USING IMPORTANCE-PERFORMANCE ANALYSIS IN THE MEASUREMENT OF MUSLIM VISITOR'S SATISFACTION WITH HOTEL FACILITIES IN TAIWAN

MENGGUNAKAN IMPORTANCE-PERFORMANCE ANALYSIS DALAM MENGUKUR KEPUASAN PENGUNJUNG MUSLIM DI HOTEL DI TAIWAN

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Abstract

Many countries in the world are considering tourism as an important sector in their economy. A rapid growth of Muslim population, in consequence increasing the number of Muslim travelers with their high contribution to global tourism revenue, has made Muslims a potential group of customers to the tourism market. Achieving Muslim tourist satisfaction could be very challenging for Non-Islamic Countries, especially Taiwan. To attract the Muslim visitors, Taiwan is eager to offer a Muslim friendly environment since Muslim people have some basic and specific needs in line with their belief and thispracticeis called Muslim travel or Halal tourism. Importance-Performance Analysis was conducted in this study to investigate which hotel attributes satisfy Muslim visitors and to identify their expectations and satisfaction with these attributes. The results indicated that "halal logo or certificate and its display at the entrance of hotel" had the strongest influence on Muslim visitor's satisfactions with hotels in Taiwan. The results reported will enable hotels to better manage their facilities for Muslim visitors to ensure the sustainability of business performance.

Keywords: Halal Tourism, Importance-Performance Analysis (IPA), Muslim Visitors, Muslim Friendly Hotel

Abstrak

Banyak negara di dunia menganggap pariwisata sebagai sektor penting dalam ekonomi mereka. Populasi Muslim yang berkembang cepat, sebagai akibat dari bertambahnya jumlah pelancong Muslim dengan kontribusi mereka yang tinggi terhadap pendapatan pariwisata global, telah membuat Muslim sebagai kelompok konsumen potensial bagi pasar pariwisata. Membuat turis muslim puas bisa sangat sulit bagi negara-negara non Muslim, terutama Taiwan. Untuk menarik pengunjung Muslim, Taiwa bersemangat menawarkan lingkungan ramah Muslim karena orang Muslim punya kebutuhan dasar

dan spesifik sehubungan dengan kepercayaan mereka dan praktik ini disebut travel Muslim atau pariwisata halal. Importance-Performance Analysis dilakukan pada penelitian ini untuk menyelidiki perlengkapan hotel mana yang memuaskan pengunjung Muslim dan mengidentifikasi harapan dan kepuasan mereka terhadap perlengkapan itu. Hasilnya menunjukka bahwa "logo dan sertifikat halal yang dipajang di pintu masuk hotel" punya pengaruh terkuat pada kepuasan pengunjung Muslim terhadap hotel di Taiwan. Hasil yang dilaporkan akan memungkinkan hotel mengelola fasilitas mereka untuk pengunjung Muslim dengan lebih baik untuk memastikan kelanjutan kinerja bisnis mereka.

Kata kunci: Pariwisata halal, Importance-Performance Analysis (IPA), Pengunjung Muslim, Hotel Ramah Muslim

Introduction

Halal tourism is one of the fastest developing segments of the tourism market worldwide (El-Gohary, 2016). The growth of Muslim travelers followed the rapid growth of Muslim population in the world which totalled around 1.5 billion in 2010, 1.8 billion in 2015 and expected to rise to 3 billion by 2060 (Pew Research Centre, 2017). It means, the number of Muslims is 24.1% of the global population and will be 31.1% 45 years later. Therefore the Muslim world is a potential tourism market which offers a big opportunity to the destination countries where they plan to visit. Hotel accommodation as one of the main sectors in tourism provides various products and services to cater to a wide range of guests. The type and quality of services offered by the hospitality industry are of prime concern for customers as they frame the guest experience (Mohsin et al., 2016). To attract the Muslim travelers, hotels should be shariah compliant or Muslim friendly since Muslim travelers have some basic and specific needs that are in line with their belief even when they are traveling. This new concept of tourism is called Muslim travel or Halal tourism, defined as any tourism object or action which is permissible according to Islamic teachings (Battour et al., 2016). The main objective of Halal tourism is to allow Muslim travelers to fulfill their religious obligations whilst on holiday with the maximum convenience. Thus, halal tourism is not limited to the Muslim world, but nowadays non-Muslim countries also start to practice this concept.

According to the 2018 Global Muslim Travel Index (GMTI) report, Taiwan now ranks fifth on the list of Muslim-friendly non-OIC tourist destinations—the first time for the island to break into top five (Figure 1). The Performance of the hotel has a significant contribution toward the service quality in Muslims friendly destinations which support the economic growth of the tourism sector (Zailani et al., 2011), therefore the objective of this research is to identify the capability of the hotels in Taiwan to facilitate Muslims tourist and to provide reference on the desire of the hotelier to take cues on improvements of hospitality services for the future.

In order to help hoteliers implement this concept in the hospitality industry, there are basic characteristics of Sharia compliant hotel as described by Zakiah et al. (2014) such as halal food and non-alcohol beverages are to be served in the hotels; having the Quran, prayer mat and arrow indicating the direction of Qiblah; beds and toilets positioned not to face the Qiblah; prayer room available in the hotel; no inappropriate entertainment; predominantly Muslim staff with a proper dressing code; separate salon, recreational facilities and swimming pool for men and women; separate room/floor for unmarried couple between male and female; tourist dress code; ban on gambling; and no prohibited food and beverage in the hotel mini bar. As mentioned above, those characteristics have

Siska Mandalia[1] Taufik Hidayat[2]

been classified into four categories by the author, namely as food and beverage (F&B), interior, facilities, and hotel management.

Top 10 Non-OIC Destinations

RANK	GMTI 2018 RANK	DESTINATION	SCORE
1	6	Singapore	66.2
2	16	Thailand	56.1
3	22	United Kingdom	53.8
4	25	Japan	51.4
5	27	Taiwan	49.6
5	27	Hong Kong	49.6
7	32	South Africa	47.7
8	35	Germany	45.7
9	36	France	45.2
10	37	Australia	44.7

Figure 1. Mastercard & Crescentrating Global Muslim Travel Index 2018[Source?]

According to Stephenson (2014) in a shariah compliant hotel, the funding used to operate hotel's needs has to abide by Islamic financial principles, where all the transactions in the hotel cannot have any interest added in and have to pay zakat to help the poor and needy. Providing pre-dawn meal and dinner (*iftar*) during the month of fasting (*Ramadhan*) can raise some ethical concerns and impact the long-term social ethos and cultural perception of Islamic hospitality. Therefore, those components are added to complete the basic characteristics of Sharia compliant hotel in this study.

Methods

The study attempted to investigate which hotel attributes satisfy visitors and to identify their expectations and satisfaction with these attributes.

Questionnaire design

A self-administered questionnaire was used to measure the perceived importance and performance of 17 attributes of shariah compliant hotel or Muslim friendly hotel based on studies by Zakiah et al. (2014), Zailani et al. (2011), and Stephenson (2014) of the hotel facilities. The survey of Muslim visitors in Taiwan asked how important each specific attribute was to the participant, using a five-point Likert scale, ranging from very unimportant (1) to very important (5). Similarly, the performance scale requested that visitors rate their level of satisfaction with the performance of each attribute on a five-point Likert scale, ranging from perform worst (1) to perform best (5). The questionnaire also included questions designed to collect relevant demographic information including gender, age, marital status, education, and duration living in Taiwan.

Data collection

The survey was conducted from April to September 2018. The sample was 100 Indonesian Muslim Students in Taiwan that ever-used or experienced Taiwan hotel service. The researcher shared the online questionnaire to Indonesian Muslims; from 100 respondents, 14 returns cannot be used due to incomplete information given. An 86% response rate was obtained for analysis, from the 86 responses.

Importance-performance analysis

Importance Performance Analysis (IPA) has been applied to different areas in the services industries since it was introduced by Martilla, James and Mark(1977) in the 1970s. IPA is a simple but effective tool that analyses quality attributes on two dimensions: performance and importance. These two dimensions are then integrated into a matrix that guides firms to identify the most appropriate strategic options to enhance competitiveness.

Among the methodologies to measure the satisfaction of visitors of tourism or leisure destinations, the IPA has been successfully employed to understand customer satisfaction and prioritize service quality improvements (Bacon, 2003). IPA is based on the assumption that satisfaction is affected by both the importance of an attribute and perceived performance of that attribute. IPA matrices graphically illustrate the disparity between the importance and satisfaction of individual attributes in a way that is easy to understand and interpret (Duke & Persia, 1996).
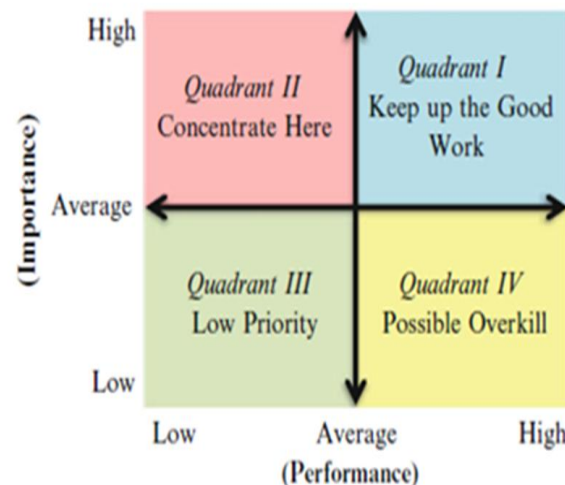

Figure 2. Importance - performance-analysis matrix.

The scores of importance and performance are plotted on an IPA matrix, which is divided into four quadrants (Fig. 2). The quadrants are labeled "possible overkill," "keep up the good work," "low priority," and "concentrate efforts here," prescribing prioritization of attributes for improvement. Attributes in the "concentrate efforts here" quadrant (high importance and low performance) require immediate attention and should be improved for visitor satisfaction. Attributes located in the "keep up the good work" quadrant have both high importance and satisfaction scores and could be used as major strengths in marketing activities. Attributes in the "low priority" quadrant (low importance and low performance) do not significantly affect visitor satisfaction and do not require additional effort. Attributes in the "possible overkill" quadrant (high importance and low performance) indicate that resources committed to these attributes could be better used on other attributes. Based on this analysis, managerial actions can be determined for immediate improvement efforts on the attributes in the "concentrate efforts here" quadrant (Martilla, James& Mark, 1977).

Siska Mandalia[1] Taufik Hidayat[2]

Statistical analysis

The data derived from the questionnaire were systematically coded and analyzed using SPSS (Statistical Package for the Social Sciences) software. A factor analysis was conducted to examine internal reliability and validity of the scales. The arithmetic averages of importance and performance scores were calculated, and paired t-tests were then conducted to seek differences between them. Gap analysis often accompanies IPA quadrant analysis and provides a statistical examination, such as conducting t-tests for non-zero gaps (Taplin, 2012). The gap is defined as the mean performance minus the mean importance.

Results and Discussion

Participants profile

The sample included 48 (55.8%) females and 38 (44.2%) males among the 86 qualified questionnaire survey from the respondents. The largest age group was that of people aged 21-25 years old (36%) and 26-30 years old (30%). A total of 54.7% had master degree-level education and more than 54.7% were single. In terms of duration of stay in Taiwan, 41.9% stayed less than 1 year. In summary, the participants of the survey were more likely to be between 21-30 years old, single, highly educated, with duration of stayless than one year. A detailed profile of survey participant characteristics is shown in Table 1.

Table 1 Participants' profile

Characteristic	No	%
1. Gender		
Male	38	44.2 %
Female	48	55.8 %
2. Age		
15-20 years old	3	3.5%
21-25 years old	31	36 %
26-30 years old	26	30 %
31-35 years old	13	15.1 %
36-40 years old	7	8.1 %
40 and above	6	7 %
3. Marital status		
Single	47	54.7%
Married	39	45.3%
Others		-
4.Highest level education		
Diploma / A level	6	7 %
Bachelor Degree	20	23.3 %
Master Degree	47	54.7 %
PhD	12	14 %
Others	1	1.2 %
5. Stay in Taiwan		
<1 year	36	41.9 %
1 year	19	22.1 %
1.5 Years	2	2.3 %
2 years	15	17.4 %
5 years	4	4.7 %
>5 years	10	11.6 %

Importance and Performance of Hotels Attributes

Tabel 2 contains for each attribute's code the mean performance and mean importance and the Standard Deviation (SD). The mean scores of importance ranged from a high of 4.63 to a low of 2.29. Importance was highest for "Provide halal foods" (m= 4.63), followed by "Attained halal logo or certificate and display it at the entrance of hotel" (m= 4.43), "Having the prayer utilities (Holy Book Qur'an, prayer mat, the direction of Qiblah)" (m =4.13), "Prayer room available" (m =4.14), and "Providing pre-dawn meal and dinner (*iftar*) on the month of fasting" (m =4.08). The results indicated that "Banned alcohol" (m =2.29), "Layout of furniture, decoration or art display not reflected any sign or symbol of living being" (m= 2.80) and "Beds and toilets positioned not to face the Qiblah" (m = 2.85) were of lesser importance to Muslims hotel visitors than other attributes. In terms of the mean performance, the scores for the 17 attributes ranged from a high of 3.63 to a low of 1.95. "Provide halal food" (m =3.63) was identified as the attribute on which the hotels performed best, followed by "Prayer room available" (m =3.43), and "Providing pre-dawn meal and dinner (*iftar*) during the month of fasting" (m =3.35). Lower scores of performance, however, were recorded for "Banned alcohol drinks"(m =1.95), followed by "banned gambling" (m=2.47), and then "beds and toilets positioned not to face the Qiblah" (m=2.56), "Separate the time of using public facilities (swimming pool, salon, or sauna) by gender" (m =2.57), and "Attained halal logo or certificate and display it at the entrance of hotel" (m= 2.65), which suggests that the hotels may require improvement to enhance visitor satisfaction.

Table 2   Mean Attributes, Standard Deviation, Strategy and Priority Ranking.

Hotel Attributes	Code	Mean Importance	Mean Performance	SD Importance	SD Performance	Strategy	Priority Ranking
Provide Halal foods	**FB1**	4.63	3.63	0.72	0.65	Keep up the Good Work	4
Banned alcohol drinks	**FB2**	2.29	1.95	0.82	0.70	Low Priority	14
Providing pre-dawn meal and dinner (Iftar) on the month of fasting	**FB3**	4.08	3.35	1.01	0.96	Keep up the Good Work	7
Having the prayer utilities (Holy Book Qur'an, prayer mat, the direction of Qiblah)	**I4**	4.31	2.83	0.86	0.98	Concentrate Here	2
Beds and toilets positioned not to face the Qiblah	**I5**	2.85	2.56	0.90	0.76	Low Priority	15
Layout of furniture, decoration or art display not reflected any sign or symbol of living being	**I6**	2.80	2.65	0.82	0.92	Low Priority	16
Hotel supplies toiletries, such as soaps and shampoos are also halal	**I7**	3.94	3.07	1.13	1.05	Keep up the Good Work	6
Prayer room available	**F8**	4.14	3.43	0.94	1.08	Keep up the Good Work	8
Providing two	**F9**	3.40	2.87	1.14	0.88	Possible	11

Hotel Attributes	Code	Mean Importance	Mean Performance	SD Importance	SD Performance	Strategy	Priority Ranking
swimming pool, salon, or sauna for men and women only						Overkill	
Separate the time of using public facilities (swimming pool, salon, or sauna) by gender	**F10**	3.62	2.57	1.17	0.86	Concentrate Here	3
Banned inappropriate entertainment by removal of any pornographic material	**F11**	3.60	2.79	1.19	0.95	Concentrate Here	5
Banned gambling	**F12**	3.02	2.47	1.02	0.79	Low Priority	10
Attained halal logo or certificate and display it at the entrance of hotel	**M13**	4.43	2.65	0.99	0.85	Concentrate Here	1
Aid an appropriate dress code for staff and with predominantly Muslim staff	**M14**	3.44	2.93	1.15	0.96	Possible Overkill	12
Separate room/ floor for unmarried couple between male and female	**M15**	3.43	2.85	1.16	1.32	Possible Overkill	9
The funding operation of hotel or all the transactions in hotel does not have any interest added on and further, has to pay Zakat to help the poor and needy	**M16**	3.45	2.90	1.03	0.91	Possible Overkill	10
The hotels are operated according to Shariah law	**M17**	3.15	2.67	1.05	0.66	Low Priority	13

Table 3 summarizes the mean performance (P), mean importance (I), mean gap (G), and traditional IPA decision results of each service attribute, as well as the order of their improvement priorities based on the gap analysis. The traditional IPA Grid Fig. 3 can be created using information from columns P and I in Fig. 2 Crosshairs (horizontal and vertical lines) which have been added as the mean importance and performance.

Gap analysis results Table 3 indicate that all of the 17 attributes have a negative gap, and 4 of these service attributes display a significantly negative gap. From a gap analysis perspective, all of these 4 service attributes must be improved.

Table 3 Gap, t-value and p-value

Hotel Attributes	GAP (P-I)	(P-I) ^2	t-value	p-value
FB1	-1.00	1.00	-9.56	0.00
FB2	-0.34	0.11	-3.09	0.00
FB3	-0.73	0.54	-5.90	0.00
I4	-1.49	2.22	-11.74	0.00

I5	-0.29	0.08	-1.59	0.06
I6	-0.15	0.02	-1.16	0.13
I7	-0.87	0.76	-5.94	0.00
F8	-0.71	0.50	-5.06	0.00
F9	-0.52	0.27	-4.13	0.00
F10	-1.05	1.10	-7.41	0.00
F11	-0.81	0.66	-5.48	0.00
F12	-0.56	0.31	-4.48	0.00
M13	-1.78	3.17	-12.55	0.00
M14	-0.51	0.26	-3.36	0.00
M15	-0.58	0.34	-3.72	0.00
M16	-0.56	0.31	-4.02	0.00
M17	-0.48	0.23	-3.67	0.00

All 17 attributes were plotted on the importance–performance grid Fig.3 according to their relationship to each of the following four quadrants: "Keep up the Good Work," "Low Priority," "Possible Overkill," and "Concentrate here". Four attributes were located in the "Keep up the Good Work" quadrant of the grid, including attributes FB1 (Provide halal food), Attribute FB3 (Providing pre-dawn meal and dinner (Iftar) on the month of fasting), attribute I7 (Hotel supplies toiletries, such as soap and shampoo are also halal), and attribute F8 (Prayer room available).The scores of these four attributes were considered relatively high in both importance and performance. All of these attributes had strongly influenced Muslim visitors' hotels in Taiwan, and visitors were pleased with the hotel facilities' performance with regard to these attributes. The attributes with high ratings in both importance and performance represent competitive advantages for hotel facilities for Muslim visitors. Paying attention to those attributes in the "Keep up the Good Work" quadrant could help the hotel management continue provide high quality service and facilities for Muslim visitors.

There were five attributes located in the "Low Priority" quadrant of the grid (i.e., they were low in both importance and performance): Attribute FB2 (Banned alcohol drinks), attribute I5 (Beds and toilets positioned not to face the Qiblah), attribute I6 (Layout of furniture, decoration or art display not reflected any sign or symbol of living being), attribute F12 (Banned gambling), and attribute M17 (The hotels are operated according to sharia law. The hotel facilities performance for Muslim visitors in these areas was given a low rating; however, visitors did not perceive these features to be very important. The five attributes receiving a low rating in both performance and importance did not require additional effort to improve the hotel facilities for Muslim visitors in those areas.

There were also four attributes located in the "Possible Overkill" quadrant of the grid, with high scores for performance but low scores for importance. Those are attribute F9 (Providing separate swimming pool, salon, or sauna for men and women only), attribute M14 (Aid an appropriate dressing code for staff and predominantly Muslim staff), attribute M15 (Separate room/ floor for unmarried couple between male and female), and attribute M16 (The funding operation of hotel or all the transactions in hotel does not have any interest added on and further, has to pay Zakat to help the poor and needy). The Muslim visitors attached only a slight importance to these attributes.

Resources or Hotel management committed in this area would be better used on the attributes located within the "Concentrate Here" area. Four attributes were located within the "Concentrate Here" quadrant of the grid, including attribute I4 (Having the prayer utilities (Holy Book Qur'an, prayer mat, the direction of Qiblah), attribute F10

(separate time of using public facilities [swimming pool, salon, or sauna] by gender), attribute F11 (banned inappropriate entertainment by removal of any pornographic material), and attribute M13 (attained halal logo or certificate and display it at the entrance of hotel). Visitors felt that these attributes were very important and also indicated low satisfaction with the hotel's performance for Muslim visitors.

Importance-performance analysis grid

The results indicated that "attained halal logo or certificate and display it at the entrance of hotel"had the strongest influence on Muslim the visitor's satisfactions. The top five highest rated attributes of importance and performance strategy for hotel management were "attained halal logo or certificate" and its display at the entrance of hotel, having the prayer utilities (Holy Book Qur'an, prayer mat, and the direction of Qiblah), separate the time of using public facilities (swimming pool, salon, or sauna) by gender, Provide halal food and banned inappropriate entertainment by removal of any pornographic material.
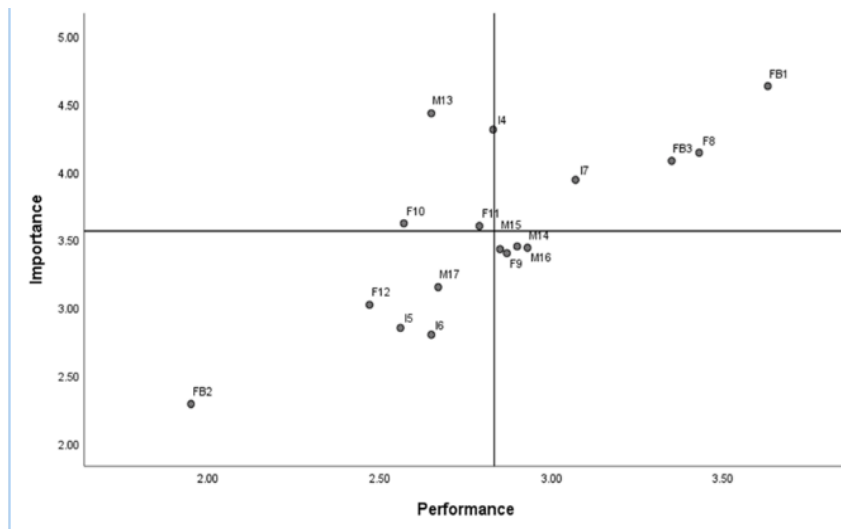

Figure 3. IPA Grid (points above are not legible)

The grid of the importance and performance analysis of these hotel facility attributes for Muslim visitors in Taiwan also indicated that there were four attributes located in the "keep up the good work" area. All of those attributes with high rating in both importance and performance represent competitive advantage of the hotel facilities for Muslim visitors in Taiwan. For those 4 attributes, what hotel management needs to do is to maintain those advantages. At the same time, these 4 attributes could be used as core competitiveness in the application of hotel promotion and marketing for Muslim visitors or Muslim tourists.

Conclusion

The study found that the majority of Indonesian Muslim hotel visitors in Taiwan are Master degree students aged 21-25 years old who had lived in Taiwan less than one year. For these Indonesian Muslims, offering halal food in the hotel is an important motivating factor for their visits. It is necessary to recognize the religious aspect of food demand before offering food choices to be compliant with tourists' beliefs (Bon et al.,

2015) [This work is not listed in thereference list]. Muslims have to obey Islamic dietary rules and eat only Halal food.

In summary, with regards to the hotel industry, this research has found attained halal logo or certificate and its display at the entrance of hotel and having the prayer utilities (Qur'an, prayer mat, the direction of Qiblah) are only significantly important by IPA methods of this research. The other attributes of hotel facilities for Muslim visitors such as attribute F9 (Providing two swimming pools, salon, or sauna for men and women only), attribute M14 (Aid an appropriate dressing code for staff and predominantly with Muslim staffs), attribute M15 (Separate room/ floor for unmarried couple between male and female), and attribute M16 (The funding operation of hotel or all the transactions in hotel does not have any interest added on and further, has to pay Zakat to help the poor and needy), were accorded slight importance which also indicates that the attributes are independent and can be influenced by only a few other attributes that did not have significant relationships with hotel performance.

We can conclude that attained halal logo or certificate and its display at the entrance of hotel and having the prayer utilities (holy book Qur'an, prayer mat, the direction of Qiblah) are the attributes defined by IPA to accommodate the halal tourism consumers by hotel management in Taiwan. Since to get halal certification will take time and should follow many regulations requiring deeper knowledge related to halal tourism, starting with having prayer utilities (holy book Qur'an, prayer mat, the direction of Qiblah) in the hotel.

 The hotel industry requires a clear display of the halal logo in order to improve their services in a Muslim friendly environment. In conclusion, the hotel industry must consider the importance of their facilities for Muslim visitors to attain a high-level performance. Results in this research can be continued to next step of understanding the relationships between the halal certification practices and organizational performance.

Halal friendly hotel service providers need to monitor their attributes and service performances in order to improve their services. Highly rated halal friendly hotel facilities will lead to satisfied Muslim visitors with favorable behavioral intentions (Olorunniwo et al., 2006; Leong et al., 2010). There is also a need for hotel operators and management to enhance halal friendly hotel services. The role of the tourism and Islamic boards in supervising the new halal service hotel industry should be further expanded to include mechanisms in dealing with matters involving both Muslims and non-Muslims.

Rapid growth of Muslim population is considered a good business opportunity worldwide as global brands start to take initiative to be Muslim friendly. As Malaysia appears to be the most active in identification and exploitation of Islamic tourism opportunities followed by Singapore (Henderson, 2010), it shows that other countries too have potential to do the same. In the hospitality industry, hoteliers need to encourage one another to be more aware of the potential of the halal tourism market.

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Siska Mandalia[1] Taufik Hidayat[2]

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