
3. External Institutional Resources

4. Financial Resources
5. Eco-Halal Tourism Program Indicators

From the measurement of institutional resilience related to the five aspects above, it is hoped that a picture will emerge of the readiness and resilience of these tourism institutions in responding to programs and the availability of facilities, as well as their preparations to become sustainable halal ecotourism destinations as expected.

In this study, resilience is defined as the ability of an institution to recover from conditions or systems that were previously considered suboptimal or weak. Resilience also includes an institution's capacity to adapt effectively to new situations, whether urgent or ongoing, and demonstrates a readiness to face various forms of threats that may arise in the future. This reflects not only the process of recovery from a crisis, but also the ability to learn, transform, and grow stronger from previous experiences.

Eco-Halal Tourism

The concept of eco-halal tourism is a combination of two important approaches in the tourism industry, namely ecotourism and halal tourism. Ecotourism is a tourism activity that is responsible for the environment and nature, as well as contributing positively to environmental conservation and paying attention to the welfare of local communities. This activity introduces tourists to the preservation of the natural, social, and cultural environment with high appeal that has the potential for further development. Ecotourism was first introduced by The Ecotourism Society, which defines ecotourism as a form of travel to areas that are still natural with the aim of conserving the environment and preserving the lives and welfare of local residents. The concept of ecotourism encompasses economic contributions to local communities, environmental preservation, learning from tourist sites, and negative impacts on the environment (Ramadhan et al., 2025).

On the other hand, halal tourism is a tourism concept that provides comfort and convenience for Muslim tourists to worship without compromising the comfort of tourists of other faiths. Halal tourism or halal travel is not just about a tourist destination, but also about food and beverages, hotels, facilities, services, and all tourism products that are adapted to Islamic law so that the needs of Muslim tourists can be met without reducing the needs or comfort of non-Muslim tourists (Aula Nurul Ma'rifah et al., 2020). The combination of these two concepts creates a new approach called eco-halal tourism, which not only emphasizes environmental sustainability but also meets the spiritual needs and religious values of Muslim tourists. In the Islamic view, there is no dichotomy between a person's vertical piety and horizontal piety. As Yusuf al-Qardhawi (2001) stated, preserving the environment and nature is the same as preserving religion. Conversely, all human actions and deeds that result in environmental destruction can taint the essence of a human being as a religious creature, as well as deviate from the path of godliness. Therefore, preserving the environment and nature is a manifestation of a servant's obedience to his Lord (Setiawan & Hasanah, 2023).

Based on the definitions of the two terms above, eco-halal tourism can be a strategic solution in responding to the challenges of sustainable tourism in the modern era, especially amid growing tourist awareness of environmental issues and religious values. This approach not only adds value to the experience of Muslim tourists, but also contributes to the sustainable preservation of natural resources and local culture. Therefore, it is important for all stakeholders in the tourism sector to understand and integrate the principles of eco-halal tourism into the planning and management of tourist destinations.

Sustainable Tourism

The concept of sustainable tourism in the world began in the 1990s. The concept of tourism originated from the broader concept of sustainable development that has existed for centuries. Sustainable tourism is an approach to tourism development that aims to maintain a balance between economic interests, environmental preservation, and the socio-cultural welfare of local communities. According to the World Tourism Organization, sustainable tourism is a form of tourism that fully considers the current and future economic, social, and environmental impacts and strives to meet the needs of visitors, the industry, the environment, and the host community. In other words, sustainability in the tourism sector emphasizes not only environmental conservation but also the sustainability of local culture and the economic empowerment of communities (Mariati, 2023)

In its implementation, tourism sustainability can be analyzed through three main dimensions, namely economic, environmental, and socio-cultural. The economic dimension emphasizes how tourism activities can provide financial benefits to local communities and improve their standard of living. The environmental dimension focuses on the preservation of ecosystems and natural resources that attract tourists. Meanwhile, the socio-cultural dimension highlights the importance of preserving the values and cultural identity of local communities. In addition to these three dimensions, governance is also an important dimension in developing sustainable tourism, especially in the context of adventure tourism in Indonesia (Yunita et al., 2022).

The development of sustainable tourism requires the participation of all relevant stakeholders, as well as strong political leadership to ensure broad participation and consensus building. Achieving sustainable tourism is an ongoing process that requires consistent impact monitoring, introducing preventive measures and making necessary improvements whenever needed.

Major challenges in developing sustainable tourism in Indonesia include a lack of institutional capacity, low community participation, dependence on mass tourism, and suboptimal integration of cross-sectoral policies. Efforts to develop ecotourism in Indonesia are still hampered by weak coordination between agencies, a lack of investment in environmentally friendly infrastructure, and minimal public education on sustainable tourism. Therefore, sustainable tourism development requires a holistic strategy, cross-sector collaboration, and an adaptive approach to local and global dynamics (RAFEE & Ramadhani, 2024).

RESEARCH METHOD

Research Types, Methods, and Approaches

This research was conducted purposively in Bangkalan Regency, located on the island of Madura. The focus of this research was the Bangkalan Regency Tourism Office. The approach used in this research was a descriptive quantitative method using the Institutional Development Framework (IDF) developed by Renzi. Data collection techniques were carried out using purposive sampling, which is a technique for determining samples based on specific considerations (Sugiyono, 2020). In this study, informants were deliberately selected from among tourism agency staff or employees who had competence and relevance to the research topic.

The Institutional Development Framework (IDF) is a framework for institutional development developed by Mark Renzi from Partners in Dynamic Management and

Management Systems International. It is the most efficient tool for institutional development, based on experience in non-governmental institutions that are oriented towards community service (Mangunjaya, 2012).

In this study, the Institutional Development Framework (IDF) used two sampling methods

1. Filling in the IDF matrix

Cross-checking with the second respondent ensures that the interview answers from the relevant institutional authorities are entered into the IDF matrix sheet, the format of which has been provided. To fill in the IDF sheet, use the following steps:

a. Socialize the IDF matrix to respondents (institutional administrators).
b. Determine together with respondents the position of components in personal institutions in the institutional development stage and previous respondents.

2. If all respondent answers are different, then the middle value of the scale is taken.

Data Source

Data sources are anything that can provide information about data. Data sources are a collection of legal materials used in this study to support more comprehensive research. The data sources used in this study are primary data. Primary data, as the main legal material or direct data used in the study, is used to obtain the data needed in the study, so primary data is based on direct observation of the object being studied. The field study conducted in this research involved visiting the location of the object being studied directly by interviewing the research subjects.

Data Collection Techniques

1. Observation Method

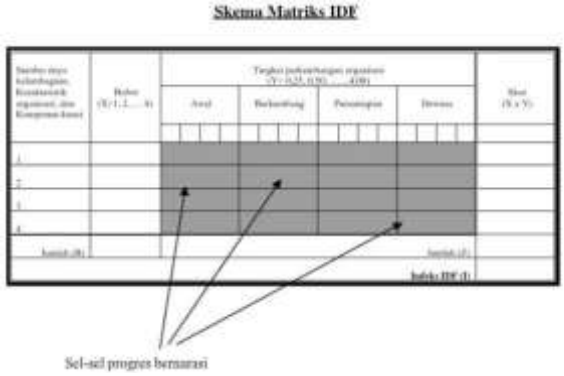
This method collects data directly from the field by observing human activities using the sense of sight and supported by other senses.

2. Filling in the IDF Matrix

The IDF matrix is the core of the research method. Filling in the IDF matrix is done by completing a questionnaire aimed at identifying respondents from an institution. The IDF matrix consists of several parts, namely:

a. Institutional resources, organizational characteristics, and key components
b. Weights
c. Level of institutional development

Figure 1. IDF Matrix Scheme



Source: IDF Workshop Implementation Guide

3. IDF Index

After each key component on the IDF form is filled in, the score for each key component and the Z value are calculated using the following formula:

$$U(i) = X(i)x\ Y(i) \quad (1)$$

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$$Z = \sum_{i=1} U\ (i) \quad \text{……..(2)}$$

Explanation:

X(i) = Weight of each key component
Y(i) = Level of institutional development of each key component
U(i) = Score value of each key component
Next, the IDF index value is obtained from the formula:

$$IDF = {}^{Z}/_{B} \text{……(3)}$$

Explanation:

IDF = Weight of each key component

Z = Level of institutional development of each key component

B = Score value of each key component.

Renzi (1996) measured institutional resilience using the IDF index on a scale of 1 to 4. A score of 0-1 means that the organization is still new, 1-2 indicates that the organization is developing, 2-3 means that the organization is stable and in a stage of consolidation, and 3-4 indicates that the organization is stable and sustainable.

4. Priority target chart

   A priority target chart is a graphical representation of the values of "weight" and "level of organizational development" on the XY axis that can illustrate the management priorities that must be applied by institutions in the future (Manullang, n.d.).

5. Documentation

   Documentation of events in the field in the context of eco-halal tourism is carried out by filling out a matrix by the community in the form of written interviews and taking photos of the interview activities with the tourism office.

Data Analysis Techniques

1. Descriptive Analysis

   Descriptive statistical analysis is a method that studies how to collect, compile, present, and analyze numerical data. The goal is to provide a systematic, concise, and clear description of a phenomenon or event so that a certain meaning or understanding can be obtained.

2. Inferential Analysis

   Descriptive statistics play a role in answering descriptive questions. The main approach in inferential analysis is to understand the scores in a sample, then use them to draw conclusions or make predictions about a broader population.

3. Determining the Magnitude of Influence

   To determine the extent of influence between variables, statistical tests must be conducted to determine whether the differences are significant or not, as well as to estimate the acceptable score range (confidence interval). This step is important to measure the magnitude of the difference between two means or two variables.

4. Presentation of Research Results

   After the research process is complete, the findings are presented in the form of tables and figures. The researcher then explains in detail the results of each statistical test that has been conducted (Risdiana Chandra Dhewy, 2022).

RESULTS AND DISCUSSION

Overview of the Tourism Office

According to the Ministry of Tourism and Creative Economy (Kemenparekraf), the Tourism Office is a local government agency (province/district/city) responsible for developing and managing the tourism sector in its region, including destination development, promotion, and implementation of tourism activities.

The duties and functions inherent to the Ministry of Tourism are to improve Indonesia's competitiveness, including the provision of tourism infrastructure and amenities, increasing the capacity and quality of the workforce in the tourism sector, encouraging the productivity of the tourism sector workforce (services) accompanied by the provision of attractive incentive schemes, and encouraging the participation of female workers in the tourism sector. Based on the above, in addition to funding support in the form of Special Allocation Funds (DAK) for Physical Tourism, support from Non-Physical DAK for Tourism is also very much needed for the development of Indonesian tourism, particularly for improving the quality of tourism destination management and the capacity of human resources in the tourism sector (Badan Pariwisata & Ekonomi, 2023)

Bangkalan Tourism Office

Table 1

IDF value of the Bangkalan Regency Tourism Office

No	Respondent	Z	B	IDF
1	Respondent 1	358,5	148	2,42229
2	Respondent 2	339,5	132	2,57196
3	Respondent 3	348,25	129	2,69961
4	Respondent 4	389	144	2,70138
5	Respondent 5	322,75	119	2,71218
6	Respondent 6	405,75	148	2,74155
7	Respondent 7	378	135	2,8
8	Respondent 8	385,25	137	2,81204
9	Respondent 9	390,5	137	2,85036
10	Respondent 10	429,25	145	2,96034
	Median	2,726865		

Source: data processing results Excel (2025)

Tabel 2

Key components of the institutional framework of the Bangkalan Regency Tourism Office

Key Component Characteristics	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	Median	Ranking
Institutional resources and management	2,63	2,75	3,03	2,9	2,55	2,81	3,02	3,1	2,8	3,1	2,89	2
Human resources	2	2,69	3,03	2,1	2,83	3,13	3,47	3,33	3,5	3,2	3,08	1
External institutional resources	2,73	1,83	2,58	2,9	2,67	2,81	2,65	2,7	2,7	2,6	2,66	3
Financial institutional resources	2,63	2,31	1,58	2,9	2,93	2,22	2,08	2,08	2,1	2,7	2,26	5
Eco Halal Tourism program indicators	2,16	2,45	1,85	2,7	2,84	2,33	2,07	2,07	3,1	3,3	2,39	4

Source: data processing results Excel (2025)

Based on the results of processing the Institutional Development Framework (IDF) data obtained from respondents at the Bangkalan Regency Tourism Office, IDF values ranging from 2.42229 to 2.96034 were obtained. From the calculations using Microsoft Excel, a median value of 2.726865 was obtained.

This median value illustrates that the institutional resilience of the Bangkalan Tourism Office is in the Consolidation category. Therefore, it is still very necessary to improve the performance of financial institutional resources, which are classified in the lowest ranking category.

Funding, external collaboration, and the implementation of eco-halal tourism programs play a very important role in strengthening the institutional resilience of the Bangkalan Regency Tourism Office. Adequate funding is the main foundation in supporting the sustainability of tourism programs and activities, ranging from infrastructure development, human resource capacity building, to sustainable destination promotion. Meanwhile, external collaboration with academics, business actors, local communities, and the central government can expand the work network, strengthen synergies between stakeholders, and encourage knowledge transfer and innovation in tourism destination management. The implementation of the eco-halal tourism program is also key to realizing tourism that is not only environmentally friendly but also in line with sharia principles and local wisdom values. By optimizing these three aspects, the Bangkalan Tourism Office has the potential to build an adaptive, competitive, and long- term sustainability-oriented tourism management model.

When viewed from the characteristics of the key components of the IDF, the analysis results show that:

1. Human resources obtained the highest median score of 3.08 and ranked first. This shows that human resources are the main strength of the Bangkalan Tourism Office. Human resources are

considered to have good capabilities and commitment in supporting sustainable tourism development and are adaptive to the concept of eco- halal tourism.

2. Institutional and management resources ranked second with a median score of 2.89, indicating that the institution is functioning quite well, although there is still a need for improvement in the effectiveness of coordination and governance of cross- sectoral programs.
3. Institutional external resources ranked third with a median score of 2.66, indicating that external collaboration with stakeholders such as the community, business actors, and academics has begun to take shape, but is not yet fully optimal.Eco-Halal Tourism program indicator obtained a median of 2.39 and ranked fourth, indicating that the application of halal ecotourism principles is still in the early stages of development and requires improvement in program planning and implementation.
4. Financial institutional resources were the lowest-scoring aspect, with a score of 2.31 and ranking fifth. This indicates that budgetary support and financial management are still limited, which is an obstacle to strengthening the implementation of sustainable tourism programs.

Overall, the results of this study indicate that the Bangkalan Regency Tourism Office has strong institutional potential, particularly in terms of human resources and internal management systems. However, strengthening is needed in the areas of funding, external collaboration, and the implementation of eco-halal tourism programs in order to achieve a higher and more sustainable level of institutional resilience.

SWOT analysis

In terms of strengths, the highest median score in the human resources aspect (3.08) shows that the Tourism Office staff have good competence, work ethic, and commitment in supporting the development of the tourism sector. In addition, the median score in the institutional and management aspect (2.89) also illustrates fairly effective organizational governance, especially in the planning and implementation of programs based on local tourism potential. These strengths are important assets for the Tourism Office to strengthen the concept of eco-halal tourism, which is in line with the cultural and religious values of the Madurese people.

Weaknesses are evident in the low median scores for finance (2.31) and the implementation of eco-halal tourism programs (2.39). This indicates that budget constraints remain a major obstacle to the implementation of sustainable tourism programs. In addition, the application of the eco-halal tourism concept is still conceptual and has not been fully realized in practice. The lack of digital technology utilization in tourism promotion and the suboptimal synergy between fields are also internal weaknesses that need to be addressed immediately.

In terms of opportunities, the growing trend of halal and eco-friendly tourism, as well as the central government's support for the development of sustainable destinations, provides ample room for the Bangkalan Tourism Office to expand its program innovations. The potential for collaboration with universities, the private sector, and local communities can also be utilized to increase human resource capacity, expand work networks, and strengthen digital-based tourism promotion. Additionally, the diversity of natural, cultural, and religious tourism potential in Bangkalan can be developed as a unique attraction within the framework of eco-halal tourism.

Meanwhile, emerging threats include increased competition between tourist areas in East Java, limited regional budget support, and the risk of environmental damage due to a lack of public awareness of sustainability principles. Economic fluctuations and changes in tourist preferences can also affect visitation rates to tourist destinations in Bangkalan. If not properly anticipated, these external factors could hinder the achievement of sustainable tourism development targets.

Overall, the IDF median results and SWOT analysis show that the Bangkalan Tourism Office has fairly good institutional resilience, with its main strengths in human resources and institutional management. However, to achieve a high level of resilience, strategies to strengthen

financial aspects, external collaboration, and digital innovation are needed so that the development of eco-halal tourism in Bangkalan can be more effective, adaptive, and sustainable.

CONCLUSION

Based on the results of the analysis using the Institutional Development Framework (IDF), a median value of 2.73 was obtained, indicating that the institutional resilience of the Bangkalan Regency Tourism Office is at the consolidation stage. This illustrates that the institution has a sufficiently strong foundation but still needs strengthening in several aspects in order to achieve more stable and sustainable resilience. Its main strength lies in its competent, adaptive human resources who are highly committed to supporting the development of eco-halal tourism. However, weaknesses are still evident in the areas of finance and the implementation of eco-halal tourism programs, which have not been maximized. Therefore, institutional strengthening strategies are needed through increased funding capacity, cross-sector collaboration, program innovation, and the use of digital technology in tourism promotion. With these steps, the Bangkalan Tourism Office is expected to be able to develop inclusive, competitive, and sustainable tourism in accordance with Islamic economic principles and values.

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