

UMRAH WORSHIP SERVICE STRATEGY MANAGEMENT AT PT DARUL ARQAM TRAVEL TOUR KRAKSAAN PROBOLINGGO

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Abstract :

The success of strategic management in Umrah travel services is closely related to a company's ability to implement effective service management strategies that enhance pilgrim satisfaction. High-quality service is essential in the Umrah travel industry because it directly influences customer trust, loyalty, and overall satisfaction. This study aims to analyze the service management strategy implemented by PT. Darul Arqam in improving the satisfaction of Umrah pilgrims. The research employs a qualitative descriptive approach to obtain an in-depth understanding of the company's service practices. Data were collected through direct interviews with company directors, field observations, and documentation studies as secondary data sources. The collected data were then analyzed using a SWOT analysis framework to identify the strengths, weaknesses, opportunities, and threats of the service strategy. The results indicate that the service management strategy implemented by PT. Darul Arqam has been adequately applied and contributes positively to improving pilgrim satisfaction. The company's service strategy includes recruiting competent, friendly, and responsive employees; providing employee support, evaluation, and incentives; offering guidance and personal attention to Umrah pilgrims; conducting employee training programs; and delivering service information through various communication media. These strategies help strengthen service quality and improve the overall pilgrimage experience. The study concludes that effective service management supported by qualified human resources and clear communication plays an important role in enhancing the satisfaction of Umrah pilgrims.

Keywords : *Service Management Strategy, Umrah Pilgrim Satisfaction, SWOT Analysis*

Abstrak :

Keberhasilan manajemen strategis ditentukan oleh kemampuan perusahaan untuk mengembangkan strategi pelayanan berkualitas guna memuaskan jamaah Umrah. Manajemen pelayanan bertujuan untuk memberikan kepuasan jamaah dalam memberikan pelayanan kepada jamaah domestik dan mancanegara. Penyedia jasa dan pemberi jasa harus selalu berusaha untuk berpegang pada tujuan utama

pelayanan, yaitu kepuasan pelanggan. Penulis menggunakan metode penelitian deskriptif kualitatif untuk mengumpulkan data dan informasi di lapangan. Data diperoleh melalui wawancara langsung dengan direktur yang telah ditentukan dan observasi lapangan. Data dan informasi sekunder diperoleh melalui studi dokumentasi. Data dan informasi ini kemudian dianalisis menggunakan analisis SWOT. Berdasarkan hasil penelitian dan pengolahan data dari wawancara dan observasi, terbukti bahwa strategi manajemen pelayanan yang diterapkan oleh PT. Darul Arqam untuk meningkatkan kepuasan jamaah Umrah sudah memadai. Strategi pelayanan yang ada di PT. Darul Arqam meliputi: Merekrut karyawan yang terampil, ramah, dan responsif, mendukung dan mengevaluasi karyawan serta memberikan insentif, memberikan bimbingan dan perhatian kepada jamaah Umrah, memberikan pelatihan karyawan, dan memberikan informasi melalui berbagai media.

Kata Kunci: *Strategi Manajemen Layanan, Kepuasan Jamaah Umrah, Analisis SWOT*

INTRODUCTION

The Umrah pilgrimage travel industry is a sustainable sector, growing rapidly in line with the increasing interest of Muslims in performing the Umrah pilgrimage (Atikah, et al, 2022). Changing market dynamics, technological developments, and increasing expectations from prospective pilgrims present challenges that Umrah travel service providers must face (Almuhrzi, & Alsawafi, 2017). PT Darul Arqam Travel Tour, based in Kraksaan, Probolinggo, is one such Umrah travel agency that strives to provide the best service for its pilgrims. In an effort to achieve a competitive advantage and increase customer satisfaction, it is crucial for the company to implement an effective and sustainable service strategy (Alhothali, et al, 2023).

Service is a key element in the service industry, including the Umrah travel sector (Wu, & Mursid, 2020). High-quality service can differentiate between successful and less successful service providers (Othman, et al, 2020). Customer satisfaction, in this case Umrah pilgrims, is a key indicator of the quality of service provided (Moscatelli, 2024). Conversely, customer dissatisfaction can harm a company's reputation and negatively impact its long-term business (Ibrahim, et al, 2022). Therefore, it is important to understand how the implemented service strategy affects Umrah pilgrim satisfaction (Alturki, 2024).

PT Darul Arqam Travel Tour is committed to providing high-quality Umrah services (Elgammal, & Alhothali, 2021). However, in daily practice, the company faces various challenges in managing and improving pilgrim satisfaction (Hassan, et al, 2022). These challenges include managing pilgrim expectations, maintaining consistent service standards, and handling customer feedback or complaints (Shinde, & Olsen, 2022). This study aims to analyze the Umrah pilgrimage service management strategy implemented by PT Darul Arqam Travel Tour and its impact on Umrah pilgrim satisfaction (Qurashi, 2017).

This research is expected to make a significant contribution to both management practices in the Umrah travel industry and to the development of strategic service management theory (Alshaibi, 2024). Practically, the results of this study can be used by PT Darul Arqam Travel Tour to review and improve its service strategy, thereby increasing customer satisfaction and the company's

competitiveness in the market (Aziz, 2018). Theoretically, this study enriches the literature on service management strategies in the Umrah travel sector and can serve as a reference for further research (Shah, 2024). By understanding how service strategies affect customer satisfaction, companies in the same sector can adopt best practices and strategies that have been proven effective (Shambour, & Gutub, 2022).

The framework of this study is based on the concepts of management strategy and service quality (Rahman, et al, 2017). In the context of Umrah travel, service strategy encompasses various aspects, such as providing adequate facilities, responsive customer service, and maintaining good relationships with pilgrims (Handriana, et al, 2020). Good service quality is expected to increase customer satisfaction, which in turn can increase loyalty and recommendations from pilgrims (Al Jahdali, 2021).

Strategic management theory concepts, such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, are used to position PT Darul Arqam in the Umrah travel market (Supriadi, et al, 2022). This theory helps identify the company's internal strengths and weaknesses, as well as the external opportunities and threats it faces (Hassan, et al, 2022). In addition, the SERVQUAL (Service Quality) model is used to measure service quality dimensions such as tangibles, reliability, responsiveness, assurance, and empathy (Abonomi, et al, 2022).

This research focuses on PT Darul Arqam Travel Tour, located in Kraksaan, Probolinggo, and assesses the service strategy and satisfaction of Umrah pilgrims served by the company. This study does not include other companies in the Umrah travel industry or those outside the mentioned locations. This limitation allows for in-depth and context-specific analysis.

RESEARCH METHOD

The research method used was a quantitative survey approach (Hsu, et al, 2022). Data were collected through questionnaires distributed to Umrah pilgrims using PT Darul Arqam's services (Alzahrani, 2019). Data analysis was conducted using descriptive and inferential statistical techniques to assess the effectiveness of the service strategy and its relationship to pilgrim satisfaction levels (Rahman, et al, 2020). This study also involved interviews with company staff to gain deeper insight into the implementation of the service strategy (El-Gohary, 2020). The methodology used in this study was a quantitative survey approach.

Data were collected through questionnaires distributed to Umrah pilgrims using PT Darul Arqam's services. Data analysis techniques involved descriptive and inferential statistics to assess the effectiveness of the service strategy and its relationship to pilgrim satisfaction (Battour, et al, 2022).

This study also involved interviews with company staff to gain additional insight into the implementation of the service strategy (Mujiatun, et al, 2023). The combination of quantitative and qualitative data is expected to provide a comprehensive picture of the impact of the service strategy on pilgrim satisfaction (Abalkhail, & Al Amri, 2022).

FINDINGS AND DISCUSSION

FINDINGS

Manajemen Strategi Pelayanan Ibadah Umroh di PT Darul Arqam Travel Tour Kraksaan Probolinggo

The strategic management of Umrah pilgrimage services at PT Darul Arqam Travel Tour Kraksaan Probolinggo is operationally understood as a series of policies, planning, and service implementation carried out by the company to improve the satisfaction of Umrah pilgrims. This service strategy includes recruiting competent employees, providing training, providing guidance to pilgrims, providing service information through various media, and evaluating and providing incentives to employees. This strategy is implemented in an effort to maintain service quality, build pilgrim trust, and increase pilgrim satisfaction throughout the Umrah pilgrimage.

Based on an interview with the Director of PT Darul Arqam Travel Tour, he explained that the company's service strategy places a strong emphasis on the quality of its human resources. He stated that the company always strives to recruit employees who possess good communication skills, are friendly in serving pilgrims, and are able to respond quickly to pilgrims' needs. He believes that good service is highly dependent on the attitude and competence of employees, as they interact directly with pilgrims during the service process. Researchers interpret this strategy as a crucial step in building the company's service quality. By having friendly, responsive, and professional employees, the company can provide a better service experience to pilgrims. This demonstrates that PT Darul Arqam's management prioritizes human resources as a key factor in improving service quality and pilgrim satisfaction.

Furthermore, an interview with an operational staff member at PT Darul Arqam Travel Tour revealed that the company routinely provides guidance and information to Umrah pilgrims prior to departure. This guidance includes explanations of Umrah procedures, the schedule of activities during the pilgrimage, and information regarding the facilities they will receive. According to the informant, this guidance aims to help pilgrims feel more mentally and knowledgeable about performing the Umrah pilgrimage.

Researchers interpret this guidance and information provision to pilgrims as a crucial part of a service strategy focused on pilgrim satisfaction. By providing clear and comprehensive information, the company can reduce the uncertainty that pilgrims may feel, especially those performing Umrah for the first time.

The researchers' field observations indicate that PT Darul Arqam Travel Tour has a fairly structured service system. This is evident in the clear division of duties between administrative staff, pilgrim service staff, and pilgrimage guides. Furthermore, the company provides various information media such as brochures, social media, and direct communication with pilgrims to provide information regarding the Umrah program. Researchers interpret this structured service system as helping the company maintain consistent service quality for pilgrims.

Based on the overall data from interviews and observations, it can be reiterated that the service strategy implemented by PT Darul Arqam Travel Tour focuses on improving the quality of human resources, providing clear information to pilgrims, and providing pre-departure guidance. This strategy is designed to ensure that pilgrims receive optimal service, thereby increasing their satisfaction with the company's services.

The data also demonstrates a pattern that the success of PT Darul Arqam's service strategy is significantly influenced by the quality of interactions between employees and pilgrims. The company focuses not only on technical aspects of service but also on interpersonal approaches such as friendliness, attentiveness, and good communication with pilgrims. This pattern indicates that a human-oriented service strategy is a key factor in increasing Umrah pilgrim satisfaction.

Table 1: Tabel Hasil Wawancara Informan

Jabatan Informan	Petikan Wawancara	Indikator
Direktur PT Darul Arqam	“Kami selalu berusaha merekrut karyawan yang ramah, responsif, dan mampu memberikan pelayanan terbaik kepada jamaah karena pelayanan yang baik sangat menentukan kepuasan jamaah.”	Rekrutmen SDM berkualitas
Staf Operasional	“Kami memberikan bimbingan manasik dan informasi lengkap kepada jamaah sebelum keberangkatan agar jamaah lebih siap menjalankan ibadah Umroh.”	Bimbingan dan informasi jamaah

Table Interpretation

The table above shows that the service strategy implemented by PT Darul Arqam Travel Tour focuses on two main aspects: the quality of human resources and providing guidance to pilgrims. The director's statement indicates that the company prioritizes recruiting employees with strong communication skills and a friendly demeanor when serving pilgrims. This demonstrates the company's recognition that the quality of interactions between employees and pilgrims is a crucial factor in creating customer satisfaction.

Meanwhile, statements from operational staff indicate that the company also prioritizes pilgrims' pre-departure readiness through guidance and informational activities. These activities aim not only to provide pilgrims with knowledge about the Umrah procedures but also to increase their confidence during the pilgrimage. Therefore, PT Darul Arqam's service strategy focuses not only on administrative services but also on spiritual and educational guidance for pilgrims.

Data Patterns

The research results reveal a pattern that PT Darul Arqam Travel Tour's service strategy tends to be oriented toward human-centered service. The company prioritizes the quality of its human resources and communication with pilgrims as key aspects of its service strategy.

Furthermore, another emerging pattern is the company's efforts to build

positive relationships with pilgrims through providing clear information, friendly service, and pre-departure guidance. This pattern indicates that the service strategy implemented aims not only to provide technical travel services but also to create a comfortable and satisfying pilgrimage experience for pilgrims.

DISCUSSION

A discussion of the strategic management of Umrah pilgrimage services at PT Darul Arqam Travel Tour Kraksaan Probolinggo shows that the company prioritizes service quality as a key strategy for increasing pilgrim satisfaction (Fatmawatie, & Endri, 2022). The research findings indicate that the service strategy implemented includes recruiting competent employees, providing training, providing guidance to pilgrims, and delivering information through various communication media (Tursunalievich, et al, 2021). This finding aligns with the concept of strategic service management, which states that the quality of human resources is a critical factor in the success of a service organization (Musthofa, et al, 2023). According to service management theory, the success of a service company is greatly influenced by the organization's ability to manage interactions between service providers and customers (Randeree, 2020). In this context, PT Darul Arqam strives to improve service quality by enhancing employee competency and strengthening communication with pilgrims (Suban, et al, 2023).

This research finding also aligns with the concept of service quality proposed in the SERVQUAL model, which emphasizes five main dimensions of service: tangibles, reliability, responsiveness, assurance, and empathy (Triki, 2019). In practice, PT Darul Arqam demonstrates concrete efforts in implementing these dimensions, particularly responsiveness and empathy through friendly attitudes, attention to pilgrims, and employee readiness to respond to pilgrim needs. This indicates that the company's service strategy focuses not only on the administrative aspects of the trip but also on an interpersonal approach that can enhance pilgrims' comfort and trust (Hassan, et al, 2022). Therefore, a service strategy focused on the quality of human interaction is a key factor in ensuring Umrah pilgrim satisfaction.

However, several aspects differ from the literature on modern service strategies in the service industry (Muslim, & Harun, 2022). Some emphasize the importance of broader digital technology utilization in improving customer service quality, such as the use of digital-based information systems to facilitate communication, administrative services, and service monitoring (Caraka, et al, 2023). In this study, PT Darul Arqam has utilized various communication media to convey information to pilgrims, but the use of digital technology can still be further developed to improve service efficiency. Therefore, the findings of this study indicate that the company's service strategy is already performing quite well, but still has room for development, particularly in the area of service technology innovation.

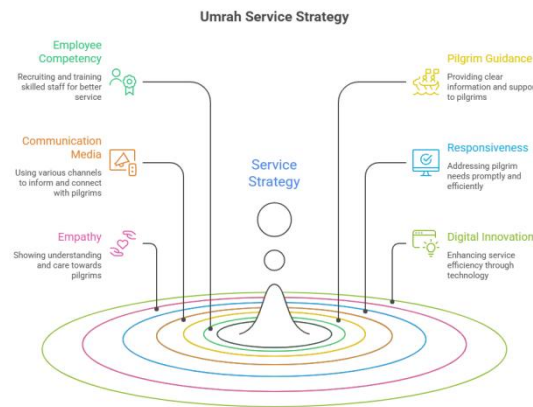


Figure 1 : Umrah Service Strategy

The theoretical implication of this research is that the concept of service strategy management in the service industry, particularly in the Umrah pilgrimage travel sector, is not only related to the provision of travel facilities but also encompasses human resource management, service communication, and pre-departure guidance for pilgrims. The results of this study reinforce the theory that good service quality can increase customer satisfaction and build customer loyalty to a service company. Furthermore, this research contributes to the development of service management studies in the religious travel sector, which remains relatively limited in the strategic management literature.

Practically, the results of this study imply that Umrah travel companies need to consider comprehensive service strategies, particularly aspects of human resource development and service communication with pilgrims. Recruiting competent employees, providing service training, and providing guidance to pilgrims before departure are strategic steps that can improve service quality and pilgrim satisfaction. Furthermore, companies need to continuously evaluate their implemented service strategies and develop technology-based service innovations to enhance their competitiveness in the increasingly competitive Umrah travel industry.

CONCLUSION

The conclusion of this study on the Strategic Management of Umrah Pilgrimage Services at PT Darul Arqam Travel Tour Kraksaan Probolinggo indicates that the success of services in the Umrah pilgrimage travel industry is greatly influenced by the company's ability to manage service strategies effectively and orientate itself towards pilgrim satisfaction. The main findings of this study indicate that the service strategy implemented by PT Darul Arqam includes recruiting competent, friendly, and responsive employees; providing employee training; performance evaluation and incentives; providing guidance and attention to pilgrims; and delivering information through various communication media. This strategy creates a more structured service and provides a sense of security and comfort for pilgrims throughout the preparation and implementation of the Umrah pilgrimage. The lessons learned from this study demonstrate that service quality based on human resource

competence and good communication is key to increasing pilgrim satisfaction and building public trust in Umrah travel providers.

Scientifically, this research contributes to the development of strategic service management studies in the religious tourism sector, particularly for Umrah pilgrimage providers. This research reinforces the concept that service strategy in service organizations focuses not only on providing travel facilities but also encompasses human resource management, service communication, and pre-departure guidance for pilgrims. Therefore, this research can serve as a reference for developing service management theory in the religious travel industry and serve as a benchmark for other Umrah travel companies in designing more effective service strategies oriented toward customer satisfaction.

However, this research still has several limitations. This research was conducted only at one Umrah travel company, PT Darul Arqam Travel Tour in Kraksaan, Probolinggo, so the results cannot be broadly generalized to all Umrah travel operators in Indonesia. Furthermore, this study focused primarily on the perspectives of management and internal informants, thus underscoring the perspectives of pilgrims as service users. Therefore, future research is expected to expand the research object to several Umrah travel companies in various regions and employ a mixed methods approach involving more pilgrim respondents. Future research could also examine the role of digital technology innovation in Umrah travel service strategies to improve service quality and company competitiveness in the era of digital transformation.

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