

Optimization of Document Management to Improve Services for Prospective Hajj Pilgrims at the Ministry of Religious Affairs Office in Bukittinggi City

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Abstract

This research is motivated by the existence of problems in the mechanism of optimizing the management of Hajj registration documents which are sometimes hampered by the network, and the lack of knowledge of prospective pilgrims in the Hajj registration process so that errors in the Pilgrim's data often occur. This study aims to study how to optimize the document management process as a service provided to prospective pilgrims and the relationship between the document management process and the services provided to prospective pilgrims. This study uses a qualitative research approach. This study uses a descriptive qualitative approach. The data used consists of primary and secondary data. Primary data comes from employees of the Hajj and Umrah Organizers of the Ministry of Religious Affairs of Bukittinggi City and is obtained through observation, interviews, and documentation. The results of the research obtained by the author indicate that the Ministry of Religious Affairs of Bukittinggi City has managed Hajj documents effectively and efficiently according to the optimization theory by Poerwadarminta. Document management is carried out well using an IT-based system in its management, and continues to make optimization efforts in managing Hajj documents so that Hajj document management services run optimally. And the management of Hajj documents is included in the services for Hajj pilgrims because in its implementation, services are provided in the form of verbal, written and deeds which are applied very well by Hajj officers.

Keywords: Document Management Optimization; Hajj Document Management; Hajj Administration Services

Abstrak

Penelitian ini dilatarbelakangi oleh adanya permasalahan dalam mekanisme pengoptimalisasian pengelolaan dokumen pendaftaran haji yang terkadang terhalang oleh jaringan, dan minimnya pengetahuan calon Jemaah dalam proses pendaftaran haji sehingga sering terjadi kesalahan data Jemaah. Penelitian ini bertujuan untuk mempelajari bagaimana mengoptimalkan proses pengelolaan dokumen sebagai pelayanan yang diberikan kepada calon jemaah haji serta hubungan antara proses pengelolaan dokumen dan pelayanan yang diberikan kepada calon jemaah haji. Studi ini menggunakan pendekatan penelitian kualitatif. Penelitian ini menggunakan pendekatan kualitatif deskriptif. Data yang digunakan terdiri dari data primer dan sekunder. Data primer berasal dari karyawan Penyelenggara Haji dan Umrah Kementerian Agama Kota Bukittinggi dan diperoleh melalui observasi, wawancara, dan dokumentasi. Hasil penelitian yang penulis peroleh menunjukkan bahwa Kementerian Agama Kota Bukittinggi telah melakukan pengelolaan dokumen haji secara efektif dan efisien menurut teori optimalisasi oleh Poerwadarminta. Pengelolaah dokumen terlaksana dengan baik menggunakan system yang berbasis IT dalam pengelolaannya, serta terus melakukan upaya pengoptimalisasian dalam mengelola dokumen haji sehingga pelayanan

pengelolaan dokumen haji berjalan dengan optimal. Serta pengelolaan dokumen haji termasuk ke dalam pelayanan bagi Jemaah haji karena dalam pelaksanaannya menerapkan pelayanan berupa lisan, tulisan, dan perbuatan yang diaplikasikan dengan sangat baik oleh petugas haji.

Kata Kunci: Optimalisasi Pengelolaan Dokumen; Pengelolaan Dokumen Haji; Pelayanan Administrasi Haji

Introduction

Hajj is an important obligation for Muslims and is the fifth pillar of Islam. It must be performed by those who are financially and physically able, and must be done safely during the journey and forever. Kartono (2016), as stated in Law no. 8 of 09 article 1 paragraph (1). The command to perform the Hajj pilgrimage which is an important obligation in Islam is stated in a verse of the Qur'an, namely (Az-Zuhaili, 2007):

وَأَتِمُّوا الْحَجَّ وَالْعُمْرَةَ لِلَّهِ

Meaning: "And complete the Hajj and Umrah for the sake of Allah." (QS. Al Baqarah verse 196)

وَأَذِّنْ فِي النَّاسِ بِالْحَجِّ يَأْتُوكَ رِجَالًا وَعَلَى كُلِّ ضَامِرٍ يَأْتِينَ مِنْ كُلِّ فَجٍّ عَمِيقٍ

Meaning: "And all the people who come to perform the Hajj will come to you on foot, or riding every lean camel, they will come from every distant corner." (QS. Al Hajj: verse 27)

Everyone, regardless of gender, is obliged to perform the Hajj once in their life. This obligation is established by Allah SWT and depends on a person's financial, physical commitment and sincerity to fulfill it. As Allah SWT says. In QS. Ali-Imran verse (97) (Az-Zuhaili, 2007):

فِيهِ آيَاتٌ بَيِّنَاتٌ مَقَامُ إِبْرَاهِيمَ ۚ وَمَنْ دَخَلَهُ كَانَ آمِنًا وَلِلَّهِ عَلَى النَّاسِ حُجُّ الْبَيْتِ مَنِ اسْتَطَاعَ إِلَيْهِ سَبِيلًا وَمَنْ كَفَرَ فَإِنَّ اللَّهَ غَنِيٌّ عَنِ الْعَالَمِينَ

Meaning: "There are clear signs there, (among them) the station of Ibrahim. Whoever enters it (Baitullah) is safe. And (among) the obligations of humans towards Allah is to carry out the pilgrimage to Baitullah, namely for those who are able to travel there. Whoever denies (the obligation of) the Hajj, then know that Allah is the richest (does not need shoes) from all the worlds."

Management of Hajj documents in organizing the Hajj pilgrimage is very important (Faradila & Kenedi, 2024). The Bukittinggi City Ministry of Religion, which is responsible for organizing the Hajj pilgrimage, is expected to carry out its duties in managing Hajj documents according to the provisions.

According to researchers' observations during their fieldwork internship at the Ministry of Religious Affairs in Bukittinggi City, there is a lack of understanding among those wishing to register for the Hajj regarding the registration process and the required documents for Hajj. Consequently, they experience difficulties in the

registration process. This demonstrates a lack of government outreach to the public regarding the Hajj document management process (Sari & Nurani, 2024).

Factors contributing to government offices' ineffective document management include limited storage space for archives and the lack of specialized archiving staff in the Hajj and Umrah Administration Section of the Bukittinggi City Ministry of Religious Affairs. Furthermore, poor network connectivity and the downtime of the program used to manage Hajj registration documents hinder information management.

Table 1. Data from the Hajj and Umrah Organizer Section of the Ministry of Religious Affairs Office in Bukittinggi City for 2022

No	NIP	Employee Name	Position
1	197403281998032002	Tri Andriani Djusair, S.Ag. MH	Head of PHU
2	197605152007012037	Mariani, S.Ag.	Compiler of Hajj registration/making materials
3	196802092002121002	Mul Khairat	Hajj management development analyst
4	198106152009012008	Yuni Yelfia A	Hajj document compiler
5		Arik Krisnawati	Compiler of control report for banks receiving Hajj deposits

Based on the data in Table 1, the Hajj and Umrah administration section of the Bukittinggi City Ministry of Religious Affairs Office has five employees, but only one is working. The person in charge of managing documents at the Bukittinggi City Ministry of Religious Affairs is Ms. Mariani and Ms. Yuni Yelfia A.

Literature Review

Hajj

Hajj travel documents are official documents given to Hajj pilgrims, such as passports and other necessary travel documents such as the Hajj Pilgrimage Administration Document (DAPIH)(Basyumi, 2008). Hajj travel documents are issued and signed by the Ministry of Religious Affairs (Firdausiyah & Putriani, 2024)(Yusni, 2015). This is in accordance with the Regulation of the General Directorate of Hajj and Umrah Organization Number D/05/2011 concerning guidelines for processing Hajj Pilgrimage Travel Documents. The following are the Hajj pilgrimage travel documents:

1. Hajj pilgrim passport, namely a standard passport containing 48 pages issued by Immigration Offices throughout Indonesia or by representatives of the Republic of Indonesia abroad.

2. A Hajj Visa is a written permit issued by Saudi Arabian officials that allows Indonesian citizens to enter Saudi Arabia and participate in the Hajj pilgrimage there.
3. DAPIH (Hajj Registration Administration Document), which is the identity of Hajj pilgrims intended for travel in Saudi Arabia and related countries, issued by the Ministry of Religion (Umrah, 2016).

In addition to passports, visas, and other travel documents, Hajj pilgrims are required to wear special identification such as bracelets, suitcases, and batik uniforms (Syafii, 2022). These are used for preparation and processing purposes in Indonesia and Saudi Arabia. The Hajj documents referred to in this research are the Hajj registration administrative documents. These documents serve as the initial reference for obtaining Hajj documents.

All the forms and documents required for the Hajj pilgrimage are called "Hajj documents." Hajj documents include:

- a. A passport is an official document issued by immigration authorities that confirms a person's identity and allows them to travel internationally.
- b. The Hajj Visa is a document issued by the Saudi Arabian Embassy that is required by Indonesian citizens to enter Saudi Arabia during the Hajj season, namely the sheet attached to the passport.

Documentation related to the Hajj must be authorized and signed by the Minister of Religious Affairs or an official appointed by the Ministry. The government policy regarding Hajj documents is as follows:

- a. The government is responsible for providing Hajj document services for those who will perform the Hajj pilgrimage.
- b. This service includes assistance in processing passports and visas, as well as providing administrative assistance and other necessary documents.
- c. Prospective Indonesian Hajj pilgrims receive regular passports.
- d. Hajj pilgrims' passports must be valid for at least six months from the date of departure.

In his book, Ronny Kountur states that understanding document management procedures involves determining user information needs, designing documents, and determining how they will be stored. This also involves determining the type of output to be produced. To explain the document management process, Kountur recommends using a flowchart system that details the input, process, and output stages. Kountur (1997) here's how a flowchart (data management flow) works:

- a. Creating documents, such as typing letters, (operation) Changing position or location to another individual or area (moving)
- b. Occasionally verify by signing. (check)
- c. Don't proceed immediately; wait for further instructions or information. (delay)
- d. These items should be retained or stored. (archive)

Whether or not the service provided in managing documents for prospective Hajj pilgrims is optimal can be seen from several indicators:

- a. The document processing procedure is easier, this is proven by the document management service procedure which has the principle of continuing to make things easier for prospective Hajj pilgrims by providing document management procedures that are easy to understand and not complicated.
- b. The short time for completing document management attempts to minimize the time spent serving Hajj pilgrims, however, the service provided must still be maximized with minimal completion time so that prospective pilgrims feel satisfied after receiving the service.
- c. Document processing services are free of charge. Government agencies do not charge or request any fees for the services provided. This means that prospective Hajj pilgrims only incur personal expenses for processing Hajj documents.
- d. Appropriate service products, service products received by prospective Hajj pilgrims must meet the requirements.
- e. Adequate facilities and infrastructure, facilities and infrastructure are very important for managing Hajj documents.
- f. Excellent service officer competence, Hajj officers must have a deep understanding of Hajj document management and possess the appropriate skills, attitudes, and behavior to provide service. According to Siringoringo (2005).

Service

When consumers and employees or other resources provided by the service provider interact with the aim of solving customer or consumer problems, service is defined as a process or series of actions (Winarsih, 2005). The author's conclusion is that service occurs when someone helps other people or prospective pilgrims without expecting anything other than Allah's pleasure. High quality service is needed to provide the best service to prospective Hajj pilgrims, including: (Simambela, 2010).

1. Transparency means being open, easy, and accessible to all parties who need it.

2. Accountability means being able to be held responsible in accordance with statutory provisions.
3. Conditional means that the conditions and capabilities of the service provider and recipient must be taken into account to ensure that the service is effective and efficient.
4. Participatory means that community members actively participate in providing services by taking into account the wishes, needs and requirements of the community.
5. Balance of rights and obligations, namely finding a fair balance between the rights and responsibilities of service providers and service recipients and solving justice problems.

Slamet Riyanto continues to strive to improve the Hajj organization to benefit the community. Consequently, the number of Hajj organizers continues to increase each year. Prospective Hajj pilgrims no longer need to worry about the services of the institution because quality services will guarantee their satisfaction and improve the institution's reputation in the eyes of prospective Hajj pilgrims.

Research Methods

Types of Research

This study used fieldwork to directly observe the implementation of digitalization in managing Hajj registration documents at the Bukittinggi City Ministry of Religious Affairs Office. This study employed a qualitative descriptive approach, involving detailed interviews to gather information from participants (Kriyantono, 2014). Qualitative research refers to research methods that produce descriptive data through written or spoken language, as defined by Bodgam and Taylor (Moelang, 2000).

Research Location

This research will be conducted at the Ministry of Religious Affairs Office in Bukittinggi City, West Sumatra. The company's headquarters are located at Jl. Bt. Ombilin II No. 10, Belakang Balok, Aur Birugo Tigo Baleh Village, Bukittinggi City, West Sumatra 26136.

Subjects and Objects of Research

This research focuses on the Hajj and Umrah Administration section of the Bukittinggi City Ministry of Religious Affairs Office. The goal of this section is to improve services to prospective Hajj pilgrims by optimizing the Hajj document management process.

Data Types and Sources

The data collected for the author's research was collected through various methods, including interviews, observations, and other data collection instruments. Two approaches were used to collect the data:

a. Primary Data

Primary data refers to primary information collected directly from participants through interviews and documentation. The author interviewed Mr. Febriyondi, the PHU Manager, and Ms. Yuni Yelfia, A., the Hajj Document Compiler.

b. Secondary Data

Secondary data refers to information that has been collected or compiled through previous research or published by other organizations. This data can be sourced from literature such as books, scientific papers, journals, or data provided by specific government offices, such as the Bukittinggi City Ministry of Religious Affairs Office.

Data collection technique

Data collection methods are used by researchers to obtain information from participants based on their research focus. The author used qualitative data to write this is through (Wiratna, 2014):

a. Observation

Observation involves close observation of the research object's activities to gather information directly (Sudaryono, 2018). Observation is conducted directly in the field by visiting the resource person and taking direct notes on the research object of managing the digitalization of registration documents for prospective Hajj pilgrims.

b. Interview

Interviews involve direct, face-to-face conversations with sources to gather relevant information (Arikunto, 2010). In this case, the author conducted interviews with the relevant parties.

c. Documentation

Books, reports, regulations, photos, films, and other data related to the research are used as sources of information.

Data Analysis Techniques

Data analysis involves a series of tasks such as reviewing, categorizing, organizing, interpreting, and confirming data to gain social, academic, and scientific

insights. Researchers use the interactive model proposed by Huberman in Sugiono and Miles to analyze data in the field.

1. Data reduction

Data reduction is a type of analysis that organizes, categorizes, eliminates, and cleans data so that final conclusions can be drawn and verified. It involves selecting specific information to help simplify and transform data obtained from written field notes.

2. Display (presentation)

Data presentation is an organized collection of information that draws conclusions and provides opportunities for action. Miles states that data presentation is the analysis of the layout of rows and columns in a qualitative data matrix to determine the type and form of data to be included in the matrix. The data presentation process should enable researchers to more easily understand the research results. The large amount of data obtained makes it difficult for researchers to understand the relationships between existing details, thus making it difficult for them to understand the process of explaining research results and drawing conclusions from a single piece of data.

3. Verification and drawing conclusions

Using the collected data from field, research This inspect how much effective digitalization document registration Hajj pilgrims at the Ministry of Religion Office in Bukittinggi City. Writer Then summarize data based on information factual and interpret it use relevant theories. Writer Also presenting data in form negative. Lastly, taken conclusion from findings study.

Result and Discussion

Hajj Document Management Mechanism at the Ministry of Religion of Bukittinggi City

The Bukittinggi City Ministry of Religious Affairs Office must follow government-established procedures for processing Hajj documents. These procedures are outlined in Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 6 of 2019, which amends Regulation of the Minister of Religious Affairs of the Republic of Indonesia Number 13 of 2018. These regulations relate to the implementation of the Hajj pilgrimage. The Hajj document management process for providing services to prospective pilgrims will involve three stages: the Hajj registration stage, the Hajj Travel Cost (BIPIH) payment stage, and the Hajj

documentation stage, which includes passport issuance and visa issuance (Zulfa et al., 2025). Hajj document management at the Bukittinggi City Ministry of Religious Affairs is entirely manual, as well as IT-based, known as SISKOHAT.

Hajj registration is carried out by prospective pilgrims to obtain a portion number. The service implemented at the Bukittinggi City Ministry of Religious Affairs Office is based on the "First Come, First Serve" principle, meaning that prospective pilgrims who arrive first will receive earlier service than those who arrive later (Kurniyasih, Setiawan, & Afrianty, 2024). Hajj registration is carried out by Hajj officers in the Hajj Hall. Prospective pilgrims can register on weekdays, Monday through Friday, from 8:00 a.m. to 4:00 p.m. WIB.

The Hajj Registration System is as follows:

- a. Prospective Hajj pilgrims open a Hajj account in their own name and deposit BIPIH at the Hajj Travel Cost Deposit Receiving Bank (BPS-BIPIH Syariah), which is confirmed by the Indonesian Ministry of Religion with a nominal amount of IDR 25.000.000,- by bringing the required documents to the bank.
- b. Prospective Hajj pilgrims transfer the initial cost of the Hajj pilgrimage to the Hajj Financial Management Agency (BPKH) account at BPS-BIPIH, then BPS-BIPIH issues proof of the initial BIPIH deposit which includes a validation number, a signature in the form of a barcode by BPS-BIPIH, and a 3x4 photo of the prospective Hajj pilgrim.
- c. Prospective Hajj pilgrims come directly to the Bukittinggi City Ministry of Religion Office according to their KTP domicile and bring the Hajj registration documents.
- d. Submit the required Hajj registration documents to the Hajj officer to verify the completeness and accuracy of the prospective applicant's data. Once the prospective pilgrim's documents are deemed complete or verified by the Hajj officer, the pilgrim's data will be entered into the SISKOHAT application.
- e. Prospective Hajj pilgrims take part in a photo session after the Hajj officers input the required data according to existing regulations.
- f. After all the data is declared correct, the Hajj pilgrims receive proof of Hajj registration which contains the registration portion number which has been signed directly by the Head of the Hajj and Umrah Organization Section.

- g. The Hajj pilgrims have entered the waiting list for the Hajj Quota, the next step is for the Hajj pilgrims to wait for the BIPIH payment period before departing for Hajj in the current year.

For Hajj pilgrims who will depart in the current year, they must pay the Hajj Pilgrimage Travel Costs (BIPIH) in full at the same bank as when making the initial BIPIH deposit (Tamheryaan, Tuanaya, & Rolobessy, 2024).

Hajj pilgrims may pay their BIPIH after the portion number has been issued by the Ministry of Religious Affairs. BIPIH payments are made at the bank receiving the initial Hajj pilgrimage cost deposit (BPS-BIPIH). BIPIH payment reports are submitted to the Ministry of Religious Affairs office in the city, bringing the required documents.

The process for reporting the payment of Hajj Pilgrimage Costs to the Ministry of Religion of Bukittinggi City is as follows:

- a. Before reporting to the Ministry of Religion, the Hajj pilgrims visit the bank that received the initial BIPIH deposit to pay off the BIPIH in the amount determined by the government and undergo a health check-up at the local community health center according to their domicile to obtain a health referral letter.
- b. Hajj pilgrims must come to the Bukittinggi City Ministry of Religious Affairs Office with all BIPIH payment documents, including proof of BIPIH deposit from the bank and a health referral letter from the local community health center.
- c. The congregation submits the required document files to the Hajj officers for further inspection by the Hajj officers.
- d. Hajj officers record the pilgrimage by including the portion number, name of the pilgrim, and district of origin.

In addition, Hajj pilgrims also go through the documentation stage, the final stage of processing the documents required for their departure (Mahasin & Muhajarah, 2025). The documentation stage processes several identity documents for Hajj pilgrims, such as passports and Hajj visas. The following is a flowchart of the passport and visa issuance process for Hajj pilgrims.

1. Passport issuance management system

Passport issuance is handled by the Immigration Office, but initially, passport issuance is regulated by the Bukittinggi City Ministry of Religious

Affairs, regarding the provision of information to Hajj pilgrims regarding passport issuance times, document requirements, and the issuance of a cover letter or passport recommendation for Hajj pilgrims to the Immigration Office. The following procedures are carried out to process Hajj pilgrims' passports:

- a) Hajj pilgrim data in SISKOHAT is the reference data for the required documents for issuing passports.
- b) Making a cover letter for passport issuance recommendation.
- c) Appointing officers from the Bukittinggi City Ministry of Religion Office to be responsible for administering matters at the Immigration Office.
- d) Verify the data of the Hajj pilgrims between the passport and proof of full BIPIH payment.
- e) Collecting data on Hajj pilgrims who have fulfilled the requirements to obtain a passport and have renewed their registration.

Once all the documents are complete and the pilgrims have received a passport recommendation letter addressed to the Immigration Office, on the designated day for passport issuance, immigration officers will take the pilgrims to the passport counter to have their photos, fingerprints, and signatures taken. Finally, the pilgrims will submit their completed passports to the Bukittinggi City Ministry of Religious Affairs Office.

2. Visa system

After all passports were issued, the Bukittinggi City Ministry of Religious Affairs took several initial steps for visa documents, as follows:

- a) Group the Hajj pilgrims' passports based on BPS-BIPIH and attach proof of BIPIH payment on the back cover of the passport.
- b) Making a nominative list of Hajj pilgrim passports.
- c) Attach the regional sticker to the bottom of the passport according to the nominative list of Hajj passport visas.
- d) Attaching the embarkation sticker to the front cover of the Hajj passport.
- e) Attach a 4x6 photo of the Hajj pilgrim to the front cover of the passport.
- f) Send the complete Hajj pilgrim passports along with the nominative list to the Regional Office.
- g) Confirm and input the portion number into SISKOHAT.

Based on the discussion, it can be concluded that the Ministry of Religion in Bukittinggi City manages visa issuance for pilgrims using both manual methods and computerization. The manual process is grouping passports and attachment stickers as well as photos, while the computerization process is manufacturing and confirmation of nominative data and inputting the number portion to in SISKOHAT application.

Optimizing Hajj Document Management and Hajj Services at the Bukittinggi City Ministry of Religious Affairs Office

As explained, the goal of optimization is to maximize something related to profit, revenue, or a similar metric. Meanwhile, minimization is carried out to optimize aspects related to time, distance, costs, and other factors (Ginting et al., 2024).

In relation to the author's research on Hajj document management services at the Ministry of Religious Affairs Office in Bukittinggi City, as one of the services provided to prospective Hajj pilgrims, the author found that services for prospective Hajj pilgrims must be optimized sustainably and continuously in order to provide the best service for Hajj pilgrims (Zahro, Susilawati, & Hambali, 2025).

In this chapter, the author analyzes the optimization services provided by Hajj officers at the Ministry of Religion in Bukittinggi City, focusing on the management of Hajj documents. The analysis refers to the service standards outlined in Chapter II, where optimization is carried out to achieve results that meet expectations effectively and efficiently, as per Poerwadarminta.

Optimizing services in managing Hajj documents is necessary on an ongoing and consistent basis to ensure optimal service for Hajj pilgrims. Optimization is carried out to achieve desired results effectively and efficiently. Several factors can determine whether the Bukittinggi City Ministry of Religious Affairs Office's services in managing Hajj pilgrim documents are optimal. as follows:

- a. Document management procedures, in general, the management of documents for prospective Hajj pilgrims, starting from Hajj registration, payment of BIPIH, passport management, visas, and completion of Hajj pilgrimage administration documents are carried out in stages by carrying out manual management or using an IT-based system, better known as SISKOHAT.

Document management at the Bukittinggi City Ministry of Religious Affairs Office prioritizes convenience for prospective Hajj pilgrims by providing simple,

straightforward, and easily understood procedures for all levels of society. This is evident in the author's interview with a Hajj official who stated:

"We want everything related to document management to be as easy as possible for the public. Therefore, we strive to simplify the document processing procedures as much as possible so that everyone can understand them. If prospective pilgrims are still unsure or unsure, the Hajj officials will explain the document processing procedures again using simple language." In managing Hajj documents, success indicators are also the result of implementing professional service procedures, such as providing facilities and infrastructure, simplifying required documents, and optimizing Hajj document management flow.

- b. When it comes to document management, time is crucial in the service process. When managing documents and serving prospective pilgrims, we must ensure that our time is spent comfortably together. Furthermore, to elicit a positive response from prospective pilgrims, use a soft voice, a warm smile, and a welcoming tone. Muhammad 'Awad believes that time is a valuable yet often overlooked resource. This wealth cannot be replaced, borrowed, or saved, so it must be used carefully to prevent wastage by individuals, organizations, or countries. One of the service standards is time, from the time a request is submitted to its completion. The faster the service and management are carried out, the more public trust in the service. Therefore, the Bukittinggi City Ministry of Religious Affairs Office strives to minimize the time spent serving prospective Hajj pilgrims. However, the service provided must remain optimal, with minimal turnaround time, to ensure that prospective pilgrims are satisfied after receiving it. The author's interview with one of the Hajj officials revealed that:

"In serving prospective Hajj pilgrims, we need a short time for example, serving prospective Hajj pilgrims who want to register for Hajj for 1 person, the time required is a maximum of 15 minutes likewise, in processing our data, it only takes a maximum of 15 minutes if there are no network problems."

- c. Free document processing services. This statement emphasizes the importance of providing free document processing services to pilgrims. It highlights the qualities staff should possess, such as calm, patience, courtesy, and attention to the needs of pilgrims. It advises against interrupting or using reprimanding or sarcastic language, as this could offend pilgrims.

Moenir believes that to provide satisfactory service, service personnel must meet basic requirements, such as good manners. Polite behavior demonstrates respect and appreciation, thus creating satisfaction for those being served (Gobel, Ogotan, & Tampongangoy, 2019).

The author's observations during his internship at the Ministry of Religious Affairs in Bukittinggi City revealed that officers work for the community, assisting pilgrims seeking to perform their pilgrimage to the Holy Land. The Ministry of Religious Affairs officers in Bukittinggi City do not charge any fees when serving prospective pilgrims. The costs incurred by prospective pilgrims are limited to personal needs in processing Hajj documents, such as transportation to register for Hajj, photocopying Hajj requirements, and so on. This is where faith serves as a driving force for serving each customer. In Surah At-Taubah, verse 105, Allah SWT says (Az-Zuhaili, 2007):

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ اِلٰى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

Meaning: "And say, 'Work, so Allah will see your work, and so will His Messenger and the believers, and you will be returned to the Knower of the unseen and the seen, then He will inform you of what you used to do.'" (QS At-Taubah 9): 105.

The verse above shows that every effort will yield results, both in this world and the hereafter. It demonstrates the importance of overseeing every task. When you perform a service, you will always be watched by Allah SWT and the believers around you. Our every action will be seen by Allah SWT, the Prophet Muhammad, and the believers. Therefore, work well and provide quality service to meet customer needs.

- d. Appropriate service products: The services received by prospective Hajj pilgrims must comply with established regulations. This is demonstrated by the role of Hajj officials who provide services tailored to each pilgrim's individual needs. As explained in Surah Al-Maidah, verse 8 of the Quran, which reads (Az-Zuhaili, 2007):

يَا أَيُّهَا الَّذِينَ آمَنُوا كُونُوا قَوَّامِينَ لِلَّهِ شُهَدَاءَ بِالْقِسْطِ وَلَا يَجْرِمَنَّكُمْ شَنَاٰنُ قَوْمٍ عَلَىٰ أَلَّا تَعْدِلُوا اعْدِلُوا هُوَ أَقْرَبُ لِلتَّقْوَىٰ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

Meaning: "O you who believe, be you enforcers of justice for Allah, (when) bearing witness fairly. And let not your hatred of a people encourage you to act unjustly. Be just. Because justice is closer to piety. And fear Allah, indeed Allah is most careful in what you do."

From the verse above, we can conclude that in serving the community, Hajj officers must not discriminate in their service to certain groups or groups. Hajj officers must act fairly and treat all prospective Hajj pilgrims who register with the Ministry of Religion of Bukittinggi City equally.

The product in question is a service perceived through the five senses and emotions, not a tangible physical object. This encompasses elements such as

movement, sound, aesthetics, comfort, and appearance. Furthermore, there are also physical aspects of the product, focusing on perfection, appearance, and color.

In this case, Hajj officers provide services verbally, in writing, and in person according to the needs of the community.

- e. Adequate facilities and infrastructure, defined as the Ministry of Religious Affairs' ability to demonstrate its existence to the congregation. The Ministry of Religious Affairs ensures that facilities and infrastructure and the surrounding environment are maintained to provide quality services to the congregation. Based on observations, the availability of facilities and infrastructure to serve prospective Hajj pilgrims is sufficient. The Ministry of Religious Affairs of Bukittinggi City has sufficient facilities to serve Hajj document management such as computers needed to access SISKOHAT and also sufficient infrastructure for Hajj document management such as sufficient waiting rooms for prospective Hajj pilgrims, as well as sufficient document archive storage space. The results of interviews with Hajj officers stated that:

"The computers at the Ministry of Religious Affairs in Bukittinggi City are sufficient to meet needs, while the waiting room is quite spacious, able to accommodate 15 prospective pilgrims with the chairs provided. For archiving, we have many places here that can store pilgrim documents."

- f. The competence of officers in providing good service and having extensive knowledge regarding the management of Hajj documents and being skilled, the competence of officers or One of the factors that influences the optimization of policy implementation is human resources, which consists of four components: the right number of staff and quality, information needed to make decisions, sufficient authority, and extensive knowledge to carry out responsibilities and facilities needed for policy implementation.

This is proven by the results of interviews with Hajj officials who stated that:

"The capabilities of the Hajj officers are in accordance with their authority and duties in serving prospective Hajj pilgrims. Each has a coordinator to convey to the pilgrims regarding administrative matters such as passport applications, informing them of the requirements, and providing information regarding departure preparation documents. All of these have their respective duties and divisions."

At the Bukittinggi City Ministry of Religious Affairs office, Hajj officials have adopted appropriate attitudes and behaviors when serving prospective pilgrims. This is evidenced by the author's direct observations while serving prospective pilgrims.

The success here is the result of training attended by Hajj officers in an effort to improve the competence of service providers. Then, this is supported by the fulfillment of the characteristics of good service according to Kasmir which have been discussed in chapter II and the availability of Hajj officers as Human Resources who have been deemed sufficient to serve Hajj pilgrims.

The Relationship between Hajj Document Management and Services for Prospective Hajj Pilgrims

Public services, according to Government Regulation Number 96 of 2012, are activities aimed at meeting the needs of citizens by providing goods, services, or administrative assistance as mandated by law. These services are usually offered by public service providers. Based on this legal basis, the Ministry of Religious Affairs of Bukittinggi City provides services for prospective Hajj pilgrims who are engaged in serving the needs of the community, in the form of Hajj document processing services, which are a type of public service provided by the government and are included in the category of administrative services provided to citizens who wish to depart to perform the Hajj pilgrimage.

Document management as an administrative service provided by the Ministry of Religious Affairs of Bukittinggi City produces various forms of official documents needed by the community in accordance with Article 6 of Government Regulation No. 96 of 2012. Official documents produced from administrative services at the Ministry of Religious Affairs of Bukittinggi City require good management in accordance with the service standards that have been set to be a benchmark so that the services provided can meet the needs of citizens.

Hajj document management is included as part of the service because in managing Hajj documents, three types of service are always implemented, namely:

- a. Verbal service is a two-way process between Hajj organizers and prospective pilgrims, including the Hajj registration and payment process, as well as the management of passport issuance recommendations. Verbal service requires Hajj officials to communicate effectively with prospective pilgrims. To achieve effective communication, Hajj officials must possess the following characteristics:

- 1) Hajj officials understand the needs of prospective pilgrims and can address issues related to managing Hajj documents. The author's interviews revealed:

"PHU officers have previously anticipated any obstacles in serving prospective pilgrims by providing information that is easy for prospective

pilgrims to understand. If there are still obstacles that prospective pilgrims do not understand, officers will convey this again."

- 2) Hajj officers can explain briefly and clearly the information required by prospective Hajj pilgrims.
- 3) Hajj officers behave politely and friendly in communicating with prospective pilgrims.

At the Ministry of Religious Affairs in Bukittinggi City, officers have demonstrated good behavior in serving prospective pilgrims. Hajj officers do not discriminate against pilgrims; all are treated with respect. They also speak politely, smile readily, and explain information to prospective pilgrims clearly and in accordance with procedures.

- b. Written services, which include information and guidance, are provided. The Hajj document management service at the Bukittinggi City Ministry of Religious Affairs provides information on the Hajj registration process, BIPIH payment, passport issuance, and so on.
- c. Service by deeds, in its application, this service takes the form of deeds or produces deeds, not only agreeing and explaining verbally, but proving it with deeds. Service by deeds can be realized well if carried out by Hajj officers who have the expertise and ability to meet the needs of the Hajj congregation. The ability and expertise of Hajj officers in managing Hajj documents are needed in many ways, such as: expertise in operating SISKOHAT for inputting Hajj congregation documents, and accuracy in checking Hajj requirement document files. Results of the author's interview with PHU officers:

"We have mastered SISKOHAT here because all incoming prospective pilgrim data must be entered into SISKOHAT. We also work with SISKOHAT every day, so every officer must understand how to operate SISKOHAT."

From the interview above, the author can conclude that document management is related to service, because if officers do not understand SISKOHAT, officers will have difficulty managing documents, and services for prospective pilgrims will be slow and ineffective. The explanation above demonstrates that document management is a service provided to prospective Hajj pilgrims who wish to perform the Hajj pilgrimage. This service facilitates the Hajj pilgrimage for pilgrims by making it easier for them to undertake the Hajj pilgrimage.

Conclusion

Based on the results of research and data analysis that researchers have conducted at the Bukittinggi City Ministry of Religious Affairs Office regarding

Optimization of Document Management in Improving Services for Prospective Hajj Pilgrims at the Bukittinggi City Ministry of Religious Affairs Office, the authors conclude the research results as follows: First, Hajj document management in serving Prospective Hajj Pilgrims at the Bukittinggi City Ministry of Religious Affairs Office has been effective and efficient according to Poerwadarminta as an effort to improve services in managing Hajj documents. This is proven by the fulfillment of success indicators in the process of managing Hajj documents which are well regulated through several stages that must be passed by prospective Hajj Pilgrims where the procedures for managing Hajj documents have the principle of prioritizing convenience for prospective Hajj Pilgrims. Second, the management of Hajj documents at the Ministry of Religion of Bukittinggi City is included in the services for prospective Hajj pilgrims because the implementation of Hajj document management is one of the public services where Hajj document management services apply various forms of oral, written and deeds that are implemented optimally at the Ministry of Religion of Bukittinggi City in order to improve services for prospective Hajj pilgrims.

By looking at the conclusions drawn from the results and discussion, the author suggests to the officers of the Bukittinggi City Ministry of Religious Affairs Office after receiving the complete documents of registration requirements for prospective Hajj pilgrims, it is suggested to explain in more detail regarding the processing of other documents and to the Bukittinggi City Ministry of Religious Affairs Office, it is better to increase the use of electronic media in order to convey information to prospective Hajj pilgrims to facilitate access for prospective Hajj pilgrims in obtaining information related to the procedures and requirements needed to register for Hajj, pay BIPIH, issue passports and visas.

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