Sinergi International Journal of Management and Business

E-ISSN: 2988-6252

Volume. 3, Issue 4, November 2025

KAWULA MUDA Page No: 218-231

Sharia Hotels in the Perspective of Institutional Economics, Human Resource Management and Entrepreneurship: A Comprehensive Analysis

Ni Kadek Suryani¹, Ni Ketut Karwini², Ida Ayu Putu Widani Sugianingrat³

¹Institut Desain dan Bisnis Bali, Indonesia

²Sekolah Tinggi Ilmu Manajemen Indonesia Handayani Denpasar, Indonesia

³Universitas Hindu Indonesia, Indonesia

Correspondent: nksuryani@gmail.com1

Received: August 29, 2025

Accepted : September 22, 2025

Published: November 30, 2025

Citation: Suryani, N.K., Karwini, N.K., & Sugianingrat, I.A.P.W., (2025). Sharia Hotels in the Perspective of Institutional Economics, Human Resource Management and Entrepreneurship: A Comprehensive Analysis. Sinergi International Journal of Management and Business, 3(4), 218-231.

https://doi.org/10.61194/ijmb.v3i4.846

ABSTRACT: This study aims to analyze the implementation of sharia principles in the operation of sharia hotels in Indonesia from the perspective of institutional economics, human resource management, and entrepreneurship. The research methods used are systematic literature review, which include studies from leading academic databases, namely Scopus, Google Scholar, JSTOR, and IEEE Xplore. The main findings of this study indicate that a strong institutional and regulatory structure is essential for the operation of sharia hotels, with government policy support playing a key role in ensuring compliance with sharia principles. In addition, employee training and development that focuses on Islamic values has been shown to improve service quality and customer satisfaction. Entrepreneurship in sharia hotels involves innovation and development of sharia-compliant business models, which helps improve the competitiveness and sustainability of hotels.

Keywords: Sharia Hotel, Institutional Economics, Human Resource Management, Entrepreneurship.



This is an open access article under the CC-BY 4.0 license

INTRODUCTION

The concept of sharia hotels emerged in response to the increasing demand from Muslim tourists seeking accommodation that complies with Islamic principles. Sharia hotels offer services and facilities aligned with Islamic principles, including halal food, alcohol-free environments, prayer spaces, and gender-segregated public areas. (Musa, 2021)

Indonesia, as the country with the largest Muslim population in the world and the government also tourism industry players see this opportunity as a way to attract more domestic and international tourists looking for a stay experience that complies with Islamic values. In addition, the concept of sharia hotels also supports the government's efforts to promote halal tourism, which is an important part of the national economic strategy. (Hariani & Hanafiah, 2024)

Sharia hotels not only offer comfort and security for Muslim tourists but also reflect a commitment to sustainability and social responsibility. Many sharia hotels implement ethical

Suryani, Karwini, and Sugianingrat

business practices, such as ensuring employee welfare, using local products, and participating in community empowerment programs. (Albattat, , A. P., Albattat, A., & Yusof, E. (2018)

The concept of sharia hotels not only provides alternative accommodation for Muslim tourists, but also supports local economic development and contributes to the sustainability of the tourism industry. With increasing awareness and demand for sharia-compliant services, sharia hotels have the potential to grow and develop further in Indonesia and around the world (Fadhilata Rahmatika & Suman, 2020) It is plays an important role in creating a framework and regulation that allows these hotels to operate in accordance with Islamic principles. This institutional structure includes government regulations, halal certification bodies, and hotel associations that together ensure compliance with sharia standards. Strict regulations help improve transparency, accountability, and the quality of services offered by sharia hotels. With strong institutional support, sharia hotels can develop a good reputation in the eyes of Muslim customers, who prioritize a sharia-compliant environment during their stay. (Syassurrijal et al., 2023)

Human resource management (HR) in sharia hotels emphasizes employee training and development in accordance with Islamic values. This includes not only technical skills, but also an understanding of work ethics, fairness, and sincere service. Fair and transparent performance management strategies and appropriate incentives can increase employee motivation and satisfaction (Toumi & Su, 2023). The role of human capital in performance is crucial, especially in the sharia hotel industry. (Rusmingsih et al., 2021). Human capital includes employee knowledge, skills, and competencies acquired through education, training, and experience (Aman-Ullah et al., 2022). Employees who have a deep understanding of sharia principles and Islamic work ethics can provide better service and meet customer expectations (Aravik et al., 2024). Continuous training helps them to stay up-to-date with the latest developments in the industry and improve operational efficiency (Darmi Astuti & Kadek Suryani, 2024). High-quality human capital not only improves hotel operational performance but also contributes to increased customer satisfaction and loyalty, which ultimately supports the success and sustainability of the sharia hotel business (Anwar et al., 2020). On the other hand, entrepreneurship in sharia hotels encourages innovation and the development of unique and sharia-compliant business models. Sharia hotel managers with entrepreneurial insight are able to recognize and utilize market opportunities to create attractive services for Muslim tourists, including the development of halal tourism packages and the provision of better prayer facilities. The combination of institutional economics, effective HR management, and innovative entrepreneurship creates a strong foundation for the success and sustainability of sharia hotels (Salaheldeen & Battour, 2024).

This study holds substantial importance in three key areas: institutional economics, human resource management (HRM), and entrepreneurship, particularly in the sharia hotel industry. In the context of institutional economics, this study provides important insights into how institutional structures and regulations can support and optimize the operations of sharia hotels. Given that institutional economics emphasizes the importance of norms, rules, and regulations in governing economic behavior, this study examines how government policies and related regulations can create a conducive environment for the growth and development of sharia hotels. The findings of this study can be used by policymakers to formulate more effective

Suryani, Karwini, and Sugianingrat

regulations and support the sustainability of sharia hotel businesses. In HRM, this examines how applying sharia principles can enhance employee performance and job satisfaction in sharia hotels. This study identifies competency development, training, and performance management strategies that are in accordance with sharia values, which can serve as a guide for HR managers in creating a productive and harmonious work environment. With a focus on HRM, this study also highlights sustainable and ethical HRM in the sharia hotel industry. This study also has significant implications in the context of entrepreneurship. By exploring the opportunities and challenges faced by entrepreneurs in managing sharia hotels, this study provides insights into effective and innovative entrepreneurial practices in the industry. This study also discusses how sharia values can be integrated into business models and entrepreneurial strategies to create businesses that are not only profitable but also contribute positively to society. The findings of this study can help entrepreneurs in designing and implementing innovative and sustainable business models in the context of sharia hotels. Overall, this study not only enriches the academic literature but also provides practical guidance for stakeholders in the sharia hotel industry, including policy makers, HR managers, and entrepreneurs, in improving their business performance and sustainability. This study aims to examine in depth the implementation of the sharia hotel concept in Indonesia through the perspectives of institutional economics, human resource management, and entrepreneurship.

This study aims to identify the challenges and opportunities in implementing the sharia concept in the hotel industry, as well as analyzing the managerial and economic implications of implementing this concept on hotel performance and customer satisfaction. To achieve these objectives, this study focuses on several main research questions that include how the institutional and regulatory structures support the operation of sharia hotels in Indonesia, the challenges and opportunities faced in managing human resources in accordance with sharia principles, effective entrepreneurial models that can be applied to improve the competitiveness and sustainability of sharia hotel businesses, the impact of implementing sharia principles on the financial and operational performance of sharia hotels, and customer perceptions of sharia hotels and their influence on customer satisfaction and loyalty levels. By answering these questions, this study is expected to provide significant contributions to the development of academic literature and provide practical recommendations for sharia hotel industry players, policy makers, and other stakeholders in improving the quality and sustainability of sharia hotel businesses in Indonesia.

Sharia hotels refer to a form of lodging service that conducts its operations in accordance with Islamic sharia guidelines, ensuring that all aspects of management, facilities, and services align with Islamic values and ethical standards. This concept encompasses various operational and service aspects that comply with Islamic rules and values, such as not serving alcohol, providing halal food, providing prayer facilities, and in some cases, separating areas for men and women in public facilities such as spas or swimming pools (Musa, 2021). In hotel rooms, the direction of the Qibla and the Quran are usually available for Muslim guests. In addition, sharia hotel business practices often also include fair and ethical policies towards employees and social responsibility towards the surrounding community (Shnyrkova & Predvoditeleva, 2022). Sharia hotels aim to provide a comfortable and safe environment for Muslim travelers, allowing them to

Suryani, Karwini, and Sugianingrat

practice their religious beliefs easily while traveling. This concept also appeals to non-Muslim travelers who are looking for a different accommodation experience and want to enjoy the uniqueness of sharia services (Sulaiman et al., 2022). In Indonesia, the country with the largest Muslim population in the world, the development of sharia hotels is driven by the increasing demand of domestic and international tourists seeking accommodation in accordance with Islamic principles. In addition, this concept also supports the promotion of halal tourism which is part of the national economic strategy (Hariani & Hanafiah, 2024).

Sharia hotels not only function as accommodation but also as a representation of Islamic values applied in the business world. They combine modern comfort with sharia principles to create a unique and meaningful stay experience for their guests (Rachmiatie et al., 2022).

Institutional economic theory in the context of the sharia hotel industry emphasizes the importance of structures and regulations that support the operation of sharia hotels. This theory focuses on how norms, rules, and regulations can create an environment conducive to the growth and development of sharia hotels. In the sharia hotel industry, this theory also emphasizes compliance with sharia principles in every aspect of operations, including human resource management, marketing, and customer service (Mashuri, 2020). Proper regulation can help ensure that sharia hotels can operate efficiently and effectively, while still adhering to the sharia values that are their main foundation. Thus, institutional economic theory provides a framework for understanding how sharia hotels can operate well within the context of existing regulations and institutional structures.

Human resource (HR) management plays a crucial role in the operational success of sharia hotels. HR management is responsible for ensuring that employees in sharia hotels understand and apply sharia principles in every aspect of their work. This includes training and development that focuses on Islamic values such as integrity, honesty, and good service (Mihardjo et al., 2020); (Aman-Ullah et al., 2022). In addition, HR management also manages the recruitment and selection of employees who not only have good technical skills but also a strong understanding of work ethics based on sharia. Performance management is also organized in such a way as to encourage the achievement of organizational goals that are in line with sharia principles, through fair and transparent evaluations. (Sulaiman et al., 2022).

Entrepreneurship in the sharia hotel business includes innovation and development of business models that are in accordance with Islamic values. Entrepreneurs in this sector must be able to recognize and exploit market opportunities that prioritize the needs of Muslim travelers. This can include developing halal tourism packages, providing prayer facilities in hotels, and halal certification for food and beverages provided (KiliÇ, 2024). In addition, sharia hotel entrepreneurs also need to adopt ethical business practices, such as transparency in financial management and involvement in social initiatives that support the local community. Other innovations can involve technology to enhance the customer experience, such as applications for ordering halal room service or providing information about nearby places of worship. Overall, entrepreneurship in the context of sharia hotels focuses not only on economic profit but also on creating social and spiritual value, which contributes to the overall well-being of society (Hussein Azeemi Abdullah Thaidi et al., 2023). Research on sharia-compliant hotels has shown

Suryani, Karwini, and Sugianingrat

various aspects of the application of sharia principles in hotel operations. For example, a study by (Kamarudin & Nizam, 2013) examined the development of Islamic tourism in Malaysia and its implications for the hospitality industry. The study highlighted the importance of adhering to Shariah principles, such as halal food service and prayer facilities, to attract Muslim tourists. Another study by (Stephenson et al., 2010) explored the dynamics of Islamic hospitality in the Middle East, emphasizing the integration of Islamic values into service delivery and customer relations. These studies provide valuable insights into approaches and best practices for Shariah-compliant hotels, as well as the challenges and opportunities faced in different regional contexts. This research underscores the importance of understanding the cultural and religious needs of Muslim travelers to enhance competitiveness in the hospitality market. By combining these perspectives, the Shariah-compliant hospitality sector can continue to thrive and meet the growing demand for ethically and religiously compliant accommodation.

METHOD

This study uses a qualitative approach with a systematic literature review methods and systematic literature review to explore the application of the concept of sharia hotels in the context of institutional economics, human resource management, and entrepreneurship. This approach was chosen to gain in-depth and structured insights into existing practices and how sharia principles are implemented in hotel operations.

Data were collected through a systematic literature review including hotel annual reports, operational manuals, internal policies, and related publications from hotel associations. These documents provide detailed information on policies, procedures, and best practices implemented in Islamic hotels. Data were also obtained through a systematic literature review, which included academic studies, journal articles, and industry reports relevant to the implementation of Islamic principles in the hospitality industry. The literature search was conducted using leading academic databases namely Scopus, Google Scholar, JSTOR, and IEEE Xplore. This process involved a comprehensive literature search using related keywords, namely "Islamic hotels," "human resource management," "institutional economics," and "entrepreneurship."

Data analysis was conducted using content analysis and systematic literature review methods. For a systematic literature review, data were systematically analyzed to identify trends, policies, and practices relevant to the implementation of sharia principles in hotels. This process involved coding document data to find significant themes and patterns.

a systematic literature review was conducted using a structured method, starting with a literature search that included related keywords. Relevant studies were then evaluated based on their quality and relevance, and the results were integrated to provide a comprehensive picture of the research topic. Key themes and findings from the literature were analyzed and compared with the results of the a systematic literature review to provide a broader and deeper perspective.

The integration of the results from the content analysis and systematic literature review provides a comprehensive picture of the implementation of the sharia hotel concept, as well as its implications in the context of institutional economics, HR management, and entrepreneurship.

RESULT AND DISCUSSION

Institutional analysis in the operational practices of sharia hotels shows that institutional structures and regulations play an important role in ensuring that hotel operations are in accordance with sharia principles. This implementation is seen in various operational aspects, including the provision of halal food, prayer facilities, employee management, and customer service that is in accordance with Islamic values. From the analysis of documents, such as annual reports of sharia hotels, operational manuals, and internal policies, it is clear that sharia hotels must comply with strict standards set by halal certification bodies. These standards cover everything from the procurement of halal food ingredients to hygiene procedures and serving procedures that are in accordance with sharia. In addition, prayer facilities such as prayer rooms or prayer rooms are provided in every sharia hotel to meet the spiritual needs of Muslim guests. Institutional analysis in the operational practices of sharia hotels shows that compliance with sharia regulations and support from strong institutional structures are key to ensuring high operational quality and increasing customer trust and loyalty. It also highlights the importance of employee training and development to create a work environment that is in accordance with sharia values and supports the sustainability of the sharia hotel business. A systematic literature review supports these findings. Table 1 presents the results of the content analysis using a systematic literature review approach.

Table 1. Results of Content Analysis Using a Systematic Literature Review Approach

Aspect	Findings	Reference
Structure and	A strong institutional and regulatory	(Kamarudin & Nizam, 2013),
Regulation	framework is essential for the	(Mashuri, 2020). (Samori et al., 2016).
	operation of a sharia hotel.	(2024), (Rasmuddin & Umar, 2022)
The Role of	Implementation of sharia regulations	(Battour et al., 2011), (Eid & El-
Institutions in	in operational practices, including the	Gohary, 2015), (Liana et al., n.d.),
Operations	provision of halal food, prayer	(Junaidi, 2020), (Khairani et al., 2021).
	facilities, and ethical employee	
-	management.	
Impact of	Clear policies and government support	(Samori et al., 2016), (Liana et al.,
Policy and	are key factors for the success of a	2024).
Regulation	sharia hotel.	
Human	Employee training on Islamic values	(Ahmed et al., 2022), (Stephenson et
Capital	and ethical work practices improves	al., 2010),
	service quality and customer	
	satisfaction.	
Customer	Compliant sharia practices, such as	(Duman, 2012), (Pitra & Al-Battat,
Perception	halal certification and prayer facilities,	2021)
and Trust	increase customer trust and loyalty.	

A strong institutional and regulatory framework is essential for the operation of sharia hotels. Regulations implemented by the government and halal certification bodies ensure that sharia hotels comply with certain standards in terms of food provision, cleanliness, and prayer facilities. Studies by (Kamarudin & Nizam, 2013), (Mashuri, 2020), (Samori et al., 2016), (Rasmuddin & Umar, 2022), emphasize the importance of regulation in increasing the trust of customers and

Suryani, Karwini, and Sugianingrat

other stakeholders. With strict regulations, sharia hotels can operate in accordance with sharia principles and meet the expectations of Muslim customers who are looking for accommodation that is in accordance with Islamic values. The implementation of sharia regulations covers various operational aspects, including the provision of halal food, prayer facilities, and ethical employee management (Liana et al., 2024.). Research shows that compliance with sharia regulations can improve service quality and customer satisfaction. Studies by (Battour et al., 2011) and (Eid & El-Gohary, 2015), found that customers who stay at sharia hotels feel more comfortable and confident with the services provided because they are in accordance with sharia principles. This shows that proper regulation not only increases compliance but also customer satisfaction.

Clear policies and government support are key factors in the success of sharia hotels. Adequate regulation helps sharia hotels ensure that their operations are in accordance with Islamic values, which in turn increases customer trust and loyalty (Huda et al., 2022). (Samori et al., 2016), showed that support from the government and the Muslim community can increase the competitiveness of sharia hotels in the market. Compliance with sharia regulations also improves the reputation and competitiveness of sharia hotels.

Employee training on Islamic values and ethical work practices improves service quality and customer satisfaction (Ahmed et al., 2022). Studies show that human resource management in accordance with sharia principles can improve operational efficiency and employee job satisfaction. (Stephenson et al., 2010), highlighted the HRM and development to create a productive and harmonious work environment.

Sharia-compliant practices, such as halal certification and prayer facilities, increase customer trust and loyalty (Pitra & Al-Battat, 2021). Research indicates that customers are more likely to choose hotels that comply with sharia principles because they feel more comfortable and confident with the services provided. A study by (Duman, 2012) supports this finding, showing that high-quality services in accordance with sharia principles make customers more loyal and satisfied. Support from the Muslim community and government also increases the competitiveness of sharia hotels, helping these hotels grow and operate successfully in the global market.

The institutional structure that supports the operation of sharia hotels involves various parties ranging from the government, halal certification institutions, to hotel associations. The government sets regulations and policies that require sharia hotels to comply with certain standards to obtain halal certification. This includes requirements such as the provision of halal food and beverages, adequate prayer facilities, and operational policies that comply with sharia principles. Halal certification bodies, such as the Indonesian Ulema Council (MUI), play a role in evaluating and issuing halal certification to hotels that meet these requirements. In addition, hotel associations such as the Indonesian Hotel and Restaurant Association (PHRI) also support the implementation of sharia principles through training and outreach to their members. The combination of these institutional structures ensures that sharia hotels can operate effectively and meet the expectations of Muslim travelers.

Government policies have a significant impact on the development of sharia hotels. Supportive policies, such as providing tax incentives for hotels that obtain halal certification, can encourage

Suryani, Karwini, and Sugianingrat

more hotels to adopt sharia principles in their operations. The government can also facilitate training and education for hotel industry players to increase understanding of the importance of implementing sharia principles. In addition, the promotion of halal tourism by the government can attract more domestic and international Muslim tourists, which in turn increases demand for sharia hotels.

Competency development and employee training in sharia hotels are aimed at forming employees who are not only technically skilled, but also have a deep understanding of Islamic values and work ethics. This training covers various aspects, including service ethics, procedures for serving halal food, sharia-compliant cleaning procedures, and the provision of prayer facilities.

A study by (Asnawi et al., 2019) showed that training that focuses on Islamic values can improve service quality and customer satisfaction. This training often includes sessions on the integrity, honesty, and sincere service, all of which are core values in Islam. In addition, training also includes practical guidance on how to serve guests in a friendly and polite manner, as well as how to maintain the cleanliness and sanctity of the hotel environment.

In addition to formal training, employee competency development can also be done through continuous learning and mentoring programs. This program allows employees to continuously improve their skills and stay up-to-date with operational standards and sharia regulations. According to (Tumi et al., 2022), continuous training is essential to ensure that employees remain competent and motivated in carrying out their duties.

Effective HR management also includes fair and transparent performance appraisals. This appraisal system should consider not only work results but also compliance with sharia values. Fair evaluations will help employees feel appreciated and motivated to continue to improve their performance. Research by (Norman et al., 2025). found that performance management in accordance with sharia principles can create a harmonious and productive work environment.

HR management in sharia hotels emphasizes employee competency development and training that focuses not only on technical skills but also on understanding and implementing Islamic values. This approach ensures that Islamic hotels can provide high-quality services that are in accordance with Islamic principles, which in turn increases customer satisfaction and loyalty.

Employee performance management strategies in Islamic hotels are essential to ensure that employees work in accordance with Islamic principles and provide the best service to guests. This strategy involves setting clear and measurable goals, fair and transparent performance evaluations, and continuous training and development. Effective performance management also includes appropriate rewards and incentives to motivate employees. Challenges in human resource management in Islamic hotels include limited human resources trained in Islamic principles and high training costs. However, the opportunities are huge, especially with the increasing demand of Muslim travelers for Islamic-compliant accommodation. This provides an opportunity for Islamic hotels to attract and retain competent employees who are committed to Islamic values (Dwijendra et al., 2025).

Suryani, Karwini, and Sugianingrat

Entrepreneurship in Islamic hotels involves innovation and development of business models that are in accordance with Islamic principles. Identification of entrepreneurial opportunities in this sector includes developing halal tourism packages, providing better prayer facilities, and improving Islamic-compliant services. The entrepreneurial profile of a sharia hotel manager often involves individuals who have a deep understanding of Islamic values and a commitment to implementing them in business operations. Business innovation in sharia hotels can include the use of technology to enhance the customer experience, such as applications that make it easier for guests to find nearby places of worship or order halal food. Successful entrepreneurial models in sharia hotels emphasize the combination of economic profit and sustainable social value creation.

The implementation of sharia principles can increase customer trust and attract more Muslim tourists, which in turn increases hotel revenue and profitability. Studies show that sharia hotels that focus on innovation and high service quality are able to compete with conventional hotels and create sustainable competitive advantages. This approach not only provides economic benefits but also supports social responsibility and environmental sustainability, which are core values in sharia.

CONCLUSION

This study provides in-depth insights into the application of sharia principles in sharia hotel operations, both from the perspective of institutional economics, human resource management, and entrepreneurship. Key findings indicate that strong institutional and regulatory structures are essential for sharia hotel operations. Strict regulation and government support play a key role in ensuring that sharia hotels can operate in accordance with Islamic values, which in turn increases customer trust and loyalty. In terms of human resource management, employee training and development focused on sharia principles has been shown to improve service quality and customer satisfaction.

Effective human resource management involves fair and transparent performance appraisals and appropriate rewards to motivate employees. Challenges faced in human resource management include limited trained human resources and high training costs, but the opportunities are huge with the increasing demand for sharia-compliant services.

Entrepreneurship in sharia hotels involves innovation and development of business models that are in accordance with sharia principles. Identification of entrepreneurial opportunities in this sector includes the development of halal tourism packages and the provision of better prayer facilities. The entrepreneurial profile of sharia hotel managers shows that they have a strong commitment to Islamic values and the ability to create successful business innovations. A successful entrepreneurial model emphasizes the combination of economic profit and sustainable social value creation. Overall, the application of sharia principles in sharia hotel operations has a significant positive impact on hotel performance. Hotels that successfully apply these principles tend to have a good reputation, high levels of customer satisfaction, and are able to compete with conventional hotels.

Suryani, Karwini, and Sugianingrat

To support the development of sustainable and competitive sharia hotels, several practical recommendations can be considered. First, improving employee training and development is essential. Sharia hotels must ensure that their training programs cover sharia principles and appropriate service practices, so that employees can provide high-quality services that meet the expectations of Muslim customers. Collaboration with halal certification bodies is also a crucial step to ensure that all aspects of hotel operations comply with sharia standards, increasing customer trust and hotel reputation.

Innovation in services and facilities should also be a major focus. Sharia hotels can develop unique and innovative services and facilities, such as digital applications for ordering halal food, information on prayer times, and the direction of the Qibla in each room. In addition, additional facilities such as comfortable prayer rooms and separate recreation areas for men and women can be a significant added value. Targeted marketing and promotion are also important to promote sharia hotels to the Muslim target market. Effective marketing strategies can utilize social media, influencers, and other digital platforms to reach a wider audience.

The development of halal tourism products can also help attract more Muslim tourists. Sharia hotels can offer attractive halal tour packages, including tours to historical and Islamic cultural sites and authentic halal culinary experiences. The use of technology to improve operational efficiency is also important. Implementing the latest technology in hotel operations, such as cloud-based hotel management systems and mobile applications for guests, can improve service and operational efficiency. Compliance with sharia regulations and standards must always be ensured in all aspects of hotel operations. By complying with regulations, sharia hotels not only increase customer trust and loyalty but also strengthen their position in the market. By implementing these recommendations, sharia hotels can improve the quality of service, attract more Muslim customers, and ensure the sustainability of their business in an increasingly competitive market.

To stay relevant in the modern hospitality landscape, sharia hotel entrepreneurs must embrace technology not as a disruption, but as a strategic tool. From AI-powered booking systems that filter halal-friendly preferences to digital check-in that maintains privacy standards, tech-driven innovations can elevate service while staying true to sharia values. Adopting these solutions isn't just about efficiency—it's about future-proofing the business.

Further research could expand the geographical scope and types of sharia hotels to gain more diverse insights into the application of sharia principles in hotel operations. Comparative studies between different regions and countries could help identify differences and similarities in the challenges and opportunities faced by sharia hotels. This approach could provide a more holistic perspective and help develop more specific and practical recommendations for the development of the sharia hotel industry in various contexts. In addition, quantitative research using survey methods or statistical analysis could provide more detailed and measurable data on the impact of the application of sharia principles on hotel performance, customer satisfaction, and loyalty. Longitudinal studies that track the development of sharia hotels over time could also provide deeper insights into the effectiveness of the policies and strategies implemented.

Further research could also explore the role of technology and innovation in improving the operational efficiency and service quality of sharia hotels. This study could include an analysis of the use of technology-based management systems, mobile applications for guests, and automation of reservation and service processes. Understanding how technology can be applied to support sharia-compliant operations would be invaluable for the development of sharia hotels in the future. In addition, research on the social and environmental impacts of sharia hotel operations is also important. This study can evaluate how sharia practices contribute to environmental sustainability and social responsibility, as well as how they affect the local communities surrounding the hotel. By delving deeper into these aspects, research can provide comprehensive and holistic insights into the multifaceted benefits of sharia hotels. Overall, future research should continue to explore the various aspects of the implementation of sharia principles in the hospitality industry, and assess their impact and effectiveness with a more holistic and measurable approach. This will help in developing better strategies and ensure that sharia hotels can continue to thrive and make positive contributions to society and the environment.

REFERENCES

- Ahmed, S., Mohiuddin, M., Rahman, M., Tarique, K. M., & Azim, Md. (2022). The impact of Islamic Shariah compliance on customer satisfaction in Islamic banking services: mediating role of service quality. *Journal of Islamic Marketing*, 13(9), 1829–1842. https://doi.org/10.1108/JIMA-11-2020-0346
- Albattat, A. (n.d.). Muslim Guest Satisfaction in Shariah Compliant Hotels: Case Study Blue Wave Hotel. www.jthem.com
- Aman-Ullah, A., Mehmood, W., Amin, S., & Abbas, Y. A. (2022). Human capital and organizational performance: A moderation study through innovative leadership. *Journal of Innovation & Knowledge*, 7(4), 100261. https://doi.org/10.1016/j.jik.2022.100261
- ANWAR, Y., FERINE, K. F., & SIHOMBING, N. S. (2020). Competency of Human Resources and Customer Trust on Customer Satisfaction and Its Consequence on Customer Retention in the Hospitality Industry North Sumatra. *Journal of Environmental Management and Tourism*, 11(6), 1515. https://doi.org/10.14505/jemt.11.6(46).22
- Aravik, H., Hamzani, A. I., Khasanah, N., & Tohir, A. (2024). Fundamental Concepts of Work Ethics in Islamic Perspective and Its Implementation in Islamic Bank Marketing. *Islamic Banking: Jurnal Pemikiran Dan Pengembangan Perbankan Syariah*, 10(1), 63–80. https://doi.org/10.36908/isbank.v10i1.1220
- Asnawi, N., Sukoco, B. M., & Fanani, M. A. (2019). The role of service quality within Indonesian customers satisfaction and loyalty and its impact on Islamic banks. *Journal of Islamic Marketing*, 11(1), 192–212. https://doi.org/10.1108/JIMA-03-2017-0033

- Battour, M., Ismail, M. N., & Battor, M. (2011). The impact of destination attributes on Muslim tourist's choice. *International Journal of Tourism Research*, 13(6), 527–540. https://doi.org/10.1002/jtr.824
- Darmi Astuti, S., & Kadek Suryani, N. (2024). Job satisfaction of Indonesian workers: An analysis and forecasting using STAR model. *Problems and Perspectives in Management*, 22(2), 443–452. https://doi.org/10.21511/ppm.22(2).2024.34
- Duman, T. (2012). The Value of Islamic Tourism: Perspectives from the Turkish Experience. *ICR Journal*, *3*(4), 718–739. https://doi.org/10.52282/icr.v3i4.513
- Dwijendra, N. K. A., Suryani, N. K., & Mahadipta, N. G. D. (2025). <p>Synergy of Creative Industries and Architectural Design: Business Sustainability Strategies in Bali, Indonesia</p> <div>
 </div> \$SRN Electronic Journal. https://doi.org/10.2139/ssrn.5065344
- Eid, R., & El-Gohary, H. (2015). The role of Islamic religiosity on the relationship between perceived value and tourist satisfaction. *Tourism Management*, 46, 477–488. https://doi.org/10.1016/j.tourman.2014.08.003
- Fadhilata Rahmatika, M., & Suman, A. (2020). Improving the Economy of Local Communities Through Innovation of the Potential of Shariah-Based Natural Tourism in East Java. *International Journal of Religious Tourism and Pilgrimage*, 8. https://doi.org/10.21427/jcs8-5q77
- Hariani, D., & Hanafiah, M. H. (2024). The competitiveness, challenges and opportunities to accommodate the *Halal* tourism market: a *Sharia* -law tourism destination perspectives. *Journal of Islamic Marketing*, 15(3), 919–942. https://doi.org/10.1108/JIMA-05-2023-0147
- Huda, N., Gani, A. N., Rini, N., Rizky, T. D., & Ichsan, L. (2022). Identifying stakeholders' perspectives on the success factors of halal tourism in the city of Makassar: a group model building approach. *International Journal of Tourism Cities*, 8(4), 883–896. https://doi.org/10.1108/IJTC-06-2021-0101
- Hussein Azeemi Abdullah Thaidi, Muhamad Firdaus Ab Rahman, & Ahmad Zaki Salleh. (2023). Addressing Challenges, Unleashing Potentials: Towards Achieving Impactful Islamic Social Finance. *Ulum Islamiyyah*, 35(02), 63–85. https://doi.org/10.33102/uij.vol35no02.554
- Junaidi, J. (2020). Halal-friendly tourism and factors influencing halal tourism. *Management Science Letters*, 1755–1762. https://doi.org/10.5267/j.msl.2020.1.004
- Kamarudin, L. M., & Nizam, H. (2013). Islamic Tourism: The Impacts To Malaysia's Tourism Industry.
- Khairani, N. S., Ismail, N., Abdul Wahid, E., Razaly, M. Z., & Abu Bakar, N. (2021). Shariah Compliant Hotel Deployment: Unveiling A Case within the Hotel Industry in Malaysia. International Journal of Academic Research in Business and Social Sciences, 11(12). https://doi.org/10.6007/IJARBSS/v11-i12/11378
- KILIÇ, S. N. (2024). A conceptual model for Muslim-friendly hotel entrepreneurship. *Journal of Multidisciplinary Academic Tourism*, 9(1), 59–72. https://doi.org/10.31822/jomat.2024-9-1-59

- Liana, N., Rosli, I. B., Aizat, M., Jamaludin, B., Najiha, A., & Ahmad, B. (n.d.). BEYOND HALAL CUISINE: A COMPREHENSIVE EXPLORATION OF SHARIAH COMPLIANCE IN TOURISM AND HOSPITALITY. *Islamic Finance and Business Review*, 18(1), 2024.
- Mashuri, I. (2020). Implementation of Sharia Compliance in The Halal Tourism Industry In Indonesia (A Study On Sharia Hotels And Beaches). *Prophetic Law Review*, 2(2). https://doi.org/10.20885/PLR.vol2.iss2.art5
- Mihardjo, L. W. W., Jermsittiparsert, K., Ahmed, U., Chankoson, T., & Iqbal Hussain, H. (2020). Impact of key HR practices (human capital, training and rewards) on service recovery performance with mediating role of employee commitment of the Takaful industry of the Southeast Asian region. *Education + Training*, 63(1), 1–21. https://doi.org/10.1108/ET-08-2019-0188
- MUSA, A. (2021). ANALYSIS ON THE PRINCIPLES OF MAQASID SHARIAH IN ISLAMIC HOTELS. *Psychology and Education Journal*, 58(2), 1563–1576. https://doi.org/10.17762/pae.v58i2.2310
- Norman, E., Marliani, L., Paramansyah, A., & Aizat, F. (2025). Implementing Sharia-Based Total Quality Management in Islamic Educational Institutions Impact on Organizational Performance. *Eduprof: Islamic Education Journal*, 6(2), 116–134. https://doi.org/10.47453/eduprof.v6i2.299
- Pitra, A., & Al-Battat, A. (2021). Relationship of customers' satisfaction and loyalty on Shariah-compliant hotel in Shah Alam Malaysia. 1(2). https://doi.org/10.5281/zenodo.5726643
- Rachmiatie, A., Rahmafitria, F., Suryadi, K., & Larasati, A. R. (2022). Classification of halal hotels based on industrial perceived value: a study of Indonesia and Thailand. *International Journal of Tourism Cities*, 8(1), 244–259. https://doi.org/10.1108/IJTC-04-2021-0063
- Rasmuddin, R., & Umar, W. (2022). Sharia certification standards: a case study of sharia certification in sharia hotels. *Borobudur Law Review*, 4(1), 33–44. https://doi.org/10.31603/burrev.6994
- Rusmingsih, D., Widarni, E. L., & Bawono, S. (2021). Human Psychological Factors in the Success of Human Capital Investment in Driving Financial Performance, Case Study of the Hotel Industry in Indonesia and Malaysia. HOLISTICA Journal of Business and Public Administration, 12(1), 69–75. https://doi.org/10.2478/hjbpa-2021-0007
- Salaheldeen, M., & Battour, M. (2024). Fostering innovation capability and sustainable innovation in halal industry: the role of halal entrepreneurs' success. *Journal of Islamic Marketing*, 15(3), 777–799. https://doi.org/10.1108/JIMA-12-2022-0323
- Samori, Z., Md Salleh, N. Z., & Khalid, M. M. (2016). Current trends on Halal tourism: Cases on selected Asian countries. *Tourism Management Perspectives*, 19, 131–136. https://doi.org/10.1016/j.tmp.2015.12.011

- Shnyrkova, A., & Predvoditeleva, M. (2022). The needs of Muslim hotel customers: evidence from Russian guests. *Journal of Islamic Marketing*, 13(1), 133–160. https://doi.org/10.1108/JIMA-09-2018-0172
- Stephenson, M. L., Russell, K. A., & Edgar, D. (2010). Islamic hospitality in the UAE: indigenization of products and human capital. *Journal of Islamic Marketing*, 1(1), 9–24. https://doi.org/10.1108/17590831011026196
- Sulaiman, Z. A., Iranmanesh, M., Foroughi, B., & Rosly, O. (2022). The impacts of Shariah-compliant hotel attributes on Muslim travellers revisit intention: religiosity as a moderator. *Journal of Islamic Marketing*, 13(10), 2108–2125. https://doi.org/10.1108/JIMA-06-2020-0179
- Syamsurrijal, M., Nurmandi, A., Jubba, H., Hidayati, M., Qodir, Z., & Aabdulloh, I. (2023). From Decision Making to Practice: Economic Growth on Halal Tourism Policies Based on Sharia Regulation in Lombok, Indonesia. *Journal of Environmental Management and Tourism*, 14(4), 2127. https://doi.org/10.14505/jemt.v14.4(68).24
- Toumi, S., & Su, Z. (2023). Islamic values and human resources management: A qualitative study of grocery stores in the Quebec province. *International Journal of Cross Cultural Management*, 23(1), 79–112. https://doi.org/10.1177/14705958221136691
- Tumi, N. S., Hasan, A. N., & Khalid, J. (2022). Impact of Compensation, Job Enrichment and Enlargement, and Training on Employee Motivation. *Business Perspectives and Research*, 10(1), 121–139. https://doi.org/10.1177/2278533721995353