The impact of employee performance on the quality of Hajj pilgrim services: A study at the Ministry of Religious Affairs

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Abstract

This study investigates the influence of employee performance on the quality of Hajj services at the Ministry of Religious Affairs in Pasaman Regency. The research aims to develop a comprehensive model linking employee performance indicators (quality of work, communication, promptness, capability, and initiative) to service quality dimensions (responsiveness, assurance, tangibles, empathy, and reliability). Employing a quantitative approach, primary data were collected from 92 respondents using simple random sampling, and analyzed through validity and reliability tests, linear regression, and hypothesis testing. The results indicate a significant positive relationship between employee performance and service quality, with a regression coefficient of 0.804 and an R^2 value of 0.705, implying that 70.5% of the variance in service quality is explained by employee performance. The findings suggest that enhancing employee performance can substantially improve the quality of Hajj services, providing actionable insights for the Ministry to implement targeted human resource practices. Future research should extend this analysis to other regions and explore additional variables influencing service quality in the Hajj context.

Keywords: employee performance; service quality; Hajj services; Ministry of Religious Affairs.

Introduction

Employee performance is a critical concept within organizational and business management, representing the achievements and results obtained by an agency or company through its operational activities utilizing available resources (Zainal et al., 2014). Performance is a product of manner and motivation, highlighting that it is essentially the result of an employee's work (Usman, 2010). Furthermore, performance is defined as the quality and quantity of work achieved by an employee in fulfilling their responsibilities (Rahadi, 2010). Kasmir expands on this by describing performance as the outcomes and work behaviors exhibited in completing tasks and responsibilities over a specified

period, typically one year (Kasmir, 2016). This temporal aspect aligns with standard performance evaluation cycles in many organizations.

Service quality, a critical factor in the success of service-oriented organizations, is defined by Parasuraman as the extent of the discrepancy between customers' expectations and their perceptions of the service received. Wyekof describes it as the capability of the service provider to meet and control customer desires (Sulistiyowati, 2018). Service quality involves responsiveness, assurance, tangibles, empathy, and reliability, dimensions that provide a comprehensive framework for assessing and improving service quality (Lupiyoadi, 2013). This multidimensional approach ensures that evaluations capture both the outcomes and behaviors contributing to overall effectiveness and success.

The main research problem centers on the influence of employee performance on the quality of Hajj services at the Ministry of Religious Affairs. This issue is significant as the quality of service provided during the Hajj pilgrimage directly impacts the overall experience of the pilgrims, who rely on efficient and effective services to fulfill their religious obligations. Employee performance, encompassing the quality and quantity of work, is crucial in determining service outcomes. Despite existing frameworks for evaluating performance and service quality, gaps remain in understanding the specific dynamics within the context of Hajj services.

Addressing this problem requires a holistic approach that integrates various dimensions of employee performance and service quality. The research aims to develop a model that links employee performance indicators –such as quality of work, communication, promptness, capability, and initiative– to service quality dimensions, including responsiveness, assurance, tangibles, empathy, and reliability. By establishing this connection, the study seeks to identify key areas for improvement and provide actionable insights for enhancing the overall quality of Hajj services.

Research has demonstrated that factors such as work discipline, compensation, career development, and work environment significantly impact employee performance, which in turn affects service quality (Indriastuti et al., 2024). For instance, the

Ministry of Religious Affairs in Sragen Regency found that employee competence and demographics play crucial roles in enhancing performance, directly impacting the quality of services provided to Hajj pilgrims (Rochmawati & Indiyati, 2022). These findings highlight the importance of targeted human resource practices in improving service delivery outcomes.

In Bukittinggi, the implementation of management practices in Hajj registration has led to significant improvements in efficiency, data accuracy, and service quality, underscoring the importance of effective communication and strong managerial support (Yani & Zulhelmi). Similarly, in Balikpapan, business process reengineering has been adopted to make Hajj registration services more effective and efficient, emphasizing the role of employee performance in enhancing service quality (Auliya & Prabowo, 2021). These cases illustrate the potential of strategic management interventions in driving performance and quality improvements.

The application of quality management systems, including administrative participation, accountability, transparency, and delegation of authority, has positively impacted performance at the Ministry of Hajj and Umrah, despite challenges such as information and data gaps (Al Osaimi & Abdelhameed, 2022). Research in Tanggulangin, Sidoarjo, also indicates a strong relationship between employee performance and administrative service quality, with a significant portion of service quality variability explained by employee performance (Putri & Mursyidah, 2022). These studies provide a robust foundation for exploring the interplay between employee performance and service quality in the context of Hajj services.

Studies on the impact of employee performance on service quality in the context of Hajj services have highlighted several critical factors, including work discipline, competence, and effective management practices (Rochmawati & Indiyati, 2022; Yani & Zulhelmi; Auliya & Prabowo, 2021). Despite these insights, there remains a need for a comprehensive model that explicitly links specific performance indicators to service quality dimensions within the Hajj service context. This gap underscores the importance of further research to develop a nuanced understanding of these dynamics.

Existing research has focused on specific aspects of employee performance and service quality, but there is a lack of studies that integrate these aspects into a holistic framework. For example, while some studies have examined the role of employee competence and demographics in performance (Rochmawati & Indiyati, 2022), others have focused on management practices and their impact on service quality (Yani & Zulhelmi). There is a need to bridge these perspectives to provide a more comprehensive understanding of how different factors interact to influence service quality.

Additionally, although quality management systems have been shown to impact performance positively, the specific mechanisms through which these systems influence employee behaviors and service outcomes in the context of Hajj services are not well understood (Al Osaimi & Abdelhameed, 2022). This gap points to the need for research that explores the implementation and effectiveness of these systems in detail, considering the unique challenges and requirements of Hajj service provision.

The objective of this study is to examine the influence of employee performance on the quality of Hajj services at the Ministry of Religious Affairs office of Pasaman Regency. By investigating specific performance indicators and their relationship to service quality dimensions, the study aims to develop a comprehensive model that can guide improvements in service delivery. The research seeks to fill existing gaps by providing detailed insights into the mechanisms through which employee performance impacts service quality in the context of Hajj services.

The novelty of this study lies in its holistic approach to linking employee performance and service quality, considering multiple performance indicators and service dimensions. Unlike previous studies that have focused on specific aspects of performance or service quality, this research integrates these elements into a cohesive framework, offering a more comprehensive understanding of the dynamics at play. This approach provides a unique contribution to the literature, with practical implications for enhancing the quality of Hajj services.

The scope of the study encompasses the Hajj and Umrah Organizer Section of the Ministry of Religious Affairs office of Pasaman Regency, focusing on the period from 2015 to 2022. The research employs a quantitative approach, utilizing primary and

secondary data to analyze the relationship between employee performance and service quality. By addressing this specific context, the study aims to provide actionable insights that can be applied to similar service-oriented organizations, particularly those involved in the provision of Hajj services.

Literature review

Employee performance

Performance is a critical concept within organizational and business management, representing the achievements and results obtained by an agency or company through its operational activities utilizing available resources (Zainal, Mansyur, Ramly, & Arafah, 2014). According to Robbins, performance is a product of manner and motivation, highlighting that it is essentially the result of an employee's work (Usman, 2010). Mangkunegara further expands on this by defining performance as the quality and quantity of work achieved by an employee in fulfilling their responsibilities (Rahadi, 2010).

Kasmir provides a comprehensive definition, describing performance as the outcomes and work behaviors exhibited in completing tasks and responsibilities over a specified period, typically one year (Kasmir, 2016). This definition underscores the temporal aspect of performance measurement, which aligns with standard performance evaluation cycles in many organizations.

Furthermore, T.R. Michel outlines five key indicators for measuring performance: quality of work, communication, promptness, capability, and initiative (Basri & Saman, 2020). These indicators offer a multidimensional approach to assessing employee performance:

1. Quality of work: The degree to which the work produced meets or exceeds the satisfaction of consumers.

2. Communication: The effectiveness with which employees interact and convey information to consumers.

3. Promptness: The speed at which tasks are completed, reflecting an employee's ability to work efficiently and meet deadlines.

4. Capability: The extent to which employees can perform their duties proficiently.

5. Initiative: The ability of employees to independently resolve issues and prevent failures in task execution.

By considering these indicators, organizations can adopt a holistic approach to performance measurement, ensuring that evaluations capture both the outcomes and behaviors that contribute to overall effectiveness and success.

Service quality

Service quality is a critical factor in the success of any service-oriented organization. According to Parasuraman, service quality is defined as the extent of the discrepancy between customers' expectations and their perceptions of the service received. Wyekof expands on this definition by describing service quality as the capability of the service provider to meet and control customer desires (Sulistiyowati, 2018).

Service quality can be interpreted as the actions taken by an organization or company to satisfy consumers as service recipients. One of the significant studies on service quality by Parasuraman et al. identified five dimensions of service quality (Lupiyoadi, 2013):

1. Responsiveness: This dimension involves the willingness and readiness of employees to help customers and provide prompt service. It includes conveying clear information to ensure customer satisfaction.

2. Assurance: Assurance refers to the knowledge, courtesy, and ability of employees to inspire trust and confidence in customers. This dimension encompasses several components, including communication, security, competence, and manners.

3. Tangible: Tangibles are the physical evidence of the service, including the appearance of physical facilities, equipment, personnel, and communication materials. It reflects the company's ability to demonstrate its existence and reliability to customers through its physical infrastructure and the professional appearance of its employees.

4. Empathy: Empathy is the provision of caring, individualized attention to customers. It involves understanding customer needs and providing personalized services to meet those needs, demonstrating that the company values its customers.

5. Reliability: Reliability is the ability to perform the promised service dependably and accurately. This dimension emphasizes

meeting customer expectations by providing services consistently and without errors, ensuring punctuality, and maintaining a sympathetic attitude.

These dimensions provide a comprehensive framework for assessing and improving service quality. By focusing on these areas, organizations can enhance customer satisfaction, build customer loyalty, and ultimately achieve better business outcomes.

Hajj pilgrim service

The Hajj pilgrimage, a significant religious journey for Muslims, involves millions of pilgrims from around the world traveling to the holy city of Makkah in Saudi Arabia. The management of such a massive gathering requires meticulous planning and coordination to ensure the health, safety, and well-being of the pilgrims. Various studies have explored different aspects related to the services provided to Hajj pilgrims, shedding light on the challenges and strategies involved in managing this annual event.

One crucial aspect of ensuring a successful Hajj pilgrimage is the management of funds and resources by the authorities overseeing the pilgrimage. Studies such as Muneeza et al. (2018) have compared the management of Hajj funds in different countries like Malaysia, Indonesia, and the Maldives, highlighting the efforts invested in areas such as transport planning, crowd management, air quality monitoring, and healthcare services to safeguard the well-being of the pilgrims. Additionally, the utilization of real-time database management systems, as discussed by (Khwaja, 2017), plays a vital role in efficiently processing the immigration of the large crowds of pilgrims during the Hajj event.

Healthcare services are of paramount importance during the Hajj pilgrimage, considering the large number of pilgrims and the potential health risks involved. Screening for cognitive impairment, as studied by (Alzahrani et al., 2019), and monitoring prevalent diseases like diabetes and hypertension among pilgrims, as explored by (Yezli et al., 2021), are crucial for effective health service planning and delivery. Moreover, studies such as Shafi et al. (2016) emphasize the provision of high-quality medical care to minimize health risks for both pilgrims and residents of Saudi Arabia.

The Hajj pilgrimage also poses logistical challenges, such as crowd management and accommodation for the pilgrims. Research by Shambour & Khan (2022) focuses on optimizing the distribution

of pilgrims in Mina tents, while Puspita (2023) discusses crowd management and navigation systems using mobile and RFID technologies to track pilgrims. These initiatives aim to enhance the capacity and efficiency of accommodating the increasing number of pilgrims attending the Hajj each year.

Furthermore, the cultural and dietary needs of pilgrims are essential considerations during the Hajj pilgrimage. Studies like Turkistani (2022) delve into the special dietary requirements of pilgrims and the practices of agencies in ensuring food quality and safety. Understanding and catering to the diverse needs of pilgrims, including providing education on medication management, as highlighted by (Yezli et al., 2021), are crucial for ensuring a safe and comfortable pilgrimage experience.

In conclusion, the management of services for Hajj pilgrims involves a multidimensional approach encompassing financial management, healthcare services, crowd control, logistical planning, and cultural considerations. By addressing these various aspects effectively, authorities can enhance the overall experience for pilgrims and ensure a successful and spiritually fulfilling Hajj pilgrimage.

Research methods

This study employed a quantitative research method to examine the influence of employee performance at the Ministry of Religious Affairs office of Pasaman Regency on the quality of Hajj pilgrim services. Quantitative research, as defined by Suryani and Hendryadi, involves the application of statistical analysis to process data (Suryani & Hendryadi, 2015; Sugiyono, 2019).

The research was conducted at the Ministry of Religious Affairs office of Pasaman Regency from September to December 2022. The aim was to determine how employee performance impacts the quality of services provided to Hajj pilgrims. The study focused on the Hajj and Umrah Organizer Section of the office.

Two types of data were utilized in this study: primary data and secondary data. Primary data were obtained directly from pilgrims at the Ministry of Religious Affairs office, while secondary data were sourced from the office's archives, relevant books, scientific journals, and theses related to the research topic.

The population for this study consisted of pilgrims from the Ministry of Religious Affairs of Pasaman Regency. A sample of 92 respondents was selected using simple random sampling from a total of 1158 pilgrims spanning 2015-2022, calculated using the Slovin formula with a 10% margin of error (Winarni, 2018).

The study identified two main variables:

Employee performance (X): This variable represents the work results and behaviors demonstrated by employees in completing tasks within a specific period.

Service quality (Y): This variable reflects the actions taken by the organization to provide satisfaction to service recipients.

Table 1. Variable operational definitions

Variable	Definition	Indicator
Employee performance	The work results and behaviors achieved by an employee in completing tasks over a specific period.	Quality of work, Communication, Promptness, Capability, Initiative
Service quality	The actions of an organization to provide satisfaction to consumers.	Responsiveness, Assurance, Tangibles, Empathy, Reliability

Sources: Michel & Palralsuralmaln

The variables were measured using a Likert scale, where scores range from 1 (strongly disagree) to 5 (strongly agree) (Sugiyono, 2019). Data collection involved three methods: observation, documentation, and questionnaires. The instruments were tested for validity and reliability to ensure accuracy and consistency.

The analysis was conducted using simple linear regression to examine the relationship between employee performance and service quality. Hypothesis testing was performed using the t-test (partial) and determination test.

Table 2. Data response classification

No	Category	Respondent	Percentage
1	Gender		
	Male	39	42.4%
	Female	53	57.6%
	Total	92	100%
2	Age		
	17-30	0	0%

No	Category	Respondent	Percentage
	17-30	20	21.7%
	>50	72	78.3%
	Total	92	100%
3	Education level		
	SD	22	23.9%
	SLTP	11	12%
	SLTA	24	26.1%
	S1	30	32.6%
	S2	5	5.4%
	S3	0	0%
	Total	92	100%
4	Occupation		
	Farmer	31	33.7%
	Military/Police	0	0%
	Civil servant	28	30.4%
	Private employee	4	4.3%
	Entrepreneur	16	17.4%
	Others	13	14.1%
	Total	92	100%
5	Number of Hajj departures		
	1 time	85	92.4%
	>1 times	7	7.6%
	Total	92	100%

Source: Primary data processed in 2022

Validity test

The validity of the instrument in this study was assessed using a validity test. This involved correlating the scores obtained from each statement item with the total score of the individual. The criteria for decision-making are as follows:

1. If the value of r is positive and r count > r table (at a significance level of α = 5%), the variable in this study is considered valid.

2. If the value of r is positive and r count < r table (at a significance level of α = 5%), the variable in the study is considered invalid (Fikri, Wiyani & Suwandaru, 2016).

Table 3. Variable validity test results for X (employee performance)

Variable	Statement	r-Count	r-Table (5%)	Information
	X1	0.820	0.2050	valid
	X2	0.828	0.2050	valid
Employee	X3	0.845	0.2050	valid
performance (X)	X4	0.739	0.2050	valid
	X5	0.842	0.2050	valid
	X6	0.773	0.2050	valid

Variable	Statement	r-Count	r-Table (5%)	Information
	X7	0.867	0.2050	valid
	X8	0.741	0.2050	valid
	X9	0.735	0.2050	valid
	X10	0.352	0.2050	valid

Source: Primary data, 2022

The table 3. indicates that all statements regarding the employee performance variable (X) are valid, as the r-count values for each statement exceed the r-table value.

Table 4. Variable validity test results for Y (service quality)

Variable	Statement	r-Count	r-Table (5%)	Information
Quality of service (Y)	Y1	0.770	0.2050	Valid
	Y2	0.831	0.2050	Valid
	Y3	0.755	0.2050	Valid
	Y4	0.632	0.2050	Valid
	Y5	0.664	0.2050	Valid
	Y6	0.619	0.2050	Valid
	Y7	0.831	0.2050	Valid
	Y8	0.841	0.2050	Valid
	Y9	0.868	0.2050	Valid
	Y10	0.808	0.2050	Valid

Source: Primary data, 2022

The table 4. shows that all items of the service quality variable (Y) are valid, as the r-count values for each statement are greater than the r-table value.

Hypothesis

According to Sugiyono, a hypothesis is a provisional answer to the formulation of a research problem, where the problem is stated in the form of a question (Sugiyono, 2019). The following are the hypotheses proposed by the researcher in this study:

H_0: There is no influence of employee performance on the quality of Hajj pilgrim services at the Ministry of Religious Affairs of Pasaman Regency.

H_1: There is an influence of employee performance on the quality of Hajj pilgrim services at the Ministry of Religious Affairs of Pasaman Regency.

The hypotheses formulated are aligned with the objectives of the study and the data collected. The null hypothesis (H_0) states that there is no significant effect of employee performance on the quality

of Hajj pilgrim services, which serves as the baseline assumption for statistical testing. On the other hand, the alternative hypothesis (H_1) posits that there is a significant effect, suggesting that improvements in employee performance will positively impact the quality of services provided to the pilgrims.

Based on the data and analysis conducted, including the validity and reliability tests, as well as the regression analysis, the research aims to either accept or reject the null hypothesis. The statistical tests (t-test and determination test) will provide the necessary evidence to support the acceptance of H_1 if a significant relationship is found, or to retain H_0 if no significant relationship is observed.

The formulation and verification of these hypotheses are crucial steps in understanding the dynamics between employee performance and service quality, ultimately guiding management practices at the Ministry of Religious Affairs of Pasaman Regency. The results from this study can be utilized to inform policy decisions and improve service delivery to Hajj pilgrims.

Results and discussion

Reliability test

Reliability tests were conducted on items that were declared valid. The purpose of the reliability test is to determine whether a variable is reliable. The reliability test was conducted using the Cronbach Alpha method with the following criteria:

1. If the value of Cronbach Alpha (α) > 0,60, the construct or variable is considered reliable.

2. If the value of Cronbach Alpha (α) < 0,60, the construct or variable is considered unreliable (Maulana & Muhajirin, 2021).

Table 5. Employee performance reliability test results

Reliability Statistics

Cronbach's Alpha	N of Items
.778	11

Source: SPSS 24 Output (2022)

The table 5. shows the reliability test results for the employee performance variable (X). The SPSS 24 output indicates a Cronbach

Alpha value of 0,778, which is greater than 0,60, thus the employee performance variable is considered reliable.

Table 6. Service quality reliability test results

Reliability Statistics

Cronbach's Alpha	N of Items
.778	11

Source: SPSS 24 Output (2022)

The table 6. presents the reliability test results for the service quality variable (Y). The SPSS 24 output shows a Cronbach Alpha value of 0,778, which exceeds 0,60, indicating that the service quality variable is reliable.

Simple linear regression analysis test

Simple linear regression analysis was used to measure the influence of employee performance (X) on service quality (Y) (Maulana & Muhajirin, 2021). The results of the simple linear regression analysis examining the influence of employee performance on the quality of Hajj Pilgrim Services at the Ministry of Religious Affairs of Pasaman Regency are presented below:

Table 7. Results of simple linear regression analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	7.656	2.269		3.374	.001
	Kinerja Pegawai	.804	.055	.840	14.667	.000

a. Dependent Variable: Kualitas Pelayanan

Source: SPSS 24 output (2022)

From the table 7., the regression coefficient of the simple linear regression analysis is derived. The equation used is:

$$Y = al + b\,X$$

where:

Y = Service quality variable

X = Employee performance variable

a = Constant

b = Regression coefficient

The SPSS 24 output provides the following simple linear regression equation model

$$Y = 7\,656 + 0\,804\,X$$

Based on the calculation, the analysis results are as follows:

1. The constant (a) for the Y variable is 7656, indicating that if employee performance (X) is 0, the quality of Hajj Pilgrim services at the Ministry of Religious Affairs of Pasaman Regency is 7656 or 76,56%.

2. The coefficient (b) for employee performance (X) is 0,804, suggesting a positive influence between employee performance and service quality. Thus, a 1-unit increase i

Hypothesis test results

The partial t-test aims to determine whether there is an influence of employee performance (X) on service quality (Y). The criteria for decision-making are as follows (Ismail & Yusuf, 2021):

1. If the t-count > t-table or the significant value of the t-test < 0.05, H_1 is accepted and H_0 is rejected, indicating a significant influence of X on Y.

2. If the t-count < t-table or the significant value of the t-test > 0.05, H_0 is accepted and H_1 is rejected, indicating no significant influence of X on Y.

Table 8. Partial test results (T-test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.656	2.269		3.374	.001
	Kinerja Pegawai	.804	.055	.840	14.667	.000

a. Dependent Variable: Kualitas Pelayanan

Source: SPSS 24 Output (2022)

The table 8. shows a t-calculated value for employee performance of 14,667. With degrees of freedom (df) = N - k - 1 = 92 - 1 - 1 = 90 and α = 5%/2, the t-table value is 1,98667. The t-calculated value exceeds the t-table value (14.667 > 1,98667), and the significant t-test value is smaller than 0,05 (0,000 < 0,05). Thus, H_1 is accepted and H_0 is rejected, indicating that Employee Performance significantly affects the quality of Hajj pilgrim services.

Coefficient of determination test (R^2)

The coefficient of determination assesses the extent to which employee performance variables explain the variance in service quality for pilgrims. The R² value is found in the model summary of the SPSS output. If the R² value is close to 1, the relationship between the variables is strong. Conversely, if it is close to 0, the relationship is weak (Royhan, 2021).

Table 9. Determination coefficient test results (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840ª	.705	.702	2.565

a. Predictors: (Constant), Kinerja Pegawai

Source: SPSS 24 output (2022)

The table 9. presents the SPSS 24 determination coefficient test results. The R value is 0,840, indicating a strong positive correlation between employee performance and service quality at the Ministry of Religious Affairs of Pasaman Regency. The R² value is 0,705, meaning that 70,5% of the variance in service quality is explained by employee performance, while the remaining 29.5% is influenced by other variables.

The study examined the effect of employee performance on the quality of Hajj pilgrim services at the Ministry of Religious Affairs of Pasaman Regency. The findings indicate a significant and positive relationship between employee performance and service quality, with a regression coefficient of 0.804. This implies that a one-unit increase in employee performance leads to a 0,804 increase in the quality of services provided to Hajj pilgrims.

The validity and reliability of the instruments used in this study were rigorously tested. The validity test confirmed that all items for the variables of employee performance and service quality were valid, as the r-count values exceeded the r-table values. This ensures that the data collected accurately reflect the constructs being measured. The reliability tests, conducted using the Cronbach Alpha method, further validated the consistency of the instruments, with both variables achieving a Cronbach Alpha value above the threshold of 0,60, indicating high reliability.

A simple linear regression analysis was employed to quantify the influence of employee performance on service quality. The resulting equation Y = 7656 + 0,804XY highlights that, even in the absence of employee performance (X=0), the baseline service quality stands at 76,56%. This underscores the foundational quality of services provided by the Ministry. However, the positive coefficient (b=0,804) demonstrates that improvements in employee performance significantly enhance service quality, validating the hypothesis that employee performance is a crucial determinant of service quality.

The hypothesis testing further solidified these findings. The t-test results, with a t-calculated value of 14,667, substantially exceed the t-table value of 1,98667, and the significance level is well below 0,05. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted, confirming that employee performance has a significant impact on service quality. This aligns with previous research by Novida Anggraini (2017), which also identified a significant relationship between employee performance and service quality.

Additionally, the coefficient of determination (R^2) was calculated to understand the proportion of variance in service quality explained by employee performance. The R^2 value of 0.705 indicates that 70,5% of the variability in service quality can be attributed to employee performance, while the remaining 29,5% is influenced by other factors not examined in this study. This strong positive correlation (R value of 0,840) underscores the critical role of employee performance in determining service quality.

These findings have important implications for the Ministry of Religious Affairs of Pasaman Regency. Enhancing employee performance through targeted training, effective management practices, and continuous performance evaluation could lead to substantial improvements in the quality of services provided to Hajj pilgrims. Given the significant impact of employee performance on service quality, the Ministry should prioritize initiatives that foster employee development and performance excellence.

Conclusion

The study investigated the influence of employee performance on the quality of Hajj pilgrim services at the Ministry of Religious Affairs office in Pasaman Regency. The findings reveal a significant

positive relationship between employee performance and service quality. Specifically, the regression analysis indicated that improvements in employee performance are associated with higher service quality, demonstrating that an increase in employee performance by one unit results in a 0,804 unit increase in service quality. This highlights the critical role of employee performance in enhancing the overall service quality experienced by Hajj pilgrims, which is crucial for fulfilling their religious obligations effectively.

Furthermore, the study's validity and reliability tests confirmed that the measurement instruments used were both accurate and consistent. The results from the simple linear regression analysis and hypothesis testing provided strong evidence that employee performance significantly affects service quality. With a coefficient of determination (R^2) of 0,705, the study indicates that 70,5% of the variability in service quality can be attributed to employee performance, underscoring its substantial impact. This emphasizes the need for the Ministry of Religious Affairs to invest in strategies that enhance employee performance to improve service outcomes for Hajj pilgrims.

Despite these findings, the study has some limitations. It focuses solely on the Pasaman Regency office, which may limit the generalizability of the results to other regions. Additionally, the study only considers employee performance as a determinant of service quality, while other factors such as organizational culture, technology, and external environmental influences were not examined. Future research should explore these additional variables and extend the analysis to other regions to develop a more comprehensive understanding of the factors affecting service quality in the context of Hajj services.

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