

Strategic Development of Tamang Island Tourism towards a Tourism Village: An Islamic Economic Perspective Based on Al-Ghazali's Principles

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Abstract: The purpose of this study is to identify the effective strategies for the development of the Tamang Island tourist attraction into a tourism village. The research method used is qualitative. Data were collected through field research, observation, interviews, and documentation from respondents/informants. This study is descriptive qualitative research using SWOT Analysis (Strength, Weakness, Opportunity, Threat). The results show that based on the IFAS and EFAS matrices, the position of Tamang Island is in quadrant II, so the recommended strategy is the WO strategy, which aims to address internal weaknesses by utilizing external opportunities, thus improving those shortcomings. The WO strategies that can be implemented for the Tamang Island tourist attraction to become a tourism village are: (1) Improving the condition of some tourist attractions that are already damaged, (2) Coordinating between the government, managers, and investors to obtain funding for the management and development of the tourist attraction, (3) Renovating under-maintained facilities and infrastructure, (4) Utilizing tourism activities on Tamang Island to promote local economic growth and create job opportunities for the local community, (5) Utilizing policy support from the Mandailing Regency Government related to the development of Tamang Island's tourist attraction, such as requesting tourism training and tourism promotion, (6) Forming a management group for the Tamang Island tourist attraction in the form of a cooperative/BUMDES.

Keywords: SWOT, Tourism Development, Tourism Village, al-Ghazali's Islamic Economics Perspective

Abstrak: Tujuan dari penelitian ini adalah untuk mengetahui strategi efektif yang dilakukan untuk pengembangan objek wisata pulau tamang menuju desa wisata. Metode penelitian yang dipilih adalah metode kualitatif. Data dikumpulkan dengan cara melakukan penelitian lapangan, observasi, wawancara, dan dokumentasi terhadap responden narasumber/informan. Jenis penelitian yang digunakan yaitu kualitatif deskriptif dengan menggunakan Analisis SWOT (Strength, Weakness, Opportunity, Threat). Hasil penelitian menunjukkan dari hasil matriks IFAS dan EFAS diperoleh gambaran bahwa posisi Pulau Tamang berada pada posisi kuadran II sehingga rekomendasi strategi yang diberikan adalah Strategi WO, yaitu strategi yang bertujuan untuk mengatasi kelemahan internal dengan memanfaatkan peluang eksternal, sehingga kekurangan tersebut bisa diperbaiki. Strategi WO yang dapat dilakukan pada objek wisata pulau tamang menuju Desa Wisata, yaitu: (1) Memperbaiki kondisi sebagian objek daya tarik wisata yang sudah mulai rusak, (2) Melakukan koordinasi antara pemerintah, pengelola dan investor untuk memperoleh anggaran pengelolaan dan pengembangan objek wisata, (3) Melakukan pemeliharaan sarana dan prasarana yang kurang terawat, (4) Memanfaatkan aktivitas pariwisata di Pulau Tamang untuk mendorong pertumbuhan ekonomi lokal dan menciptakan lapangan kerja bagi masyarakat setempat, (5) Memanfaatkan dukungan kebijakan dari Pemerintah Kabupaten Mandailing yang berkaitan dengan pengembangan objek wisata pulau tamang seperti meminta pelatihan pariwisata dan promosi wisata, (6) Membentuk kelompok pengelola objek wisata pulau tamang dalam bentuk Koperasi/BUMDES.

Kata kunci: SWOT, Pengembangan Wisata, Desa Wisata, Ekonomi Islam al-Ghazali

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Introduction

The Ministry of Tourism and Creative Economy, or the Tourism and Creative Economy Agency of the Republic of Indonesia, continues to work hard to optimize the development of tourism in Indonesia. In its development, one of the attractions for tourists is to pay attention to tourism facilities, public facilities, and infrastructure. Equally important, tourism development must be based on community empowerment, which is expected to adopt a comprehensive and sustainable system.

According to Law Number 10 of 2009, Tourism is a variety of tourism activities supported by various facilities and services provided by the community, entrepreneurs, government, and local governments. The tourism sector plays an important role in enhancing the economy of each region. Therefore, the government is granted the authority to utilize the natural resources available in the local areas.¹

Regarding the government's efforts in tourism development through Kemenparekraf/Baparekraf, one of the national development agendas in the 2020-2024 National Medium-Term Development Plan (RPJMN) is the development of tourist villages, aimed at growing villages into advanced and independent tourist destinations, thus creating employment and adding value to the local economy. Various potential tourist villages in Indonesia should indeed be developed together, but it is essential to preserve local wisdom and apply the principles of sustainable tourism development (Sudibya, 2022).

In line with this, one of the districts in North Sumatra Province, Mandailing Natal, has abundant tourism potential, with approximately 407 villages spread across 23 sub-districts. This district also has more than 70 tourist destinations, covering various attractions, including natural, cultural, and religious tourism (Mandailing Natal Tourism Office, 2022). Of these, 7 villages have been developed into tourist villages, namely:

Table 1. Mandailing Natal Tourist Villages

Village Name		Location
Aek Milas Hutaraja	Dano Hutaraja	Village, South Panyabungan Subdistrict
Aek Milas Putusan		Tano Bato Village, South Panyabungan Subdistrict
Bara Indah Pastap Julu	Permai Pastap Julu	Pastap Julu Village, Tambangan Subdistrict
Ekowisata Aek Bontar	Aek Batu	Gunung Baringin Village, East Panyabungan Subdistrict
Sawah Sabarang		Padang Bulan Village, Kotanopan Subdistrict
Pulo Karo		Sundutan Tigo Village, Natal Subdistrict
Wisata Gua Pastap		Pastap Village, Tambangan Subdistrict

In the Batahan sub-district, there is an interesting tourist attraction, namely Tamang Island. Tamang Island is a village located in the Batahan sub-district, Mandailing Natal Regency, North Sumatra. The island, with a coastline of less than five kilometers and an area of 162 hectares, is situated at the southern end of the western coast of Mandailing Natal. Geographically, the village is surrounded by the Indian Ocean, directly across from the Palimbungan Ketek Batahan harbor. The village has a population of 619 people, most of whom belong to coastal ethnic groups with fishing as their primary livelihood. The island has abundant natural resources, including fisheries, agriculture, and tourism. In the

¹ Lady Afisyah Apriani, Amiiirullah Amiiirullah, and Fachrudin Fiqri Affandy, 'MOTIVASI NASABAH DALAM BERTRANSAKSI RAHN PADA PT. PEGADAIAN SYARIAH UNIT PASAR BARU ABEPURA', *EL MUDHORIB: Jurnal Kajian Ekonomi Dan Perbankan Syariah*, 1.1 (2021), doi:10.53491/elmudhorib.v1i1.89.

1970s, the island was known for its significant clove production, which greatly influenced the income of the local community and surrounding areas. However, over time, clove production in the village has decreased due to environmental conditions. In the tourism sector, the Mandailing Natal Tourism Office continues to make efforts to develop tourism destinations. According to Natalina S.P., the Secretary of the Mandailing Natal Tourism Office, "Tamang Island is a promising tourist destination in Mandailing Natal, especially since it is located very close to the Palimbangan Ketek Harbor" (Holik, 2019).

This statement was echoed by the village government, which proposed the idea of developing Tamang Island into a tourist village. This plan was inspired by the successful development of the Pulo Karo tourist village, which is not far from Tamang Island.

Tourists visiting Tamang Island are predominantly local visitors from nearby villages, with a few coming from other regions such as Mandailing Natal, South Tapanuli, and West Pasaman Regency. The main reasons for visiting include enjoying the view of the Indian Ocean from the lighthouse, experiencing the beauty of the white sandy beach with various marine life such as coral reefs and clownfish, as well as visiting other tourist spots like the dead clove plantation and mangrove forest. Visitors can access Tamang Island by boat from the Batahan New Market for a fee of IDR 5,000 for a motorcycle and IDR 20,000 for a car. After a 10-minute journey to the Palimbangan Ketek Batahan harbor, tourists then pay a boat crossing fee of IDR 15,000 per person to reach Tamang Island.

Table 2. Tourist Visits to Tamang Island Tourism Object 2019-2024

Year	Number of Tourists
2020	578 people

Year	Number of Tourists
2021	590 people
2022	599 people
2023	610 people
2024	627 people
Total	3,004 people

Source: Data processed

Based on an interview with Sangkot Fikri Aulia Nasution, a ferry operator in December 2024, it is estimated that the average number of tourists visiting Tamang Island annually is around 600 people. This data may be inaccurate as there is no specific recording of tourist data by the Tamang Island village government.

Table 3. Tourist Visits to Salah Namo Island, Batubara Regency

Year	Number of Tourists
2022	1,841 people
2023	1,714 people
2024	2,135 people

Source: Batubara Regency Culture and Tourism Office, 2024 (Sak & Octavia, 2024)

When comparing the number of visitors to the similar tourist object of Salah Namo Island, located in the Tanjung Tiram Subdistrict, Batubara Regency, North Sumatra, there is a significant difference in annual visits. In 2022, the number of visitors to Salah Namo Island was 1,841, while in 2023, it was 1,714, and in 2024, it reached 2,135 visitors. Meanwhile, Tamang Island only receives around 600 visitors annually. This difference is due to the accessibility of Tamang Island, which is farther from the city center compared to Salah Namo Island. Salah Namo Island is located just 130 km from Medan and can be reached in 2-3 hours, whereas Tamang Island is 579 km away and requires approximately 18 hours of travel from Medan. From the capital of Mandailing Natal Regency, Panyabungan, it takes about 4 hours. Additionally, Salah

Namo Island is better known due to extensive promotion and already has tour packages, where tourists from Medan can enjoy the lighthouse tower view, red and white hill, turtle beach, Batu Belah, and Salah Namo Island with complete facilities, including accommodation, buses, tour guides, entrance fees, lunch, life jackets, and other amenities. Furthermore, Salah Namo Island offers better infrastructure and facilities, such as electricity, road networks, and waste disposal services, which attract more visitors compared to Tamang Island.

Previous research related to the development of tourist destinations has often been conducted, such as the SWOT Analysis for the Development of Kakuta City Binjai Tourism Object Facing Competitors.² The study concluded that the suitable strategy to improve competitiveness in Kakuta City Binjai is the S-O strategy, which focuses on enhancing competition and expanding and accelerating business development.

Another study by Chairunnisa Arlia Nurhidayah, entitled "SWOT Analysis for the Development Strategy of Parang Ijo Waterfall Tourism Object in Ngargoyoso Subdistrict" (Ngargoyoso, 2019), using ISTA (Indonesia Sustainable Tourism Award) indicators, found that Parang Ijo tourism object was in Quadrant I, indicating aggressive growth conditions (Growth Oriental Strategy), and the chosen strategy was Strength-Opportunity (SO).

Unlike previous studies, this research aims to examine the development of Tamang Island tourism using Suwanto's theory, focusing on the five core components necessary for tourism

development

Literature Review

Tourism Development Theory

According to Yoeti (2001), tourism development is an effort to improve and expand a product or add types of tourism products. Tourism development requires careful planning. This aims to ensure that the development proceeds according to the initial plan and achieves the desired goals. The primary reason for tourism development is to enhance the economy of the region or country. According to Gamal Suwanto, tourism development aims to advance tourist destinations to make them more attractive and beneficial to both the community and the government.

In the perspective of Islamic economics, tourism development is similar to conventional tourism development; however, Islamic tourism development, also known as Sharia/halal tourism, is designed to meet the needs of Muslim tourists by providing services and facilities in accordance with Islamic teachings. This includes tourist attractions free of immoral activities, providing halal food and beverages, Muslim-friendly accommodations, and adequate facilities for worship. Furthermore, tourism development also emphasizes the need to uphold morals and Islamic values in every tourism activity (Hasibuan, Ramadhani, & Harahap, 2024).

Tourism development should be based on sustainable criteria, which means that development should be ecologically supported in the long term, economically feasible, and not violate legal norms and the provisions of Allah SWT. The management and utilization of natural resources as one of the facilities provided by Allah SWT, as stated in Surah Al-A'raf verse 56:

"Do not cause corruption on the earth after it has been set in order. Pray to Him in fear

² Riza Ayu Asmita, Juliana Nasution, and Muhammad Ikhsan Harahap, 'Analisis Swot Untuk Pengembangan Objek Wisata Dalam Menghadapi Pesaing Kakuta Kota Binjai', ... *Journal of Management & ...*, 6.2 (2023).

and in hope. Indeed, the mercy of Allah is near to the doers of good."

The essence of this verse affirms that, in addition to worshipping Allah SWT, humans are created as vicegerents on Earth, with the task of utilizing, managing, and preserving the universe. Allah SWT has created the universe for the benefit and welfare of all His creatures, especially humans. Everything created by Allah SWT on this earth should be managed properly for the welfare of society (Meuraxa, Tarigan, & Marliyah, 2023).

According to Suwantoro (2007), there are 5 indicators in implementing the tourism development process, which include: Tourist Attractions, Tourism Infrastructure, Tourism Facilities, Accessibility or Infrastructure, and the Role of the Community (Febriyandani & Meirinawati, 2013). Below are the details of each indicator:

1. Tourist Attractions are anything with uniqueness, beauty, and value, including natural, cultural, and human-made attractions, that serve as tourist destinations. Indicators of tourist attractions include the presence of attractions such as mountains, beaches, culture, or religion, as well as the cleanliness of the tourist sites.
2. Tourism Facilities are the elements within a tourist destination needed to serve the needs of tourists during their trip. Indicators include the availability of accommodations, restaurants, mosques, and other public facilities such as toilets and trash bins.
3. Tourism Infrastructure refers to the natural and human-made resources necessary for tourists during their journey in a local economy, with the aim of enhancing regional potential and competitiveness as well as economic growth. Indicators include roads, electricity, clean water, and safety.
4. Accessibility/Infrastructures refers to the

conditions that support the function of tourism facilities, including both regulatory systems and physical structures on the land surface and underground. Management systems are also part of this structure. Indicators include coordination systems, transportation, communication networks, road access, and internal areas.

5. The Role of the Community in tourism development is essential for preparing skilled human resources in tourism. With the community's involvement, the quality of services for tourists can be improved. Indicators include the availability of management institutions, government participation, and tourism promotion.

Tourist Villages

A tourist village is an integrated form of attractions, accommodations, and supporting facilities, presented along with the prevailing customs and traditions. The success of the tourism industry in a region largely depends on the number of tourists visiting, thus it must be supported by improving the utilization of tourist destinations (DTW), enabling the tourism industry to thrive (Sinta Aulia Haikal, Yusrizal, & Muhammad Ikhsan Harahap, 2024).

Tourist villages are a growing type of tourist attraction in the tourism sector. These villages are generally developed in rural areas that still have distinct characteristics. The characteristics of tourist villages include unspoiled natural resources, village uniqueness, and local traditions and culture. These characteristics create the identity of a tourist village that offers special interest tourism activities. In addition, tourist villages indirectly encourage local communities to preserve and protect the

environment and culture inherent to the village (Masitah, 2019).

A tourist village (Kampung, Nagari, Gampong, or other names) is an area with potential and unique attractions, offering the experience of rural life and local traditions along with all its potentials. Tourist villages can be assessed based on the following criteria:

- a. Having potential tourist attractions (natural, cultural, and human-made/creative works)
- b. Having a local community
- c. Having local human resources that can be involved in the development of the tourist village
- d. Having management institutions
- e. Having the opportunity and support for basic facilities and infrastructure to support tourism activities
- f. Having the potential and opportunities for tourist market development (Wirdayanti et al., 2021).

Al-Ghazali's Economic Principles

Imam Al-Ghazali (1058–1111 CE) was one of the most influential scholars in Islamic thought, contributing significantly to economics, ethics, and social philosophy. His economic principles emphasize a balance between material and spiritual aspects, ensuring holistic well-being for individuals and society. These principles can be applied in the strategic development of Tamang Island tourism towards a sustainable tourism village that aligns with Islamic economic values.³

One of the key principles of Al-Ghazali's economic thought is *maslahah* (public welfare), which defines economic activities as those that bring benefit and prevent

harm to society.⁴ In the context of tourism development, this principle suggests that the transformation of Tamang Island into a tourism village should prioritize the well-being of the local community, ensuring economic opportunities while safeguarding their cultural and social values. Tourism policies should be designed to enhance prosperity without causing harm to social harmony and ethical standards.

Another important principle is the balance between material and spiritual needs. Al-Ghazali emphasized that economic activities should not solely focus on material gain but must integrate ethical and spiritual dimensions. For Tamang Island, this means that tourism development should incorporate Islamic values such as fairness, transparency, and moral responsibility. Sustainable business practices, ethical tourism guidelines, and religious considerations should be embedded in the tourism strategy to ensure that economic growth does not compromise moral integrity.

Furthermore, Al-Ghazali stressed the importance of equitable wealth distribution and environmental preservation (*hifdz al-bi'ah*). To prevent economic disparity, tourism development should involve and benefit local communities rather than favoring external investors. The sustainability of natural resources must also be a priority, ensuring that tourism activities do not lead to environmental degradation. By adhering to these principles, the strategic development of Tamang Island can foster an inclusive, ethical, and environmentally responsible tourism industry that aligns with Islamic economic perspectives.

³ Zakiyatus Soimah, 'Pemikiran Imam Al-Ghazali Tentang Hukum Islam', *El-Faqih: Jurnal Pemikiran Dan Hukum Islam*, 7.2 (2021).

⁴ Fuad Rahman, *Fleksibilitas Hukum Islam Pengembangan KOnsep Qiyas Asy-Syafii Dalam Pemikiran al-Ghazali*, Sulthan Thaha Press, 2013.

Methods

The type of research used in this study is qualitative descriptive research. Iskandar (2008) explains that qualitative descriptive research is a systematic and subjective approach to describing everything in the field (empirical in nature) and is oriented toward efforts to understand phenomena comprehensively.

The research location is the Tamang Island Tourist Attraction in Batahan District, Mandailing Natal Regency, North Sumatra Province. The data used consists of primary and secondary data. Primary data is obtained through observations and interviews conducted with informants, including the sub-district head, village head, and visitors. Meanwhile, secondary data is obtained from the Central Bureau of Statistics (BPS), the Tourism Office, the Sub-district Office, and the Village Head Office.

The research informants consist of (1) the Sub-district Head of Batahan, Mr. Irsyal Pariadi, S.STP, (2) the Village Head of Tamang Island, Mr. Anshorsyah Nasution, (3) the Crossing Business Operator, Mr. Sangkot Fikri Aulia Nasution, and (4) Visitors to the tourist attraction.

The analysis technique used is SWOT analysis, which examines internal and external factors using the IFAS (Internal Factor Analysis Strategic) and EFAS (External Factor Analysis Strategic) matrices. The next step is to determine strategic recommendations for the Tamang Island Tourist Attraction. The weighting in the SWOT Analysis consists of three respondents: the Sub-district Head of Batahan, the Village Head of Tamang Island, and visitors to the tourist attraction. The final step is drawing conclusions after completing all the previous analytical processes.

Results and Discussion

Based on the results of the interviews conducted, the identification of Tamang Island Tourism is reviewed based on the criteria for a Tourism Village as outlined in the Tourism Village Guidelines Book by the Ministry of Tourism and Creative Economy.

Table 4. Tourism Village Criteria

Tourism Village		
Criteria According to Kemenparekraf	Tamang Island Tourist Attraction	Remarks
Has tourism and attraction potential	Tamang Island offers a variety of tourism attractions, including natural tourism such as coral beaches, white sandy beaches, mangrove forests, clove plantations, and diverse flora and fauna. It also has artificial attractions like a lighthouse and a wooden bridge extending into the sea. Marine tourism activities such as snorkeling and fishing, as well as culinary tourism, are also available.	✓
Has a community organization	Tamang Island does not yet have any tourism community organizations, such as POKDARWIS (Tourism Awareness Group).	✗
Has potential local human resources that can be involved in tourism village development	The education level in Tamang Island is relatively high, with 307 out of 619 residents having completed or currently pursuing a bachelor's degree. One of them has even served as the President of the Student Executive Board (BEM) at Universitas Putra Indonesia (UPI) YPTK Padang, West Sumatra.	✓
Has a management institution	Tamang Island does not yet have a formal tourism management institution.	✗

Tourism Village Criteria According to Kemenparekraf	Tamang Island Tourist Attraction	Remarks
Has infrastructure and facilities support activities	Public facilities on Tamang Island are fairly complete, including a mosque, homestays, restaurants, public toilets, cellular basic networks, and a small health center. However, electricity infrastructure is entirely absent, with residents relying on generators and diesel engines for power.	✓
Has potential and opportunities for tourism development	Currently, tourism activities on the island are dominated by local tourists, and there are no established tourist destinations, limiting market development opportunities.	✗

Source: Interview Results

Based on Table 4, it can be concluded that Tamang Island Tourism does not fully meet the requirements of a Tourism Village according to the Kemenparekraf guidelines. Key deficiencies include the absence of a tourism management institution and community organizations, a lack of market development potential, and the unavailability of electricity infrastructure. Therefore, strategies are needed to fulfill these requirements and develop the site into a recognized Tourism Village. To achieve this, an analysis of internal factors (IFAS) and external factors (EFAS) is conducted, with the results as follows:

Internal Factor Analysis Summary (IFAS Matrix)

Table 5 Strength Factors				
No.	Strength Factors	Weight	Rating	Score
1	Tamang Island is the only marine tourism destination in Mandailing Natal	0.08	4	0.32

No.	Strength Factors	Weight	Rating	Score
	Regency, offering unique and stunning natural beauty.			
2	Beautiful and diverse natural and marine tourism attractions.	0.07	4	0.28
3	Adequate and well-maintained infrastructure, including a mosque, homestays, restaurants, public toilets, health center, roads, and clean water.	0.08	4	0.32
4	Various activities available for visitors.	0.07	3	0.21
5	All tourist attractions can be enjoyed without an entrance fee.	0.06	3	0.18
6	Friendly attitude of the local community towards tourists.	0.07	3	0.21
7	Minimal crime rates.	0.07	3	0.21
Total		0.50		1.73

Table 5 shows that the total score for strength factors is **1.73**, with the highest scores (0.32) attributed to the uniqueness of Tamang Island as the only marine tourism destination in Mandailing Natal and the availability of good infrastructure.

Table 6 Weakness Factors

No.	Weakness Factors	Weight	Rating	Score
1	Some tourist attraction sites are deteriorating.	0.07	4	0.28
2	The tourism environment is not well-maintained.	0.06	3	0.18
3	No budget for tourism management and development.	0.07	4	0.28
4	Infrastructure and facilities are poorly maintained.	0.07	4	0.28
5	Electricity infrastructure is not available.	0.06	4	0.24
6	Lack of promotional efforts.	0.05	3	0.15
7	No community training on tourism.	0.06	4	0.24

No.	Weakness Factors	Weight	Rating	Score
8	No management system in place.	0.06	4	0.24
Total		0.50		1.89

Table 6 shows that the total score for weakness factors is **1.89**, with the highest scores (0.28) indicating the deterioration of some attractions, lack of budget for tourism management, and poor maintenance of infrastructure.

The combined results of Tables 5 and 6 indicate that the total strength score (1.73) is lower than the total weakness score (1.89), resulting in a **negative** value of **-0.44**. This IFAS value will serve as the x-axis coordinate in the strategic quadrant determination.

External Factor Analysis Summary (EFAS Matrix)

Table 7 Opportunity Factors

No.	Opportunity Factors	Weight	Rating	Score
1	Tourism activities in Tamang Island have the potential to boost the local economy and create jobs.	0.08	4	0.32
2	Tourism activities help preserve local culture.	0.06	3	0.18
3	Tourist attractions are well-managed.	0.07	4	0.28
4	Potential for developing cultural, artificial, and special interest tourism.	0.06	3	0.18
5	Government support for developing Tamang Island Tourism Village, including promotion and infrastructure renewal.	0.08	4	0.32
6	Formation of a Tourism Management Group.	0.08	4	0.32
7	Collaboration between the community, investors, and government for tourism development.	0.07	4	0.28
Total		0.50		1.88

Table 7 shows that the total score for opportunity factors is **1.88**, with the highest scores (0.32) assigned to tourism's economic potential, government support, and the planned formation of a tourism management group.

Table 8. Threat Factors

No.	Threat Factors	Weight	Rating	Score
1	Low investor interest in Tamang Island Tourism.	0.07	3	0.21
2	Lack of tourist awareness may lead to pollution and damage.	0.07	3	0.21
3	Cultural changes in the local community.	0.06	2	0.12
4	No public transportation to the island.	0.08	3	0.24
5	Competition from other tourism destinations.	0.06	3	0.18
6	Climate change.	0.08	4	0.32
7	Lack of prioritization for Tamang Island tourism development.	0.08	4	0.32
Total		0.50		1.60

Table 8 shows that the total score for threat factors is **1.60**. The opportunity score (1.88) is higher than the threat score (1.60), resulting in a **positive** value of **0.28**, which will be used as the y-axis coordinate for strategic quadrant determination.

SWOT Analysis Results

Based on the calculations from the IFAS & EFAS Matrices, the results indicate that strengths are lower than weaknesses, while opportunities are greater than threats, with the following values:

- Strengths - Weaknesses (Internal Factors) = $1.73 - 1.89 = -0.44$
- Opportunities - Threats (External Factors) = $1.88 - 1.60 = 0.28$

This is represented in **Quadrant II**, as shown in the following diagram:

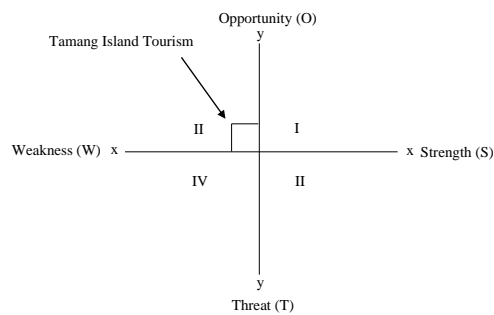


Figure 1: SWOT Diagram

Source: Processed Data (2024)

This position indicates that Pulau Tamang's tourist attraction has internal weaknesses but holds opportunities for development. Therefore, the recommended strategy is the **Turnaround Strategy (WO Strategy)**. This strategy aims to overcome internal weaknesses by leveraging external opportunities, allowing for improvements to address its shortcomings.

Development Strategy for the Tamang Island Tourist Attraction into a Tourism Village from the al-Ghazali Perspective of Islamic Economics

Based on the results of the SWOT diagram, the following strategies can be implemented in developing the Tamang Island tourist attraction into a tourism village:

Improving the condition of some tourist attractions that are already damaged. This improvement strategy will require support from the government, investors, and the community to secure funds for the repair of tourist attractions as well as for the management, supervision, and maintenance after repairs. It is also important to run an environmental conservation campaign to encourage tourists and the community to preserve tourist sites and maintain the cleanliness of the surrounding environment.

From the Islamic economics perspective, efforts to preserve the environment from damage are part of worship to Allah, as stated in HR. Bukhari no. 6012: "Any Muslim who plants a tree, and then someone or an animal eats from it, will be rewarded as if giving charity." Islam also teaches the importance of preserving the environment as part of the moral and spiritual responsibility of humanity. This concept is integrated into the teachings of the Qur'an and Sunnah, which emphasize that humans are khalifah (leaders) on Earth, responsible for maintaining Allah's creation.

Coordinating between the government, managers, and investors to obtain funding for the management and development of tourist attractions. This strategy can be realized by submitting funding proposals to local governments or by coordinating with private parties to invest. From the perspective of Islamic economics, obtaining funds from investments not only benefits the investors but also brings social benefits, educates people, and upholds justice for all.

Renovating under-maintained facilities and infrastructure. This strategy can be realized by not only rejuvenating the existing facilities but also adding new ones, such as installing benches along the road to the lighthouse tourist attraction. This strategy aims to improve the comfort and needs of tourists. From an Islamic economics perspective, the maintenance and care of facilities and infrastructure are outlined in QS. Al-A'raf verse 58: "The good land, its plants grow abundantly by the will of its Lord, and the barren land, its plants grow weakly. Thus, We explain the signs for people who give thanks." This verse indirectly teaches that if a tourist site wants to thrive and offer comfort to visitors, it must take care of and maintain its facilities, just as fertile land nurtures plants.

Utilizing tourism activities on Tamang

Island to encourage local economic growth and create job opportunities for the local community. This strategy can be realized by creating special souvenirs from Tamang Island. In the perspective of Islamic economics, nature is created by Allah SWT to be used by humans in the best possible way. As khalifah on Earth, humans should be able to preserve and use nature as an expression of gratitude for fulfilling Allah's commands. The use of nature, including natural tourist attractions, to improve the economy should not be excessive and must not damage the ecosystem. Instead, humans should strive to make the environment prosperous and ensure its sustainability for future generations.

Utilizing government policy support from Mandailing Regency for the development of Tamang Island's tourist attractions. This strategy can be realized by requesting local government support in providing tourism training for the community to improve their understanding and skills in managing the tourism potential at Tamang Island. Additionally, government support can include creating tourism promotions and developing an online tourist map to improve the effectiveness and efficiency of tourism. From an Islamic economics perspective, public policy, as discussed by Imam Al-Ghazali and Imam Asy-Syatibi, aims to create the welfare and prosperity of the people by ensuring that the maqashid shari'ah pillars are met in all public policies. These pillars include Divinity (*Ilahiah*), Humanity (*Insaniah*), Balance (*Tawazun*), Justice (*Al-'Adalah*), Service (*Al-Khadimah*), and Exemplary (*Uswah Al-Hasanah*).

Forming a management group for the Tamang Island tourist attraction. This strategy can be realized by establishing a cooperative or village-owned enterprise (BUMDES) in Tamang Island, managed by

the local community, where the community gathers to formulate a vision, mission, and organizational structure. The establishment of a cooperative/BUMDES has great potential to improve the local economy, obtain funding from cooperative/BUMDES members, and create job opportunities for the local community. From the perspective of Islamic economics, a cooperative is known as *Syirkah Muwafadhoh*, a joint venture established by two or more people, each contributing equal capital and working equally. It is managed democratically and openly, with profits and losses shared according to rules known by all members. The cooperative principle in Islam is based on mutual cooperation and creating welfare for both the members and the community.

From the results of the research discussion, it can be concluded that the development of Tamang Island tourist attractions depends heavily on the availability of funds for improving tourist attractions and supporting facilities. In this regard, participation from the government through its policies, investors, and the community is crucial in the development process. This also aligns with the research by Ridhon MB Simangunsong, Elman Nofan Ziliwu (Simangunsong & Ziliwu, 2021), which states that developing tourist attractions requires support from the government, the community, and funding from investors.

Conclusion

Based on the SWOT analysis conducted, Tamang Island tourist attraction has internal weaknesses but also opportunities to develop into a tourism village. This is reflected in the results of the IFAS and EFAS matrix analysis, which shows that Tamang Island is positioned in quadrant II, so the recommended strategy is a turn-around

strategy/WO strategy, which aims to address internal weaknesses by leveraging external opportunities, allowing those shortcomings to be corrected.

The WO strategies that can be implemented for the Tamang Island tourist attraction to become a tourism village include: (1) Improving the condition of some tourist attractions that are already damaged, (2) Coordinating to obtain funding for the management and development of the tourist attraction, (3) Renovating under-maintained facilities and infrastructure, (4) Utilizing tourism activities on Tamang Island to promote local economic growth and create job opportunities for the local community, (5) Utilizing policies from the Mandailing Regency Government for the development of Tamang Island's tourist attraction, and (6) Forming a management group for the Tamang Island tourist attraction.

From the results of the SWOT strategy in this study, it can be concluded that Tamang Island has the potential to be developed into a tourism village. There are 6 criteria for a place to become a tourism village, 3 of which are already met: it has tourism attraction potential, it has local resource potential that can be involved in tourism development activities, and it has opportunities and support for the availability of facilities and infrastructure to support tourism activities. The remaining 2 criteria can be achieved by implementing the recommended strategies, such as forming a community group and establishing a management institution in the form of a cooperative/BUMDES. The last criterion, which is the potential and opportunity to develop a tourist market, has not yet been achieved due to the lack of a review of the characteristics of the tourists visiting Tamang Island and the absence of demand and supply activities for products and

services at the Tamang Island tourist destination.

Credit Authorship Contribution

Amin Akbar: Conceptualization, Methodology, Investigation, Writing - Original Draft, and Supervision. Marliyah: Methodology, Data Collection, and Writing - Review & Editing. Aqwa Naser Daulay: Formal Analysis, Resources, and Writing - Review & Editing..

Declaration of Competing Interest

The authors declare no competing interests related to this study. No financial or personal conflicts of interest are present.

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