

## **Analysis of Operational Planning in Increasing the Number of Umrah Pilgrims at PT Asyesa Hasanah Tour & Travel West Sumatra Padang City**

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### **Abstract**

*This study aims to determine the operational planning of PT Asyesa Hasanah Tour & Travel West Sumatra Padang City and to find out what are the inhibiting factors for the operational planning of PT Asyesa Hasanah Tour & Travel West Sumatra Padang City in increasing the interest of umrah pilgrims after the Covid-19 pandemic. This research was a descriptive qualitative research by choosing. The background of this research is the decrease in the number of umrah pilgrims departing with PT Asyesa Hasanah Tour & Travel West Sumatra Padang City both before and after the Covid-19 pandemic. The result of study showed quite good results by analyzing the planning management carried out by PT Asyesa Hasanah Tour & Travel SUMBAR, Padang City before and after the Covid-19 pandemic and knowing the inhibiting factors in carrying out its planning management. There are changes in marketing strategies, products, and services offered to attract umrah pilgrims.*

**Keywords: Operational Planning , Umrah, Pilgrims, Tour & Travel**

### **Abstrak**

Penelitian ini bertujuan untuk mengetahui perencanaan operasional PT Asyesa Hasanah Tour & Travel SUMBAR Kota Padang serta mengetahui apa saja faktor penghambat perencanaan operasional PT Asyesa Hasanah Tour & Travel SUMBAR Kota Padang dalam meningkatkan jumlah umrah setelah pandemic covid-19. Penelitian ini merupakan penelitian kualitatif deskriptif dengan memilih. Penelitian ini dilatarbelakangi berkurangnya jumlah jemaah umrah yang berangkat dengan PT Asyesa Hasanah Tour & Travel SUMBAR Kota Padang baik sebelum maupun sesudah pandemic covid-19. Dari hasil analisis data penelitian ini menunjukkan hasil yang cukup baik dengan menganalisis manajemen perencanaan yang dilakukan PT Asyesa Hasanah Tour & Travel SUMBAR Kota Padang sebelum dan sesudah adanya pandemic covid-19 serta mengetahui faktor penghambat dalam menjalankan perencanaan operasionalnya. Adanya perubahan strategi pemasaran, produk dan jasa yang ditawarkan untuk menarik minat jemaah umrah.

**Kata Kunci: Perencanaan Operasional, Umrah, Haji, Tour & Travel**

### **Introduction**

The dynamics of organizing the Hajj and Umrah pilgrimages have always been a hot topic of discussion among the public. It is due to public demands in the

reform era and openness, as well as the fact that hajj and umrah are not only an annual routine that is obligatory for Muslims in perfecting the fifth pillar of Islam, but it is more than that. Religious travel (both tourism and worship) is now a very potential business, especially in Indonesia (Ramadhani, et al., 2021). Therefore, along with the development of the times and the demand for Hajj and Umrah departures for Indonesian that is always increasing, it is an opportunity for those who can see perspectives. The Hajj and Umrah travel agency is a promising business. The prospects for its work are long-term because Muslims will continue to carry out Hajj and Umrah as long as Islam exists. Running a hajj and umrah travel business does not only benefit the world but can also become a charity because it helps the potential haj and umrah pilgrims. Business is not new in Islam. It has existed since the time of the Prophet Muhammad. Since the age of 12, the Prophet had a penchant for doing business. He once traveled to Syam with his uncle, Abu Talib. He also visited markets and trade festivals, such as the Ukaz, Majinna, Dzul Majaz markets, and other places. The title of al-amiin that the Prophet bears added to the trust of business people and builds networks (Hardiati, 2021).

As time goes by and develops, a lot of businesses have sprung up according to people's needs at this time. One of them is the business in the field of hajj and umrah tour and travel services. A large number of Hajj and Umrah enthusiasts, is the main reason for the large number of hajj and umrah travel agents. Other than seeking profit from the business, hajj and umrah travel agents also play a role in helping the government manage the implementation of hajj and umrah in Indonesia. In addition to the large number of pilgrims who wish to perform hajj, Indonesia is also the largest contributor to umrah pilgrims. There are several reasons for the large number of umrah enthusiasts among Indonesians, one of which is the desire to go to Mekkah soon, because compared to hajj, umrah does not require waiting time and can be done anytime. The second reason is that the cost is relatively cheap compared to hajj. The last reason is a business matter.

However, hajj and umrah activities stopped for two years from 2020 to 2021 due to the Covid-19 pandemic. In 2020, 33 thousand umrah pilgrims have failed to go for umrah since last February. Due to the Covid-19 pandemic, the Saudi Arabia government closed its entrance starting February 27, 2020 (Suhesti, et. al., 2021). At the beginning of 2022, umrah activities resumed and hajj departures were in July 2022. As they have not been operated for about two years, many hajj and umrah travel agents have closed their offices. When hajj and umrah have reopened,

many hajj and umrah travel agents operate again. However, it is a challenge to attract umrah pilgrims after the pandemic due to the increase in post-covid-19 umrah tickets and Indonesians' unstable economy. Based on data from the Central Statistics Agency (BPS), Indonesia experienced a contraction in economic growth in 2020 of -2.07 percent (Hendrawan, et, al., 2020).

Planning is a process that defines the goals of the organization, creates strategies that will be used to achieve organizational goals, and develops plans for organizational work activities (Aditama, 2020). Therefore, planning management is necessary for an organization or company as a reference for the future. To increase the interest of the prospective pilgrim, the travel agency can create a good planning strategy regarding what things can increase their interest. Planning is considered very important because it is the basis of management. Without planning, there is no goal to be achieved. Planning is important because the goals to be achieved will be more directed. The importance of planning in umrah management is the creation of quality, accountability, and in accordance with the company owner and the pilgrims' wishes. Because many competitors in hajj and umrah travel agencies, the effects of the pandemic affect the people's economy.

PT. Asyesa Hasanah Tour & Travel West Sumatra is a special hajj and umrah travel agency located at Jalan Raya Andalas No. 18 B East Padang, Padang City. As a business engaged in hajj and umrah services which has tough competition with other travel agencies, PT. Asyesa Hasanah Tour & Travel West Sumatra is required to have an effective and efficient planning policy. Based on the researchers' initial observations on July 26, 2022, the researchers found several problems at PT. Asyesa Hasanah Tour & Travel West Sumatra. PT. Asyesa Hasanah Tour & Travel West Sumatra stopped operating for two years from February 2020 to March 2022 due to the Covid-19 pandemic. In March 2022, PT. Asyesa Tour & Travel West Sumatra dispatched umrah pilgrims, but there are still a few departing pilgrims. It is due to the ineffectiveness and inefficiency of the planning carried out by PT. Asyesa Tour & Travel West Sumatra in marketing. The target set per month was 25 pilgrims compared to the previously set target of 1000 pilgrims per year. However, this target was not fully met.

Previously, the planning management carried out by PT. Asyesa Hasanah Tour & Travel SUMBAR was focusing on improving marketing strategies, not only by distributing brochures to prospective pilgrims, but also by opening branches in several areas such as Tanah Datar Regency, Agam Regency, Pariaman Regency, and West Pasaman Regency. However, the planning has not been fully implemented

effectively as can be seen from several branches that have closed and the number of pilgrims which continues to decline from year to year. It can be seen in the table below:

**Table 1.1**

Umrah Pilgrims

PT. Asyesa Hasanah Tour & Travel West Sumatra Padang City

No	Year	Number of pilgrims	Percentage
1	2018	250	46,64%
2	2019	176	(32,83%)
3	2022	110	(20,53%)
	Total	536	100%

Source: PT Asyesa Hasanah Tour & Travel West Sumatra Padang City

From the table above, it can be concluded that the number of Umrah pilgrims from PT Asyesa Hasanah Tour & Travel West Sumatra in Padang has decreased every year. Therefore, planning management is needed for a company to realize the targets that have been previously set. Planning management in a company has an important role as a basis for determining strategies to achieve the target of the company.

## Literature Review

### A. Planning Management

Management comes from English management with the verb to manage, generally interpreted as managing. Management is the science and art of managing the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal (Suzan, 2019). The management process includes planning, organizing, directing, and controlling activities. The word process is added to mean activities that are carried out in a systematic way and these activities are carried out by managers at all levels.

According to George R. Terry, management functions include (Athoillah, 2010):

1. Planning; it is a process of activities related to efforts to formulate a program which includes everything that will be implemented, setting goals, policies, directions to be taken, procedures and methods to be followed to achieve goals.
2. Organizing; it comes from the English word *organize* which means the process of connecting people involved in a particular organization and integrating their duties and functions within the organization.

3. Directing (Actuating); it is an activity that moves and strives for workers to carry out their duties and obligations. This function can only be implemented after plans, organizations, and employees are in place. If this function is implemented, the management process of realizing the goals begins.
4. Controlling; it is researching and supervising so that all tasks are carried out properly and under existing regulations or the work description of each person. Without coordinating the tasks and work of each employee, the company's goals will not be achieved.

Planning Function:

- a. Deciding on business goals and targets. Through planning, the objectives become clear and directed so all components within the company know the goals well.
- b. Formulating a policy in achieving company goals. Planning provides views on what actions must be taken to achieve goals.
- c. Utilizing and determining the desired resources. The company can determine and use existing resources properly and in accordance with the needs of the company through planning.
- d. Determining benchmarks of progress and success in achieving business goals. It will be easier to see whether the plan has been going well and whether the goals set have been achieved with the planning of the supervisory function carried out by the manager (Mulyono, et.al., 2021).

## **B. Interests**

Understanding interest according to language (etymology), is the effort and willingness to learn and look for something. In terminology, interest is desire, liking, and willingness towards something. According to Hilgar, interest is a constant process of paying attention and focusing on something one is interested in with feelings of pleasure and satisfaction (Suharyat, 2009: 1–19). Community interest is a desire that grows within the community for something that is fancied or needed. In interest, there is an element of encouragement in the community which is an attraction to carry out activities in accordance with its goals. Interests play a very important role in every person's life. Interests have a great impact on the behavior and attitude of the person. Even in learning, interest can be a strong source of motivation in encouraging someone to learn.

The interest factor has a very important role. The individual's interest in an object, job, person, and issues related to oneself arise because there are factors that influence the object being observed. In a developmental psychology book, an approach throughout the life span is explained as follows: "because the emergence of interest depends on sex/gender, intelligence, the environment in which one lives, opportunities to develop interests, interest in peers, status in social groups, innate abilities, family interests, and many other factors (Adimiharja, 1988: 216).

According to Assael, there are two factors that influence consumers' buying interest, they are:

1. Environment; the surrounding environment can influence consumers' buying interest in selecting a particular product.
2. Marketing stimulus; marketing is an effort to stimulate consumers to trigger consumers' buying interest.

Meanwhile, according to Abdurachman, there are several factors that influence buying interest, they are as follows (Abdurrachman, et, al., 2004):

- a. The quality factor; it is a product attribute that is considered in terms of its physical benefits.
- b. The brand factor; it is an attribute that provides non-material benefits such as emotional satisfaction.
- c. Packaging factor; the product attribute is in the form of a wrapper rather than the main product.
- d. The price factor; the real and material sacrifice given by consumers to obtain or own a product.
- e. Availability factor; it is the extent to which consumer attitudes toward the availability of existing products.
- f. Reference factor; it is external influences that also provide stimulation for consumers in choosing products, so they can also be used as promotional media.

### **C. Umrah**

According to the language, umrah means 'pilgrimage'. Meanwhile, according to the syar'i term according to Imam Ibnu Hajar Al-Haitami in the book *Tuhfatul Muhta Fii Syarhi Al-Minhaj*, umrah is deliberately going to the Ka`bah to carry out rituals of worship (thawaf and sa`i) (Ajib, 2019 : 7 ). One of the verses that strengthens the obligatory Umrah law is in surah Al-Baqoroh verse 196 (Departemen Agama RI, 2004):

وَأَتِمُّوا الْحَجَّ وَالْعُمْرَةَ

“*Make hajj and umrah perfect for Allah alone*” (QS. Al Baqarah: 196).

#### **D. Basic Concepts of Planning in Management**

The planning function is one of the management functions as a result of thinking that leads to the future. It involves a series of actions based on a deep understanding of all the factors involved and directed at specific targets. Planning is the determination of a series of actions based on the selection of various alternatives and is formulated in the form of decisions that will be carried out in the future to achieve the desired goals (Ruyatnasih & Megawati, 2018: 251).

To determine the success of planning management, indicators are needed as a measuring tool. The indicators that are very decisive for planning management activities are (FredyRangkuti et, al., 2022):

1. Effectiveness: it is an effort to do all the work correctly by using all the potential resources that are owned and under operational objectives.
2. Efficiency: it is an effort to do all the work well and optimally at the lowest total cost and resulting in a zero defect rate.
3. Integrated use of resources: as potential resources are increasingly expensive and their availability is very limited, the use of these resources must be used as well as possible and proportionally, according to needs and planning.
4. Achievement of specific performance measures: performance is measured based on the calculation of cost minimization, good quality, fast delivery time, and high flexibility.
5. Product or service, process technology, and market goals: the operational function is to make products or services which give a significant contribution to organizational goals. The results can be measured based on the products or services produced, the technological processes used and the market objectives to be achieved.

#### **E. Planning Management Inhibiting Factors**

Implementation of management functions as described above is not an easy thing and often has to collide with various obstacles. According to Sukwiaty, some of the obstacles that often occur in the implementation of management functions can be divided into two groups, they are:

1. Internal Challenges
  - a. Managers do not fully understand the aspects related to management functions.

- b. Managers are often unable to describe the functions of operational management.
  - c. The organization is not ready to carry out the management functions outlined by the manager.
  - d. The unavailability of facilities and infrastructure that can support the implementation of management functions.
  - e. There are risk factors and uncertainties in the implementation of activities.
2. External Challenges
- a. The existence of various regulations, provisions, or legislation in government, both at central and regional levels.
  - b. There is a negative impact from the development of other similar organizations.
  - c. The existing infrastructures outside the organization do not support it.

### **Research Methods**

This research method used descriptive qualitative methods. Descriptive research explains, describes, or discloses past and present (current) variables. (Moh Slamet Untung, 2019). Referring to Strauss and Corbin, qualitative research is a research type in which the discovery procedure is carried out without using statistical or quantification procedures. In this case, qualitative research is research about a person's life, stories, behavior, and also about the organizational functions, social movements, or reciprocity (Afifuddin & Beni Ahmad, 2012).

Observation is data collection activity through conducting direct research on the environmental conditions of research objects that support research activities, so a clear picture of the condition of the research object is obtained (Syofian Siregar, 2013). Observation means looking attentively (Rahmadi, 2011). In this study, researchers made a direct observation at PT. Asyesa Tour & Travel West Sumatra Padang City, which is related to how the planning management of PT. Asyesa Tour & Travel West Sumatra Padang City in increasing the interest of umrah pilgrims after the pandemic.

An interview is one of the techniques used to collect research data. In simple terms, it can be said that an interview is an event or a process of interaction between the interviewer and the source of information or the person being interviewed through direct communication. It can also be said that the interview is a face-to-face conversation between the interviewer and the information source



where the interviewer asks directly about something that has been researched and has been designed beforehand (Sugiyono, et.al, 2018). Interviews were conducted between researchers and PT. Asyesa Tour & Travel West Sumatra Padang City.

Data analysis is an effort to systematically search for and organize records of observations, interviews, and others to increase the researcher's understanding of the case under study and present it as findings to others. Meanwhile, to increase this understanding, the analysis needs to be continued by trying to find meaning. The data analysis techniques performed on the data obtained from the results of interviews, observation, and documentation were (Hardani, 2020) :

- 1) Data reduction; it was the process of selecting, focusing attention on simplification, abstracting, and transforming raw data that emerged from written records in the field.
- 2) Presentation of data; it was an activity when a set of information was compiled, thus giving the possibility of drawing conclusions and taking action.
- 3) Efforts to draw conclusions were carried out by researchers continuously while in the field. Researchers tried to draw conclusions and verify by looking for the meaning of each symptom obtained from the field.

## **Result and Discussion**

From the data obtained through interviews, PT Asyesa Hasanah Tour & Travel West Sumatra Padang City has made a prior plan. As PT Asyesa Hasanah Tour & Travel West Sumatra, Padang City is a business in the field of hajj and umrah travel, it has a planning target to increase the number of umrah pilgrims who wanted to depart using the company's services. Previously, PT Asyesa Hasanah Tour & Travel West Sumatra Padang City set a target of 1,000 pilgrims per year. However, it has not been realized effectively and efficiently as can be seen from the number of pilgrims who have departed since early 2022 with 170 pilgrims.

To increase sales targets, a company must have a marketing strategy to attract consumers. Strategy is defined as a process of determining top leaders' plans that focus on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve these goals (Wibowo, n.d.). The marketing carried out by PT Asyesa Hasanah Tour & Travel West Sumatra Padang City was by increasing the number of representatives from each region as the pilgrims feel safer to depart because it is recommended by a trusted person. It has become an attraction for the pilgrims to depart with PT Asyesa. In addition to the marketing strategy, the company's infrastructure must also support its operations.

Infrastructure management is the management of all tools, materials, and other facilities used in an activity process. PT Asyesa Hasanah Tour & Travel West Sumatra Padang City has provided the resources needed by the company for its operations. Nevertheless, there were still deficiencies, such as operational cars. To improve the effectiveness and efficiency of a company's work, it must be supported by competent human resources in carrying out their duties, such as employees who are well-established in their work.

One of the management functions is managing human resources including recruitment, education/training, supervision, and compensation. PT Asyesa Hasanah Tour & Travel West Sumatra Padang City held a selection before recruiting employees and held training for three months to see how the employees' performance was, whether it was in accordance with the desired performance, and whether could help the company's operations in achieving company targets. If employees' performance supports the company's operational implementation, it can improve the company's quality and make it easier to achieve the company's targets.

Employees are the main foundation of a company, for example, the attitude or service provided by employees to consumers or customers can attract them and it can lead to loyalty to the company, as well as inviting other people to use the company's services.

In addition to focusing on increasing the marketing target, PT Asyesa Hasanah Tour & Travel West Sumatra Padang City also improved services and fulfilled supporting factors both in terms of facilities and employee performance. Before becoming an employee of PT Asyesa Hasanah Tour & Travel West Sumatra, Padang City, a three-month training or probation period was conducted, as stated by the Director of PT Asyesa Hasanah Tour & Travel West Sumatra, Padang City. For the smooth running of the company in achieving company targets, employee performance must also support and be able to facilitate the company. Therefore, employees must be placed according to their abilities. Also, it is necessary to hold a selection before hiring employees in the company. The definition of HR planning (human resource planning) is a series of activities to meet the adequacy, ability, and quality of employees systematically to achieve the objectives related to the organization's strategic plan (Hasmin dan Nurung, et, al., 2021).

This performance study is very important to able to provide an understanding of all elements in the world of work regarding the importance of work productivity at work.<sup>(Akbar, 2018)</sup>The performance of the employees of PT Asyesa Hasanah Tour & Travel West Sumatra Padang City has not been fully realized properly due to the

lack of employees. Employees are the foundation of a company as without the help of employees, the leadership and the company will be overwhelmed in carrying out work and will find it difficult to achieve a predetermined target.

High-quality Human Resources (HR) is a requirement for every organization to be able to achieve the set goals. Many aspects can influence their achievements, such as individual aspects, group aspects, and organizational system aspects. Individual aspects that can improve the quality of human resources and have an impact on performance are individual abilities, job satisfaction, and organizational commitment (Annafik dan Rahardjo, 2012). The existence of human resources that are in accordance with the needs of an organization or company will help and facilitate the course of work in the company to achieve its targets.

In addition to the plans and strategies prepared for the company's recovery, the company must also pay attention to products that are in great demand by the pilgrims. Umrah package options can attract prospective pilgrims because they can choose a package according to their wishes and abilities. In buying a product, consumers do not only consider its quality but also think about the price feasibility. Price is one of the determinants of product selection which will affect purchase intention (Ketut Sudarma, 2012). Price is often associated with quality and consumers tend to use price as an indicator of quality or potential satisfaction from a product. Promotions that provide more package options can attract the attention of prospective pilgrims because having many choices can make them think of packages that suit their purchasing power. A company or organization needs to measure its achievements as they can be a benchmark for the company's success in achieving its targets.

One way to measure it is to see whether the set targets have been achieved according to the time specified. The performance achievement of PT Asyesa Hasanah Tour & Travel West Sumatra Padang City has not been realized and is still far below the previously set target of 1000 pilgrims per year. Until last October, there were only 170 pilgrims.

The implementation of planning management certainly will not be separated from an inhibiting factor or threat that may occur. Obstacles or threats that may occur can be a hindering factor in the management of the company's operational planning and disrupt the process of achieving a target or goal of an organization or company. Therefore, it is very important for a company to analyze the constraints and threats that may occur, even those that have already occurred, so that it is easier to take action in finding solutions and minimize major risks occurring.

The inhibiting factors for the planning of PT Asyesa Hasanah Tour & Travel West Sumatra Padang City are divided into two, they are internal inhibiting factors and external inhibiting factors.

#### 1. Internal Factors

It is factors that come within the company. First, it is the lack of human resources or employees to fully support the company's operational planning. Hence, employees having multiple tasks have their focus divided and it causes less optimal results. Second, it is the lack of understanding of managers and employees about the implementation of planning management in an organization or company. Lastly, it is the lack of availability of facilities and infrastructure to support company operations.

#### 2. External Factors

It is factors that come from outside the company and require more effort to handle, including the existence of business competition due to the many hajj and umrah travel agents in Padang. It causes prospective pilgrims to prefer going with an agency that has been around for a long time and has dispatched more pilgrims.

### **Conclusion**

Some of the plans carried out by PT Asyesa Hasanah Tour & Travel West Sumatra Padang City to increase the interest of the pilgrims include improving marketing strategies, increasing the number of employees, and building up relationships between partners and pilgrims by creating group chats. PT Asyesa Hasanah Tour & Travel West Sumatra Padang City has an inhibiting factor in its planning. As for the internal inhibiting factor, they are the lack of employees and facilities to support the company's performance. Meanwhile, the external factor that hindered PT Asyesa Hasanah Tour & Travel West Sumatra Padang City in increasing umrah pilgrims' interest is the strong competition between hajj and umrah travel agents in Padang.

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