

# Human Resources Management Strategy in Umrah Services

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## ABSTRACT

The management of human resources has been debated in various services, especially in the Umrah service. However, the strategy in quality Umrah services is the focus of this study. The purpose of this study was to analyze human resource management strategies in Umrah services in Hira Travel. This study uses a qualitative method with a case study approach. Informants in the study consisted of foundation owners, managers, staff, and Umrah pilgrims. Data generated by means of interviews based on semi-structured instruments. Data were analyzed based on cases and theme suitability. The results showed that the quality human resource management strategy was determined by four stages, namely (1) system selection, needs analysis, job analysis, progress and bonuses as elements of career development; (2) the planning and implementation of Umrah is divided into two strategic plans, namely the short term and the long term; (3) standard operating procedures are performed to maintain service quality; and (4) prioritizing excellent service to the congregation. The recommendation in this study is a quality Umrah service strategy that considers the benefits and improving the quality of Umrah services.

**Keywords:** *Strategy, Management, Human Resources, Services, and Umrah.*

## 1. INTRODUCTION

The implementation of Umrah worship is a service that is part of public service [1]. Where available services today is a very strategic issue. Based on a survey conducted by several institutions, it shows low public service reports in Indonesia. The public service performance assessment team stated the results of a 2011 study conducted by the World Bank in 183 countries. Indonesia ranks 129th. Indonesia is still inferior to India, Vietnam and even Malaysia are in 61st and Thailand are in the 70th. This condition shows that Indonesia's public services are still far from people's expectations, marked by available services that are not transparent, discriminatory, convoluted, and so on.

The problem that is often criticized by the community or service recipients is the perception of "quality" inherent in all aspects of service [2]. Likewise, with the Hajj and Umrah services provided by the Ministry of Religion, which is always a problem every year. Even though the Hajj and Umrah pilgrimage is the Ministry of Religion's big plan, the implementation of which has been regulated by Law No. 13 of 2008.

The long Haj pilgrimage and the level of economic capacity that are getting better have encouraged Indonesian Muslims to carry out the Umrah pilgrimage. This condition can be seen from the number of Umrah pilgrims who continue to increase yearly [3]. Based on the results of an interview with the Head of the Sub-Directorate for Umrah Development of the Ministry of Religion, Muhammad Arfi Hatim, in a release received by a Republican, Wednesday, November 16, 2016, the data recorded on the Ministry of Religion's Umrah Development shows that in 2013 there were 548,509 pilgrims. That number increased in 2014 to 632,803 pilgrims. In 2015 as many as 687,249 people, it is estimated that until December 2016, the Umrah pilgrims reached 700 thousand. This opportunity is being glimpsed not only by the Government but also by organizing bureaus competing to attract the congregation's sympathy.

Facing increasingly fierce competition, travel agents must manage human resources properly to have a competitive advantage. This requires a change in the role of human resource management as an administrative expert and as a strategic partner, employee champion, and agent of change—this change in role results in the social resource management strategy being adjusted to

the company's strategy. Human resource managers must be able to provide quality human resources so that company goals can be achieved.

Providing good, service or services to the congregation gives satisfaction to the community. This can create congregational loyalty to the manager (travel) concerned. To achieve these goals, a management strategy is needed to manage all the existing resources in the organization, especially human resources. The characteristics of good service and can provide satisfaction to the congregation are having professional employees, good infrastructure available, available all the desired products, being responsible to each community from start to finish, being able to serve quickly and precisely, being able to communicate clearly and have other general knowledge, able to give trust to the congregation.

## **2. LITERATUR REVIEW**

### ***Management Strategy***

The word strategy was initially derived from the Greek "strategies" derived from the word "Strategos," which was developed from the phrase "Stratos (soldier)" and the word "again (to lead)." The term strategy was used in the military context of the Greco-Roman era until the early days of industrialization [4]. The method extends to various aspects of society, including in the field of management, because the strategy is an essential tool for managing businesses that are competitive in market turmoil [5]. The main objective involves preparing the organization, namely, to face increasingly fierce competition in the business world.

The strategy is a vital tool to be able to compete for success and how companies can formulate and implement strategies wisely. [6]. The specific definition of design is an action that is continuously increasing and carried out following the point of view of what consumers want and expect for the future [7]. A strategy that describes the organization's value intends to produce means it will be used to generate values [8]. The most frequently developed and widely used models for developing organizational strategy come from the private sector.

Management strategy is a plan that can contribute to an organization to run well and virtually [9]. Human resource structures, processes, and practices are likely to be the most suitable for achieving organizational goals [10]. The management strategy has historically recognized the importance of internal activities, potential resources, or capabilities as competitive advantage sources [11].

### ***Human Resources***

The existence of qualified and competent human resources (HR) is necessary because, in turn, it will have implications for improving the Hira Tour Umrah travel services. Therefore, strategic steps are needed that must be taken immediately to overcome the problems that occur in the Hira Tour Umrah travel. So that in this knowledge-based era, what happens is a competition between the level of knowledge and the level of knowledge possessed by each organization's human resources. Regarding human resources, Zabalza and Matey said that there are several parts of human resources, including; organizational culture, management style, involvement or influence, remuneration, training or development, recruitment or selection, and job security [12]. The availability of quality human resources who master science and technology, this will significantly determine the nation's ability to enter a global competition that demands high competitiveness. In line with the statement, Brewer and Brewer said that one form of human resource planning is recruiting and selecting activities that involve orientation, socialization, training, development, and performance appraisals that lead to increased member knowledge [13].

The form of programs to improve human resources, namely the formulation of a curriculum that focuses on planting, increasing knowledge, improving skills, and evaluating various policy programs [13]. Human resources as the primary support in driving the organization's wheels to realize the vision and mission and the achievement of organizational goals. Human resources are an essential new element; therefore, it must be ensured that human resources must be resilient to contribute optimally in the efforts to achieve institutional goals. Furthermore, according to Baran et al., Human resources (HR) function and play an essential role in changing an organization. The human resource function can also implement specific practices that increase commitment to change [14]. Human resources are the most critical driver in organizations and companies. Human resource management (HRM) is a deliberately designed management system to ensure that all individuals' potential or talents can be used effectively and efficiently.

### ***Service***

Service is essentially a series of activities. Therefore, the service process takes place regularly and continuously, covering all organizational life in society. The process is meant to be carried out to meet the needs of the recipient and the service provider. According to Moenir, service as a process of meeting needs through others' activities is immediately accepted. In other words, it can be said that the service is an action taken by other people so that each of them gets the expected benefits and gets satisfaction [15].

Services in more detail, namely a series of invisible (intangible) activities that occur due to interactions between consumers and employees or other things provided by the service provider company intended to solve consumer or customer problems [16]. According to Sinambela, public service is as every activity carried out by the Government against many people who have every profitable activity in a group or unit, and offer satisfaction even though the results are not tied to a product physically [17]. In-law No. 25 of 2009 concerning public services, there is a definition of available service as an activity or series of exercises to fulfill the service needs following statutory regulations for every citizen and resident for the goods, services, or administrative services provided. By public service providers.

Public service is the provision of excellent service to the community, which is a manifestation of government officials' obligations as public servants. Outstanding service can be judged from the process and product dimensions [18]. The method includes institutions, human resources, mechanisms, facilities, and infrastructure. At the same time, products include type, quality, and quantity.

There are service management principles that can be used as a reference to carry out good service management. These principles include: (1) Identify the real needs of the congregation; (2) Provide integrated services (one-stop-shop); (3) Create a system and support services for the community; (4) Make everyone or employees responsible for the quality of service; (5) Serve the complaints of the congregation properly; (6) Continue to innovate; (7) Employees are as important as the congregation; (8) Be firm but friendly to the community; (9) Establishing outstanding communication and interactions with congregations; and (10) Always control the quality [16].

Good service is the company's ability to provide satisfaction to congregations with a predetermined standard. This ability is shown by the human resources and the facilities and infrastructure they have [19]. Many companies want to be considered the best in the eyes of the congregation. Because the community will be loyal to the products offered. Also, the company hopes that the services provided to pilgrims can be transmitted to other prospective worshippers. This is a separate promotion for the company, which runs continuously through word of mouth. In other words, OK service will enhance the company's image in the eyes of the congregation. This image must always be built so that the company's idea can continually be improved. In practice, good service has its characteristics, and almost companies use the same criteria to form good service characteristics. Several supporting factors directly affect the quality of the services provided, including professional employees, adequate infrastructure, the availability of all the desired

products, and responsibility for the congregation from start to finish. [20]. The first thing that affects good service is the human factor that provides the service.

Service management is applying science and art to plan, coordinate, and complete service activities to achieve service goals. Hajj services are managed by the Government through the Ministry of Religion of the Republic of Indonesia. They are regulated in Article 12 paragraph 1 of Law 13 of 2008, as well as the Decree of the Minister of Religion No. 244 of 1999 concerning the implementation of Hajj and Umrah as well as the Decree of the Director-General of Islamic Community Guidance and Haj Affairs Number D / 296 of 1999 concerning Guidelines for the Implementation of Haj and Umrah Worship. In this case, the Ministry of Religion in carrying out the pilgrims' services is providing services needed by the pilgrims starting from the registration process to the process of leaving the pilgrims to the holy land of Makkah, in collaboration with relevant agencies appointed by the Government.)

### **3. METHODS**

The place where the research was conducted was Hira Tour Travel. The method used in this research is a case study method using a qualitative approach [21]. This case study research method is used to obtain accurate information to answer the problems of this research, namely how to manage human resources in Umrah services, patterns of planning and implementation of Umrah, patterns of social resource development in improving Umrah services, and Umrah service strategies in Hira Tour travel in improving the service quality.

The primary data sources (key informants) in this study were foundations, managers, staff, and Umrah pilgrims. From this information source, several data collection methods will be carried out, such as interviews, documentation, and observation, to obtain as much information as possible about the Umrah service strategy.

The data analysis technique used is in pattern matching, which compares the empirically obtained patterns with the predicted patterns. Finally, the analytical method (explanation building) is a way of analyzing case study data by building an explanation of the case.

### **4. RESULT AND DISCUSSION**

#### ***Human Resources Management in Umrah Services***

In human resource management, Hira Tour Travel carries out staff recruitment and selection to find qualified staff in providing Umrah services to congregations. The team that has passed the section is divided into two categories. First, those who can

immediately work because they have previous work experience. Second, those who do not have work experience. Groups that do not have work experience are given training first.

Training materials are provided for them according to the required skills. Also, the staff's interests and talents are considered according to the results of previous selection or previous experience. The duration of training is also determined. Education and training are provided to increase the knowledge and skills of staff so that they can meet the demands of the organization in the face of competition and change [22]. Education and training can be done inside Hira Tour Travel or outside Hira Tour Travel, following the consideration of Hira Tour Travel's financial needs and capabilities.

The selection of staff is strict and transparent. In general, Hira Tour Travel wants its team to be highly committed to progress, honest, loyal, hardworking, resilient, highly motivated, understand the vision and mission of the Hira Tour Travel and have good character.

Human resource planning at Hira Tour Travel is going well. This is proven by the maximum utilization of human resources available in the institution. Starting from staff planning, where Hira Tour Travel determines the right type of human resources at the right time to occupy the vacant position, so there is no shortage of human resource problems. Of course, competent human resources are following their fields. In general, Hira Tour Travel carries out recruitment, selection, needs analysis, job analysis, salary and bonuses, career advancement, works according to the job description.

### ***Planning and Implementation of Umrah***

In planning and implementing the strategic plan for the Umrah organization, Hira Tour Travel is generally divided into two, namely the long term and the short term. The strategic plan for administering long-term haj and umrah pilgrimages includes: (1) maintaining the quality of services by carefully controlling and developing human resources; (2) improve service quality by adding facilities that support congregational satisfaction; (3) prepare professional and proportional human resources in the field of Umrah services; (4) implementing a strict control and supervision system; (5) fostering relationships with the umrah congregation, for example providing detailed information; (6) procurement of promotions that can improve services such as making leaflets, websites, online internet, billboards and through mass media; (7) creating a network system that can facilitate the delivery of information and making ideal service designs via the internet; and (8) centralized data collection and data collection system for congregations.

As well as a long-term strategic plan. Hira Tour Travel is also planning a strategic implementation of short-term Umrah pilgrimage, which includes; (1)

monitoring technological developments, consumer needs, competition for the behavior of the Umrah pilgrims; (2) understand the development of society to provide satisfactory services to prospective Umrah pilgrims; (3) continuously conduct research and development so that the services provided are not far behind competitors; (4) understand and monitor technological developments, the needs and behavior trends of the pilgrims and the Umrah; and (5) continuously carry out good cooperation with respective networks or other agencies related to the Hajj and Umrah sectors.

Hira Tour Travel realizes that in implementing the plan, Hira Tour Travel receives support and obstacles in implementing the program. Supporting factors which include; (1) the condition of the staff at Hira Tour Travel to help one another by maximizing the performance of each assigned division; (2) good cooperation between the many parties involved, for example, related banks, so that it facilitates the administration carried out by Hira Tour Travel and also makes it easier for prospective congregations who wish to register; (3) there is a good response and welcome from the congregation; and (4) cooperation with branches in various regions to make it easier for congregations in these regions to register.

Inhibiting factors which include; (1) late processing of passports which slows down the distribution to immigration authorities; (2) unwillingness and inability of the staff or the Umrah division to carry out planning activities that have been made; (3) planning that has been made is not following estimates; and (4) The congregation lacks knowledge about Umrah worship.

### ***Human Resources Development Patterns in Improving Umrah Services***

In implementing human resource development in improving Umrah services, apart from providing training guidance to staff, Hira Tour Travel also has SOPs (SOP for Passport management, Manasik SOP, Umrah departure SOP, and Umrah return SOP). Also, Hira Tour Travel has principles in providing services. These principles are part of coaching for staff and prospective Umrah pilgrims. The tenets of Hira Tour Travel include: (1) simplicity; (2) clarity; (3) certainty and timeliness; (4) is not discriminatory; (4) responsibility; (5) completeness of facilities and infrastructure; (6) easy access; (7) honesty; (8) discipline, politeness and friendliness; and (9) safety and comfort.

### ***Strategy for Umrah Service in Hira Tour, Travel in Improving Service Quality***

In improving the quality of Umrah services, Hira Tour Travel provides services to pilgrims in administrative services, guidance services, transportation services, health services, medical services, accommodation services, and consumption services.

However, in implementing the service strategy, there are several supporting and inhibiting factors.

The factors that support the service to the congregation are the facilities provided such as; (1) types of four or five-star hotels; (2), not in transit; (3) the accompanying doctor; (4) strategic geographical location; (5) continuous publication from Hira Tour Travel through several media which is sufficient to assist the marketing of the agency; (6) the place or office used is adequate and complete in terms of its facilities and infrastructure; (7) has enough links or cooperation parties to keep Hira Tour Travel afloat.

While the inhibiting factors are; (1) food menu that does not suit the taste of the congregation; (2) flight delays due to unfavorable weather for flight; (3) the emergence of fierce competition due to the large number of bureaus organizing Umrah worship, so that it will reduce the quota given to each bureau for organizing Umrah worship; (4) the increasing price of the dollar will have an impact on the cost of going up the Umrah; (5) lack of knowledge of the congregation in carrying out Umrah worship. However, Hira Tour Travel continues to guide him in carrying out his worship, according to the Shari'a.

## 5. CONCLUSION

The results showed that Hira Tour Travel conducted recruitment, selection, needs analysis, job analysis, salary and bonuses, career advancement, working according to the job description. Staff who has passed the section are divided into two categories, namely team who can immediately work because they already have previous work experience and staff who do not have work experience are given training first. Apart from that, planning and implementing strategic plans for the Umrah organizers. Hira Tour Travel is divided into two, namely long term and short term. However, in realizing the program, there are still obstacles such as unwillingness and inability of the staff or the Umrah division to carry out the planning activities that have been made. Hira Tour Travel has Operational Standards (Passport management, Manasik, Umrah departures, and Umrah returns). Also, Hira Tour Travel has principles in providing services such as the certainty and timeliness of Umrah implementation. Hira Tour also offers services to pilgrims in administrative services, guidance services, transportation services, health services, medical services, accommodation services, and consumption services. However, the obstacle is a lack of knowledge of the congregation in carrying out the Umrah pilgrimage.

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