



SERVICE MANAGEMENT STRATEGY AND UMRAH SERVICE QUALITY AS DRIVERS OF PILGRIM SATISFACTION AT PT. DARUL ARQAM PROBOLINGGO

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Abstract : This study examines the service management strategies of PT. Darul Arqam Travel and Tour Kraksaan Probolinggo in enhancing Umrah pilgrims' satisfaction. Using a qualitative phenomenological approach, data were obtained through observation, interviews, and documentation. The findings indicate that PT. Darul Arqam improves service quality through employee recruitment and training, transparent communication, continuous supervision, and responsive customer service. Despite being a new company, it has successfully built trust and loyalty among pilgrims. Challenges remain, including limited resources, operational complexity, and managing expectations. Strengthening training programs, improving complaint handling, and utilizing digital technology are recommended. Effective service management strategies are essential for improving service quality and increasing pilgrim satisfaction.

Keywords: Service Management, Service Quality, Pilgrim Satisfaction, Umrah, PT. Darul Arqam

Abstrak: Penelitian ini mengkaji strategi manajemen pelayanan pada PT. Darul Arqam Travel and Tour Kraksaan Probolinggo dalam upaya meningkatkan kepuasan jemaah umrah. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan fenomenologis, melalui observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa PT. Darul Arqam meningkatkan kualitas layanan melalui rekrutmen dan pelatihan karyawan, komunikasi yang transparan, pengawasan berkelanjutan, serta layanan pelanggan yang responsif. Meskipun merupakan perusahaan baru, PT. Darul Arqam berhasil membangun kepercayaan dan loyalitas jemaah. Tantangan yang dihadapi meliputi keterbatasan sumber daya, kompleksitas operasional, dan pengelolaan ekspektasi jemaah. Disarankan agar perusahaan memperkuat program pelatihan, meningkatkan penanganan keluhan, serta memanfaatkan teknologi digital untuk meningkatkan komunikasi dan efisiensi layanan. Strategi manajemen pelayanan yang efektif berperan penting dalam meningkatkan kualitas layanan dan kepuasan jemaah umrah.

Keywords: Manajemen Pelayanan, Kualitas Layanan, Kepuasan Jemaah, Umrah, PT. Darul Arqam

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Introduction

Service is a process carried out by individuals or groups through coordination to achieve specific objectives.¹ Service is also a fundamental right of society, tailored to their needs and interests, and regulated by laws and regulations.² In service provision, there are specific strategies that must be considered, particularly regarding customer satisfaction with the services provided. If customer satisfaction factors are ignored, a company will only be able to attract temporary consumers without successfully converting them into loyal customers.³ By implementing the right strategies, a company will gain a competitive advantage in facing competition.⁴

In the service sector, the focus is not only on service strategies but also on service management, which is the process of applying science and art in designing, implementing, coordinating, and completing service activities to achieve desired objectives. The primary objective of service management is to ensure customer satisfaction, both internal and external customers.⁵ Service providers must always strive to maintain relevance with consumer needs and satisfaction as the primary focus of service. The success of this strategic management depends on the company's ability to manage quality service strategies to meet the satisfaction of umrah pilgrims.⁶

In the umrah travel business, various issues frequently arise, one of which is the actions of unscrupulous travel agents who exploit opportunities to defraud pilgrims. The lack of transparency in data and payments to Hajj and Umrah pilgrims enables such individuals to embezzle funds. This action clearly harms the company. Therefore, to prevent similar cases that have occurred in some Umrah travel agencies, preventive measures must be taken by conducting thorough checks on all aspects of the business, both at the headquarters and branches.⁷

¹ Hafida Firdaus et al., "Efektifitas Sistem Pelayanan Haji Dan Umroh Dalam Meningkatkan Kepuasan Jamaah Di PT. Safara Layanan Utama Probolinggo," *ILTIZAM Journal of Shariah Economics Research* 7, no. 1 (2023): 61–72, <https://doi.org/10.30631/iltizam.v7i1.1795>.

² Ferry Setyadi Atmadja, "Strategi Pelayanan Prima Dalam Menumbuhkan Kepercayaan Jamaah Umrah Pada PT. Wisata Titian Nusantara Pelangi Di Jakarta Pusat" (Skripsi, Universitas Islam Negeri Syarif Hidayatullah Jakarta, 2019), <https://repository.uinjkt.ac.id/dspace/handle/123456789/48963>.

³ Utari Nur Rahma et al., "Manajemen Pelayanan Haji Dan Umrah Kbi Nasrul Ummah," *Multazam : Jurnal Manajemen Haji Dan Umrah* 3, no. 1 (2023): 15–24, <https://doi.org/10.32332/multazam.v3i1.6097>.

⁴ Herlina, "Strategi Pelayanan Travel Tazkiyah Tour Terhadap Calon Jamaah Perempuan Dalam Menunaikan Ibadah Umrah" (Skripsi, Universitas Islam Negeri Alauddin Makassar, 2022), <https://repository.uin-alauddin.ac.id/id/eprint/22496>.

⁵ Khaira Lasmi Anesta and Jon Kenedi, "Manajemen Pelayanan Dalam Meningkatkan Minat Calon Jama'ah Haji Dan Umroh Pada Pt. Tour And Travel Auliya Perkasa Abadi Di Pasaman Barat," *Multazam : Jurnal Manajemen Haji Dan Umrah* 3, no. 2 (2023): 26–36, <https://doi.org/10.32332/multazam.v3i2.7470>.

⁶ Vita Dwi Agustina, "Manajemen Pelayanan Umrah Di PT. Patuna Mekar Jaya Tour & Travel Cabang Bengkulu" (Skripsi, Institut Agama Islam Negeri Bengkulu, 2021), <http://repository.iainbengkulu.ac.id/5613/1/SKRIPSI%20VITA%20DWI%20AGUSTINA.pdf>.

⁷ Kartika Utami and Wulandari Wulandari, "Evaluasi Pelayanan Tour Leader Pt Al Hijaz Terhadap Jamaah Umrah Pada Pt Al Hijaz Tahun 2019," *Multazam : Jurnal Manajemen Haji Dan Umrah* 2, no. 1 (2022): 91–103, <https://doi.org/10.32332/multazam.v2i1.5354>.

In this context, service is specifically reflected through the presence of professional staff within a company, proper responsibility toward each pilgrim from the beginning to the completion of the religious rituals, the availability of adequate facilities and resources, commitment to punctuality, clear communication skills, and the ability to build pilgrims' trust. With these service characteristics, the satisfaction of Hajj and Umrah pilgrims can be achieved. Therefore, government officials must possess the ability and quick response to provide services across various fields and sectors. These abilities and responses can be obtained through simplifying procedures and implementing service strategies.⁸ In service strategies, there is an understanding of how to address situations and conditions by providing solutions to overcome the challenges faced. The steps taken are tailored to the needs and provide the best guidance based on the existing conditions. Additionally, strategies are closely linked to problem-solving tactics, ensuring that those in need of solutions feel more at ease, comfortable, and reassured.⁹

PT. Darul Arqam Travel and Tour is capable of providing high-quality services, satisfactory customer service, and competitive prices, accompanied by special strategies to compete with other travel agencies.¹⁰ Excellent service is the hallmark of PT. Darul Arqam Travel and Tour in maintaining the company's existence while increasing the number of prospective pilgrims. This aligns with the provisions of Law Number 3 of 2008 regarding the conduct of Hajj pilgrimage and PT. Darul Arqam Travel and Tour operates in the fields of training, guidance, and departure services for Umrah pilgrims and other tours, with the aim of guiding and promoting the organization of Umrah pilgrimages and various tours in the Probolinggo region.¹¹

The services provided must comply with the standards for Hajj and Umrah services as stipulated in the law regarding Hajj and Umrah pilgrimage. PT. Darul Arqam Travel Tour was established by Gus Athoillah Rifli Dana as Director on June 10, 2023, with Registration Number: AHU-040619.AH.01.30. In 2023, the company is located at Jln. Ir. H. Juanda No. 436, Kp. Arab, Patokan, Kraksaan, Probolinggo, East Java 67282. PT. Darul Arqam has been registered as a legal entity and listed in the database of the Directorate General of General Legal Administration on June 9, 2023. The company operates based on management functions, namely planning, organizing, executing, and supervising. Additionally, PT. Darul Arqam emphasizes service management with the primary goal of ensuring customer satisfaction, both internal and external. Service providers and suppliers always strive to

⁸ Iseu Susilawati et al., "Implementasi Fungsi Manajemen Dalam Pelayanan Bimbingan Manasik Haji Di Kelompok Bimbingan Ibadah Haji," *Tadbir: Jurnal Manajemen Dakwah* 1, no. 2 (2016): 190–206, <https://doi.org/10.15575/tadbir.v1i2.135>.

⁹ Eki Agustin et al., "Analisis SWOT Terhadap Pelayanan Haji dan Umrah Pada Kbihi Al Ihsan Kecamatan Caringin Kabupaten Sukabumi," *Jurnal Multidisiplin West Science* 2, no. 12 (2023): 1163–68, <https://doi.org/10.58812/jmws.v2i12.1089>.

¹⁰ Farah Zairina, "Manajemen Pelayanan Ibadah Umrah Dalam Merekrut Jemaah Pada Masa Pandemi COVID-19 (Studi Kasus Di PT Sutra Tour Hidayah Pati)" (Skripsi, Institut Agama Islam Negeri Surakarta, 2021), https://eprints.iain-surakarta.ac.id/9104/1/Full%20Teks_191231035.pdf.

¹¹ Almun Wakhida Candra and Renny Oktafia, "Penerapan Manajemen Pelayanan Prima Untuk Peningkatan Kepuasan Calon Jemaah Haji Dan Umrah Di PT Mabruro Sidoarjo," *Jurnal Ilmiah Ekonomi Islam* 7, no. 1 (2021): 9–15, <https://doi.org/10.29040/jiei.v7i1.1811>.

refer to the main objective of service, namely consumer satisfaction or customer satisfaction.¹²

Based on the literature review and previous studies, several research gaps underpin the significance of this study. M. Nasrun Nazaruddin (2020) focused on marketing and service strategies to enhance the competitiveness of hajj and umrah travel agencies from an Islamic economic perspective, using a descriptive method with case studies on PT. Makkah Multazam Safir and Al Madinah. Similarly, Dzul Kifli (2010) examined the management of hajj and umrah services at PT. Patuna Tour and Travel using a descriptive approach, while Khairul Islami (2014) explored strategies for improving the quality of hajj and umrah services at PT. Margi Suci Minarfa in Central Jakarta through a qualitative descriptive method. However, these studies are general and descriptive, lacking an in-depth exploration of the subjective experiences of umrah pilgrims through a phenomenological lens. Additionally, their focus is limited to companies in Jakarta or other regions, with no thorough investigation of local contexts in areas like Probolinggo, East Java, particularly for a newly established company like PT. Darul Arqam Tour & Travel, founded in 2023. The research gap also includes insufficient emphasis on addressing contemporary issues such as fraud by unscrupulous travel agents, lack of payment transparency, and their impact on pilgrims' trust, which are increasingly relevant amid the competitive post-pandemic umrah business landscape.

This study offers novelty through the application of a qualitative phenomenological approach, focusing on the subjective experiences and internal meanings of umrah pilgrims regarding service management strategies at PT. Darul Arqam in Kraksaan, Probolinggo. Unlike the descriptive approaches of prior studies, the phenomenological method enables data reduction to the core essence of pilgrims' experiences, such as their perceptions of service quality dimensions (tangible, responsiveness, empathy, reliability, and assurance), which have not been deeply explored in the context of small local companies. The novelty also lies in integrating risk prevention aspects in the umrah business, such as data transparency and responsive management of departure challenges, directly linked to the satisfaction of internal and external pilgrims. Thus, this study not only contributes to the development of service management theory in religious tourism but also provides practical recommendations for umrah travel agencies in rural East Java, serving as a model for enhancing competitive advantage and business sustainability in line with regulations like Law No. 3 of 2008 on the organization of hajj and umrah.

Theoretical Approach

Service Management Strategy

The word "strategy" comes from ancient Greek and means "the art of war." A strategy has the fundamentals for achieving its objectives, so basically a strategy is a tool for achieving goals.¹³ According to J.L. Thompson, strategy is defined as the path to achieving a

¹² Moh Rifa'i and Dela Maghfiroh Kamila, "Strategi Layanan Dalam Meningkatkan Kepuasan Jamaah Haji (Studi Kasus KBIHU Nurul Haramain Probolinggo 2020)," *HARAMAIN: Jurnal Manajemen Bisnis* 1, no. 1 (2021): 1–10.

¹³ Nasrun Nazaruddin et al., "Analisis Strategi Pemasaran Dan Pelayanan Dalam Upaya Peningkatan Kualitas Daya Saing Biro Perjalanan Haji Dan Umroh Prospektif Ekonomi Syari'ah (Studi

final result. The scope of the final outcome includes the objectives and goals of an organization. There are “broad strategies” for the entire organization and competitive strategies for each activity. Functional strategies directly support competitive strategies.¹⁴

To understand the concept of service management, you must first understand the meaning of each word. So, first, we will discuss administration and service management. As explained in Chapter 1, the word “management” in the Indonesian dictionary means the effective management of resources to achieve objectives, and a manager is responsible for leading a company or organization.¹⁵ The book *Public Relations Management and Communication Management* also provides several definitions of management and explains that management is: management, management, leadership, management, and management, management, etc. The word “management” originates from the term “to manage” or “manus.” Management is the process of planning tasks, grouping tasks, assembling and placing personnel in task groups, and then directing them toward achieving organizational objectives.¹⁶

A.S. Moenir defines service management as process management, which focuses on regulating and controlling service processes. The goal is for service activities to run smoothly, efficiently, in line with targets, and to the satisfaction of those being served. Management is also expected to understand community needs and seek solutions to meet their expectations. Additionally, service should encourage the development of inclusive service management.¹⁷ Service management is the implementation of management aimed at providing optimal service to employees or congregants.¹⁸

Functions of Service Management

Service management involves a series of tasks and responsibilities that must be carried out by managers. These are known as management functions, which include: first, Planning sets the goals to be achieved within a certain period of time and plans the steps needed to achieve those goals. Second, Organizing arranges the various activities needed and sets the authority to carry out those activities. Third, Human Resource Placement determines human resource needs, such as direction, selection, training, and workforce development. Fourth, Motivation directs individual behavior toward achieving organizational goals. Fifth, Control measures performance against established goals, identifies deviations, and takes corrective action if necessary.

Pada Pt. Makkah Multazam Safir Dan Al Madinah),” *Nizham Journal of Islamic Studies* 8, no. 01 (2020): 95–112, <https://doi.org/10.32332/nizham.v8i01.2090>.

¹⁴ Mega Utami Maharani et al., “Strategi Pemasaran Biro Perjalanan Haji Dan Umroh Dalam Meningkatkan Minat Calon Jemaah,” *MABRUR: Academic Journal of Hajj and Umra* 1, no. 6 (2022): 85–106.

¹⁵ Furqon Mukminin, “Manajemen Pelayanan Biro Perjalanan Haji Dan Umrah: Studi Kasus Di Sultan Agung Tour & Travel Semarang” (Undergraduate Thesis, Universitas Islam Negeri Walisongo Semarang, 2015), <https://eprints.walisongo.ac.id/>.

¹⁶ Figri Hazmi Muhammad, “Proses Manajemen Dalam Merekrut Calon Jamaah Umrah Di PT. Diba Tour & Travel” (Skripsi, Universitas Islam Negeri Sumatera Utara, 2021).

¹⁷ Agustina, “Manajemen Pelayanan Umrah Di PT. Patuna Mekar Jaya Tour & Travel Cabang Bengkulu.”

¹⁸ Sandika Pajarno, “Implementasi Manajemen Pelayanan Haji Dan Umrah Di PT Atina Rahmataka Wisata Bengkulu” (Master’s Thesis, Institut Agama Islam Negeri Bengkulu, 2021).

Efforts to Improve Congregation Satisfaction

The success of service delivery is measured based on the level of satisfaction of service recipients. Service recipient satisfaction is achieved when they get what they need and expect. To assess service quality, five dimensions according to Parasuraman and Berry are used: Tangible (tangibility), Reliability (reliability), Responsiveness (responsiveness), Assurance (assurance), and Empathy (empathy).¹⁹

Umrah Pilgrimage

Etymologically, "umrah" refers to a visit. However, terminologically, umrah refers to a visit to the House of Allah to perform tawaf, sa'i, and tahallul with the aim of seeking the pleasure of Allah SWT. According to the opinions of Ibn Mas'ud, Imam Abu Hanafi, and Imam Malik, the ruling on umrah is sunnah muakkadah, based on the hadith of the Prophet Muhammad SAW which states, "Hajj is jihad, while umrah is tathawu (sunnah)." (HR. Ibn Majah).²⁰

Methods

In this study, the researcher applied a qualitative approach, which is a research method that produces descriptive data in the form of written or spoken statements from individuals and observed behavior. According to Denzin and Lincoln, as cited by Moleong, the qualitative approach is conducted in a natural context to understand and interpret ongoing phenomena, utilizing various data collection techniques. This study adopts a phenomenological approach, which, according to Husserl, refers to two aspects: first, subjective experiences felt directly, and second, the study of consciousness from an individual's internal perspective. Meanwhile, Bogdan and Biklen state that the phenomenological approach aims to understand the meaning of an event and its interaction with humans in a specific context.²¹

Research Result and Discussion

PT. Darul Arqam Travel and Tour offers a variety of umrah travel packages with different departure schedules. The prices of these umrah packages are subject to change in accordance with government policy.

Service Management at PT. Darul Arqam

The service planning prepared by PT. Darul Arqam is the first step toward ensuring the satisfaction of pilgrims. This planning begins with the creation of programs developed by PT. Darul Arqam as a sign of readiness to attract potential umrah pilgrims. Additionally, the management of PT. Darul Arqam also plans to provide training and guidance to both employees and prospective umrah pilgrims. The CEO of PT. Darul Arqam stated that, as a leader, he has the responsibility to provide adequate training to both employees and

¹⁹ A. M. Findlay, *Retailing: Critical Concepts*. 3,2. *Retail Practices and Operations* (Taylor & Francis, 2002).

²⁰ Fauziah Nurrahman, "Efektivitas Pelayanan Ibadah Umrah Berdasarkan Peraturan Pemerintah Pada PT. Ahsanta Tours and Travel Tangerang Selatan" (Skripsi, Universitas Islam Negeri Syarif Hidayatullah Jakarta, 2021), <https://repository.uinjkt.ac.id/dspace/handle/123456789/55785>.

²¹ Lexy J. Moleong, *Metodologi Penelitian Kualitatif* (PT Remaja Rosdakarya, 2017).

prospective pilgrims. This training is considered very important due to the varying levels of understanding among individuals, with the aim of enhancing the satisfaction of prospective umrah pilgrims.²²

Table 1.1 Umrah travel packages offered by PT. Darul Arqam Travel and Tour

Package		Description	Fee
Economy Package	Umrah	includes accommodation at Hotel Olayan Al-haram in Makkah and Arkan Golden in Madinah. Flights are operated by Lion Air with arrival in Jeddah	IDR 30.5 million.
Regular Package	Umrah	offers accommodation at Hotel Al-miqot Ajyad in Makkah and Jawharat Rasheed in Madinah. Flights are operated by Lion Air directly to Jeddah at.	IDR 35 million
The VIP Package	Umrah	includes accommodation at the Elaf Kinda Hotel in Makkah and the Golden Tulip Hotel in Madinah. Flights are operated by Batik Premium directly to Madinah at	IDR39.5 million.

Data source: managed from brochure²³

Organization in Service PT. Darul Arqam has already recruited several employees to join the umrah service at the company, particularly in the field. Structurally, PT. Darul Arqam's available functions are one of the management functions implemented or carried out by PT. Darul Arqam. In an interview, the CEO stated that PT. Darul Arqam Kraksaan Probolinggo currently has five employees, although this number is still limited due to ongoing financial management processes and the company's relatively new status. However, the Director hopes that PT. Darul Arqam can grow and compete with umrah travel agencies that already have official status as Umrah Pilgrimage Travel Organizers (PPIU).²⁴

Implementation in Service PT. Darul Arqam has carried out management functions, particularly in the implementation aspect, by providing training to employees and offering comprehensive services to prospective umrah pilgrims. These services include accompaniment from the initial stage until completion, both during the pilgrimage in the Holy Land and upon returning to the homeland. The services provided to prospective pilgrims are a crucial aspect in supporting the development and growth of PT. Darul Arqam Kraksaan Probolinggo. The Director of PT. Darul Arqam Kraksaan Probolinggo stated that although the company is still relatively new, it remains committed to providing the best and most comprehensive services to satisfy pilgrims, from the registration process, the performance of religious rituals in the Holy Land, to their return to Indonesia. PT. Darul Arqam Kraksaan Probolongo also prioritizes excellent service for every prospective pilgrim,

²² Anesta and Kenedi, "Manajemen Pelayanan Dalam Meningkatkan Minat Calon Jama'ah Haji Dan Umroh Pada Pt. Tour And Travel Auliya Perkasa Abadi Di Pasaman Barat."

²³ PT. Darul Arqam, "PT. Darul Arqam Brochure 2025," Indonesia, 2025.

²⁴ Ahmadih Rojali Jawab and Salsabila Salsabila, "Pelayanan Prima Dalam Meningkatkan Kepuasan Jamaah Umroh Pada Pt. Khazzanah Al – Anshary Tahun 2023," *Jurnal Manajemen Dakwah* 12, no. 1 (2024), <https://doi.org/10.15408/jmd.v12i1.39888>.

including maintaining good relationships with umrah pilgrim alumni as part of ongoing efforts to improve service quality.²⁵

Supervision in service PT. Darul Arqam consistently supervises both employees and umrah pilgrims to ensure that all activities carried out by employees align with the established plans. Effective supervision is crucial to achieving satisfactory results for both the company and prospective pilgrims. The CEO of PT. Darul Arqam Kraksaan Probolinggo stated that although the company is still relatively new, he is directly involved in the supervision process from various aspects. Supervision is considered a crucial factor in supporting the development and growth of PT. Darul Arqam Kraksaan Probolinggo, as well as efforts to provide the best service for the community. Thus, supervision is one of the main elements in the travel agency's operations.²⁶

Strategy for improving service quality at PT. Darul Arqom Tour and Travel

Improving umrah services is an important strategy for increasing pilgrim satisfaction and attracting more prospective pilgrims to join, which ultimately becomes an indicator of an organization's success. This effort requires strong commitment and optimal synergy from all work units and officers involved in providing services. When pilgrims utilize umrah service offerings, they evaluate various aspects, including facilities, registration processes, services during their stay in the Holy Land, and the return process to their home country. Therefore, service providers are required to meet pilgrims' expectations comprehensively.²⁷

Pilgrim satisfaction plays a crucial role as it influences their communication behavior, particularly through recommendations or sharing experiences with others. Recommendations from individuals who have directly experienced the service are often more trusted than information from the media. In this context, satisfaction becomes an effective promotional tool that influences the purchasing decisions of other potential pilgrims.²⁸

Amidst the increasingly intense competition in the Hajj and Umrah service industry, companies must prioritize providing high-quality, customer-satisfaction-oriented services. Generally, pilgrims expect accessible services, reliable products, and friendly and memorable service. Therefore, formulating the right strategy to improve service quality is a crucial step to maintain the company's existence and enhance its competitiveness in the umrah travel services industry, including:

²⁵ Zainur Ridho et al., "Integrasi Manajemen Dan Etika Bisnis Islam Dalam Layanan Ibadah Umrah," *Iltizam : Jurnal Ekonomi Dan Keuangan Islam* 1, no. 2 (2024): 70–82, <https://doi.org/10.35316/iltizam.v1i2.4422>.

²⁶ Khaeron Sirin and Maratus Soleha, "Strategi Pelayanan Dalam Peningkatan Kepuasan Jamaah Umrah Disabilitas Pada Pt. Dhiyaa El Haramain El Mubarakah Bekasi Jawa Barat," *Jurnal Manajemen Dakwah* 12, no. 1 (2024), <https://doi.org/10.15408/jmd.v12i1.39887>.

²⁷ Eva Shinta Aisyah Ahmadi and Sudahri, "Analysis of Communication Strategies of Hajj and Umrah Travel Agencies in Building Pilgrims' Trust Through Digital Media: A Case Study of PT. Assunniyah Al-Jauhari," *Ilomata International Journal of Social Science* 6, no. 2 (2025): 642–68, <https://doi.org/10.61194/ijss.v6i2.1710>.

²⁸ Dede Al Mustaqim, "Improving Health Management For Hajj And Umrah Pilgrims In Indonesia: Implementation Of Minister Of Religious Affairs Decree No. 1456/2022," *Multazam : Jurnal Manajemen Haji Dan Umrah* 4, no. 2 (2024): 172–83, <https://doi.org/10.32332/multazam.v4i2.9362>.

First, Conducting selection and recruitment of employees who possess competence, are polite, responsive, and act quickly and accurately. In the employee selection process, the Director of PT. Darul Arqam Kraksaan Probolinggo prioritizes candidates with experience in the tourism sector, who are friendly and polite toward pilgrims, and responsive in handling situations. It is important for them to understand the importance of customer service for business continuity. The company also involves students in certain processes, in line with the founding principles of PT. Darul Arqam. Despite being a new company, the Director hired 4 employees, considering financial constraints and the company's establishment in 2023. The advantage of hiring and collaborating with individuals who have high competence in service and a friendly attitude is the enhancement of the company's positive image, particularly in the religious travel sector. Employees who demonstrate optimal performance, provide services with dedication, and exhibit friendly and responsive attitudes create a sense of comfort and security for pilgrims. This enables pilgrims to be more open in expressing their needs and expectations, fostering harmonious relationships between service providers and customers. This good relationship can increase pilgrims' loyalty to the company. Pilgrims who are satisfied are more likely to choose to use the company's services again for future umrah trips. Conversely, if service staff are unfriendly and fail to serve with empathy, this can cause discomfort, even if it is not always explicitly expressed by the pilgrims. Unfriendly service can lower satisfaction levels and potentially make pilgrims reluctant to use the company's services again. Therefore, the Director of PT. Darul Arqam Kraksaan Probolinggo has carefully considered the importance of human resource quality in supporting business growth and sustainability.²⁹

Second, Providing Support, Conducting Evaluations, and Offering Incentives to Employees: Every employee facing challenges or obstacles in implementing service programs will receive significant support from company leadership, specifically the Director of PT. Darul Arqam. Management is striving to introduce and implement a structured work organization concept aimed at fostering positive change and enhancing work effectiveness. The implementation of a supportive work system will make it easier for employees to adapt and contribute to the achievement of organizational goals. Additionally, the provision of an appropriate incentive system is believed to motivate employees to deliver their best performance for the company's progress. The support provided to employees is multidimensional, covering moral aspects and the provision of resources. Moral support involves management's openness in listening to and responding to employees' complaints and issues in a wise manner. Meanwhile, support in the form of resources includes the provision of adequate training and competency development to support the overall improvement of employee performance. In business operations, employee performance plays an important role as a determining factor for success. Every individual involved in the company is expected to be able to work in line with the vision and mission that has been set. Therefore, companies need to ensure the active participation of all employees, who directly contribute to increasing work productivity. Employee performance appraisals are one method of assessing the effectiveness of their contributions to the organization. This evaluation process serves as a tool to identify weaknesses while

²⁹ Siti Zulaikha, "Optimalisasi Pelayanan Haji Terhadap Jamaah Perempuan," *Multazam: Jurnal Manajemen Haji Dan Umrah* 1, no. 1 (2021): 1–19, <https://doi.org/10.32332/multazam.v1i1.4626>.

providing a basis for employee supervision and development as part of managerial functions. Incentive programs are competitive without creating harmful competition among employees. In addition to providing additional payments, it is also important to identify high-performing employees to receive appropriate incentives. Incentives can be given in the form of monthly or weekly cash payments, but praise for good performance is also an effective form of incentive. Consistently providing positive support can be the greatest motivation for every employee.³⁰

Third, Providing Guidance to Umrah Pilgrims: By showing concern through sympathy and empathy, each pilgrim is served with warmth and courtesy, both before, during, and after performing the umrah pilgrimage with PT. Darul Arqam. This service includes reminders about the Umrah ritual schedule conducted at the Miniature Ka'bah Bentar Probolinggo, as well as notifications about check-in times at Juanda International Airport in Surabaya or departure preparations communicated via text messages (SMS), WhatsApp, or phone calls. This practice reflects the implementation of one of the management functions, namely execution (implementation). Thus, PT. Darul Arqam has integrated the four functions of management, including planning, organizing, implementing, and supervising.

Fourth, Conducting Employee Training, PT. Darul Arqam Tour and Travel's top priority is to conduct effective workplace training to support the company's success. This training aims to enhance employees' understanding and ensure services comply with applicable regulations, without neglecting other administrative procedures. The training process is typically led directly by the Director of PT. Darul Arqam. As part of the company's commitment to providing the best service to pilgrims, the recruitment process is conducted selectively, choosing candidates with the necessary competencies and high motivation to serve Allah's guests. Through a combination of structured recruitment and training, the company is able to produce productive workforce. Therefore, the Director of PT. Darul Arqam consistently provides guidance, mentoring, and motivation to all employees.

Fifth, Providing Information Across Various Media, One of the common promotional strategies implemented by PT. Darul Arqam is utilizing advertisements across various social media platforms. This strategy aims to disseminate comprehensive information to the general public through both print and electronic media. The print media used include brochures, which are designed with an attractive layout and contain accurate and up-to-date information in line with the promotional objectives.³¹ PT Darul Arqam distributes these brochures through various channels, such as shops, schools, travel agencies, and other institutions that have partnered with the company. Another medium is banners, which are specially designed to attract the public's attention so that they are willing to read the information conveyed. The internet is also used as one of the promotional channels by PT. Darul Arqam, making the delivery of information to the public more efficient and effective. The use of social media such as Facebook, Instagram, and Google is a crucial aspect in disseminating the travel packages offered by PT. Darul Arqam.

³⁰ Linda Friski Meilani and Aulia Ranny Priyatna, *Linda Friski Meilani, Aulia Ranny Priyatna Manajemen Pelayanan Haji*, 1, no. 1 (2021): 82–88.

³¹ Jawab and Salsabila, "Pelayanan Prima Dalam Meningkatkan Kepuasan Jamaah Umroh Pada Pt. Khazzanah Al – Anshary Tahun 2023."

Forms of Service in Enhancing Pilgrim Satisfaction Provided by PT. Darul Arqam Main Services

The trust placed in prospective pilgrims is a very important and fundamental aspect in an umrah travel agency. This factor greatly influences the decision of prospective pilgrims in choosing a company as their umrah travel agency. Additionally, maintaining the trust of pilgrims who have already used the company's services is also crucial.³² When providing services to umrah pilgrims, directors directly involved in the service process must perform their duties in accordance with established procedures. The services provided must align with the company's scheduled timeline and be free from errors, meaning they must meet both the company's standards and the pilgrims' expectations.³³ Every leader and employee of the company has a responsibility toward pilgrims, both within the country and while in Saudi Arabia. This means that all leaders and staff of PT. Darul Arqam are obligated to provide full-responsibility service from the beginning to the end of the pilgrimage journey. Pilgrims' satisfaction will be achieved if employees demonstrate commitment and responsibility in meeting their service needs. Having employees who are polite, friendly, and responsive is the company's obligation in providing services to pilgrims. PT. Darul Arqam currently has five employees because the company is still relatively new and its financial condition is still stable. However, these five employees have been able to provide services with a polite, friendly, and responsive attitude, thereby attracting the attention of pilgrims and increasing their interest. Additionally, each employee is expected to always appear neat, quick, and responsive in providing services. In addition to the quality and quantity of services, PT. Darul Arqam also places significant emphasis on the availability of facilities and infrastructure as a key component in providing services to pilgrims. Facilities such as the guest reception area, as well as facilities and accommodations in the Holy Land, including hotels, transportation, and direct guidance from PT. Darul Arqam management, are equally important factors.³⁴

Service Strategies for Pilgrim Satisfaction include: first, Facility Quality and Satisfaction: Umrah pilgrims give high ratings to the quality of facilities provided, such as accommodation and transportation. Research shows that adequate and comfortable facilities play a role in enhancing pilgrim satisfaction. Pilgrims who are satisfied with the facilities tend to give positive reviews and recommend the service to others. Second, Responsiveness and Satisfaction: The level of responsiveness to pilgrims' requests and complaints significantly influences customer satisfaction. Umrah pilgrims who receive quick and effective handling of their issues report higher satisfaction levels compared to those who experience delays or inadequate service. Good responsiveness also increases customer trust and loyalty. Third, Transparency of Information and Satisfaction: Openness regarding costs and travel procedures greatly influences pilgrim satisfaction. Pilgrims who receive clear and complete information feel more confident and satisfied with the services they receive, while unclear information can cause confusion and dissatisfaction. Fourth,

³³ Dea Fajar Herlyanda et al., "Manajemen Pelayanan Haji Dan Umroh Di Kementerian Agama Kabupaten Mojokerto," *Jurnal Administrasi Pendidikan Islam* 1, no. 1 (2019): 43–56, <https://doi.org/10.15642/japi.2019.1.1.43-56>.

³⁴ Abd Ghafur Hafida Firdaus, Abd Aziz, *Efektifitas Sistem Pelayanan Haji Dan Umroh Dalam Meningkatkan*, 7, no. 1 (2023): 61–72.

Staff Training Quality and Satisfaction: The quality of staff training has a direct relationship with pilgrim satisfaction levels. Well-trained staff are able to provide professional and responsive service, thereby contributing to increased satisfaction. Effective training prepares staff to handle various situations and meet pilgrim expectations.³⁵

Challenges and Obstacles in Implementing Strategies and Recommendations for Improving Service Strategies

Although PT Darul Arqam has implemented various service strategies, there are a number of challenges and obstacles faced in their implementation. The main challenges are: limited resources, both in terms of finances and manpower. Implementing high-quality service strategies requires significant investment in facility procurement, employee training, and technology implementation. The existing budget constraints may limit the company's ability to optimize service quality. Second, Operational Complexity: Coordinating and managing various aspects of umrah services simultaneously is a complex task. This includes coordination between various departments, external service providers, and efficient scheduling. This complexity can cause problems in the implementation of the strategy and potentially affect pilgrims' satisfaction. Third, Managing Pilgrims' Expectations: Keeping pilgrims' expectations realistic and in line with the services provided is a challenge in itself. Some pilgrims may have high or unrealistic expectations, which can lead to dissatisfaction even if the services provided meet standards. Fourth, Complaint Handling: Although the company has implemented a system for handling complaints, there are still some challenges in managing and resolving complaints effectively. Inadequate or inconsistent complaint handling can reduce customer satisfaction and damage the company's reputation.³⁶

Some recommendations to improve service strategies at PT Darul Arqam are as follows: Investment in Facility Improvement: To maintain and improve facility quality, it is recommended that the company continue to invest in the improvement and maintenance of accommodation and transportation. Regular evaluations and facility updates can help meet pilgrims' expectations and maintain satisfaction. Second, Enhancing Training Programs: The company should expand and enhance staff training programs, including training in interpersonal skills and problem-solving. Continuous training programs can help staff address challenges and improve service quality.³⁷ Third, Utilizing technology, such as customer information management systems and mobile applications, can enhance information transparency. This technology enables the delivery of accurate and up-to-date data to pilgrims while facilitating communication between the company and pilgrims. Fourth, Improving the Complaint Handling Process: Improving the complaint handling system by providing clear and efficient procedures for addressing issues can help resolve

³⁵ Abdul Azis et al., "Human Resources Management Strategy in Umrah Services," Atlantis Press, January 21, 2021, 209–14, <https://doi.org/10.2991/aer.k.210121.028>.

³⁶ Atmadja, "Strategi Pelayanan Prima Dalam Menumbuhkan Kepercayaan Jamaah Umrah Pada PT. Wisata Titianusantara Pelangi Di Jakarta Pusat."

³⁷ Muthia Maharani and Liana Dewi Susanti, "Peningkatan Pelayanan Pada PT. Saudi Patria Wisata Kota Metro Dilihat Dari Analisis SWOT," *Multazam: Jurnal Manajemen Haji Dan Umrah* 1, no. 1 (2021): 54–62, <https://doi.org/10.32332/multazam.v1i1.4630>.

complaints quickly and satisfactorily. Following up on complaints and feedback is also important for enhancing customer satisfaction.

Conclusion

This study highlights PT. Darul Arqam Tour & Travel's service management strategies in Kraksaan, Probolinggo, to enhance Umrah pilgrim satisfaction using a qualitative phenomenological approach. Key strategies selective staff recruitment, comprehensive training, quality facilities, responsive service, and transparent communication align with Parasuraman and Berry's service quality dimensions, fostering pilgrim trust and loyalty. However, challenges like limited resources, operational complexities, and inconsistent complaint handling hinder optimal service delivery. Recommendations include investing in facility upgrades, enhancing training, adopting technology for transparency, and improving complaint resolution to boost competitiveness and align with Law No. 3 of 2008, offering a model for small-scale Umrah agencies in rural East Java. This study fills a research gap in exploring pilgrims' subjective experiences in a local context, contrasting with prior descriptive. It enriches service management theory in religious tourism and sets a foundation for future research on technology-driven transparency and localized strategies.

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