

Analysis of Umrah Pilgrimage Service Strategies in Building a Positive Image at PT. Asyesa Hasanah Tour & Travel West Sumatra

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Article History:

Received: 05 April 2023 || Accepted: 01 May 2023 || Published: 28 June 2023

Abstract

The background of this research is the large number of hajj and umrah travel agencies that have been established in West Sumatra which has led to a high level of competition. Besides, there has been a decrease in the number of pilgrims due to Covid-19 and a lack of human resources (HR) at PT. Asyesa Hasanah Tour & Travel West Sumatra, causing a lack of effectiveness in providing services to pilgrims. The purpose of this study is to determine the umrah pilgrims' service strategy in building a positive image at PT. Asyesa Hasanah Tour & Travel West Sumatra. This study used a qualitative descriptive research method by collecting data using observation, interviews, and documentation. The results of this study indicate that the service strategy carried out by PT. Asyesa Hasanah Tour & Travel West Sumatra for Umrah pilgrims is to provide the best possible service starting from their homeland, Saudi Arabia to returning to their homeland, establish cooperation with other companies, establish a relationship with pilgrims, and provide guaranteed accommodation, transportation and the best prices. Meanwhile, the efforts made by PT. Asyesa Hasanah Tour & Travel West Sumatra to build a positive image are by forming a pilgrim alumni association, branding personnel within the company, and making promotions honestly.

Keyword: Strategy; Service; Image

Abstrak

Penelitian ini dilatarbelakangi oleh banyaknya biro travel haji dan umrah yang berdiri di Sumatera Barat yang menyebabkan tingginya tingkat persaingan travel pengelola haji dan umrah, selain itu adanya penurunan jumlah jamaah yang disebabkan Covid-19 dan minimnya sumber daya manusia (SDM) pada PT. Asyesa Hasanah Tour & Travel Sumatera Barat sehingga menyebabkan kurang efektifnya dalam memberikan pelayanan kepada jamaah. Tujuan penelitian ini adalah untuk mengetahui strategi pelayanan jamaah umrah dalam membangun citra positif pada PT. Asyesa Hasanah Tour & Travel Sumatera Barat. Penelitian ini menggunakan metode penelitian deskriptif kualitatif dengan mengumpulkan data menggunakan metode observasi, wawancara, dan dokumentasi. Hasil penelitian ini menunjukkan bahwa strategi pelayanan yang dilakukan PT. Asyesa Hasanah Tour & Travel Sumatera Barat kepada jamaah umrah adalah dengan memberi pelayanan semaksimal mungkin mulai dari tanah air, Arab Saudi sampai kembali ke tanah air, menjalin kerja sama dengan perusahaan lain, menjalin keakraban dengan jamaah dan memberikan jaminan akomodasi, transportasi dan harga terbaik. Sedangkan upaya yang dilakukan PT. Asyesa Hasanah Tour & Travel Sumatera Barat untuk membangun citra positif yaitu dengan membuat perkumpulan alumni jamaah, membranding personal-personal yang ada dalam perusahaan dan membuat promosi dengan jujur.

Kata Kunci: Strategi; Pelayanan; Citra

Introduction

Indonesia is a country with the most Muslim population. The percentage is approximately 86% of the total population. Islam has a foundation that must be implemented by all Muslims it is called the pillars of Islam. The pillars of Islam consist of five actions that must be performed. One of them is performing the pilgrimage or hajj for those who can afford it (Bayu, 2022).

In addition to performing the hajj, the umrah pilgrimage is also very much eyed by Muslims because it is one of the worship activities in Islam which is almost similar to thajj, it's just that umrah has a shorter procedure than hajj, and it is obligatory for those who can afford it (Romli, 2019).

The arguments to perform the hajj and umrah are as follows:

وَأَتِمُّوا الْحَجَّ وَالْعُمْرَةَ لِلَّهِ

Meaning: "And complete the hajj and 'umrah for Allah." (QS. Al Baqarah: 196).

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

Meaning: " And publicly proclaim the hajj for all mankind so that they come to you on foot and mounted on lean¹ camels² from every distant point," (QS. Al Hajj: 27).

Based on the verse above, it can be concluded that the best and most blessed journey by Allah SWT is to perform the hajj and umrah. Therefore, the pilgrims flock to register for hajj which results in a long waiting list. Because the waiting period is too long, people look for a way out to replace the hajj by performing Umrah.

Along with time, many pilgrims in Indonesia who are interested in registering for hajj and umrah have become the center of attention for the community and created a big business opportunity. Hence, currently, there are many hajj and umrah travel agents that have; it is around 18 hajj and umrah travel agents which causes every company to compete with each other (Furqan, 2022).

Service is an action taken to meet the needs and desires of customers. In addition, according to Kotler in Meithiana's book, service can also be said to be an activity offered by one party to another that can only be felt and is intangible. (Indrasari, 2019). The regulations for umrah worship services both in Indonesia and in Saudi Arabia are regulated by Law No. 18 of 2019 (Law of the Republic of Indonesia Number 18 Concerning Hajj and Umrah Organizer Services, 2019).

The provision of services and protection to pilgrims has a major influence on the business sustainability of the organizers. Therefore, the purpose of conducting

umrah and the purpose of the company will be achieved perfectly and satisfactorily. The company's image will also rise and be recognized by the public.

A good image is one way to attract consumers in choosing a product or service in a company. Companies can make their image a differentiation strategy in service. It is important in formulating a service strategy that will be carried out by a company to achieve a positive image in the eyes of the public (Tampi, 2015).

Apart from the regulations from Law No. 18 of 2019, PT. Asyesa Hasanah Tour & Travel West Sumatra has its own regulations; they are managing the pilgrims' documents, providing materials along with ritual guidance, providing the pilgrims' equipment, helping pilgrims register their passports, accompanying pilgrims in arranging passports to the Padang immigration office and accompanying them in picking up Meningitis vaccine books from The Arum Sari Clinic in the southern part of Padang City, meeting and greeting visitors who come to the PT. Asyesa Hasanah Tour & Travel West Sumatra warmly (Utami, Interview: Wednesday, 31st August 2022).

With the regulation of Law No. 18 of 2019 and the regulations made by the travel agents, it should provide services to pilgrims as they expect. However, there are still many umrah organizers who are less effective and efficient in providing services to the pilgrims, one of which is at PT. Asyesa Hasanah Tour & Travel West Sumatra.

The obstacles in providing services to pilgrims at PT. Asyesa Hasanah Tour & Travel West Sumatra is an obstacle in delivering *manasik* guidance material to the elderly pilgrims due to the age factor. It is hard for them to understand the material delivered by the *manasik* guide. In addition, in providing services when visitors come to the office of PT. Asyesa Hasanah Tour & Travel West Sumatra, the response given by the employees to the pilgrims is not good and to assist the pilgrims in obtaining passports, they are not on time. It is due to the small number of employees working in the travel office.

The problem that will be studied in this article is how the service strategy for umrah pilgrims at PT. Asyesa Hasanah Tour & Travel West Sumatra and how PT. Asyesa Hasanah Tour & Travel West Sumatra builds a positive image in the eyes of the public. This article aims to answer all of the research problems.

Literature Review

A. Strategy

According to Griffin, strategy is a comprehensive plan to achieve organizational tasks. Not just achieving, the strategy is also used to maintain the organization's sustainability. For business organizations, strategy is intended to maintain business continuity compared to its competitors in meeting the consumers' needs (Sule, 2005). In addition, the strategy can also be said as a plan that has been carefully defined to carry out activities within an organization to achieve the goals and targets that have been determined.

Strategy has a very important role because it can provide a common direction for the company. Companies carry out strategies to win the business competition, gain profits, and maintain the long-term sustainability of the company's life. To carry out the strategy, the strategy formulation process is carried out based on the SWOT analysis theory, they are (Richard, 2002):

1. *Strength*; it is an internal positive characteristic that is exploited by an organization or company to achieve strategic performance targets.
2. *Weakness*; it is an internal characteristic that can hinder or weaken organizational performance.
3. *Opportunities*; it is a characteristic of the external environment that has the potential to help an organization or company achieve or exceed its strategic goals.
4. *Threat*; it is a characteristic of the external environment that can prevent organizations or companies from achieving predetermined strategic goals.

B. Service

According to Kotler in Indrasari, service is any action or activity that can be offered by one party to another which is intangible and does not result in any ownership. Every service provider must have service standards. The service standard is a measure in service delivery that must be adhered to by service providers or recipients. The service standards at least include service procedures, completion time, service fees, service products, facilities and infrastructure, and competency of service providers (government, 2018). The forms of service in umrah are (Zulkifli et al., 2022):

1. Administrative service

Administrative service is a service process provided by service providers to customers. It is in the form of record-keeping, decision-making, and

administrative activities. In umrah, administrative services that need to be considered are the registration process, payment, and immigration documents.

2. Manasik service

Manasik service provides guidance on manasik to pilgrims. Hajj and umrah ritual guidance can be done:

- a. Pre-departure; it is for the pilgrims to understand how to carry out the umrah worship when they are in the Holy Land.
- b. When it takes place; it is carried out while they are in the Holy Land. The mentors can accompany and give directions to the pilgrims so that the implementation of the umrah worship is in accordance with the teachings of the Islam.
- c. Post umrah; it a guidance that is carried out after the doing umrah.

3. Transportation Service

The service is provided with due regard to the safety and comfort of the pilgrims, starting from their original city, traveling to the Holy Land, and returning to their city.

4. Accommodation service

Accommodation service is a service that uses lodging services that are equipped with food and drink services and other services. This service is one of the important elements prepared by the organizers so that the pilgrims can focus on their religious activities.

5. Consumption service

In this service, what needs to be considered is the feasibility of serving food that meets nutritional standards and food hygiene. By providing this service properly, the costs incurred by pilgrims are paid off and they feel complete satisfaction and can focus on their hajj and umrah.

6. Health services

Health service is health checks and health care for pilgrims so that they remain healthy and do not transmit or contract diseases during the process of hajj and umrah and after returning to their homeland. Health services are usually carried out before leaving for the Holy Land, such as meningitis vaccine injections, check-ups, and so on.

According to Sirhan Wahyu, the extent to which the quality of service provided by a company to consumers, whether the services provided are good

or bad, quality or not, can be measured with five dimensions which are often referred to as RATER, they are (Sirhan et al., 2016):

- a) Reliability; it consists of:
 - 1) Accuracy of employees in providing services to customers
 - 2) Clear service standards
 - 3) The ability of employees to use tools in the service process
- b) Assurance; it consists of:
 - 1) Employees provide clear and precise time guarantees to customers
 - 2) Employees guarantee costs in service
 - 3) Employees provide legality guarantees to customers
 - 4) Employees guarantee cost certainty in service
- c) Tangible; it consists of:
 - 1) The appearance of employees in serving customers
 - 2) The convenience of place in providing services
 - 3) The convenience of the service process
 - 4) The discipline of employees in providing services
 - 5) The convenience of customer access in their requests
 - 6) The use of assistive devices in service
- d) Empathy; it consists of:
 - 1) Prioritizing the customers' interests
 - 2) Employees serve with a friendly attitude
 - 3) Employees serve with courtesy
 - 4) Employees serve customers equally without discriminating against ethnicity, race, and skin color
 - 5) Employees serve each customer with respect
- e) Responsive; it consists of:
 - 1) Responding well to every customer who wants to get service
 - 2) Employees perform services quickly and precisely
 - 3) Employees perform services carefully
 - 4) Employees perform services in a timely manner
 - 5) All customers' complaints are responded by employees

With service indicators, the company can know the extent of the service quality provided to customers. The company needs to also pay attention to services according to an Islamic perspective based on the Al-Qur'an and Hadith. As for good service according to an Islamic perspective, they are:

a. Responsible

In carrying out the activities in a company, the employees must be able to be responsible for serving every customer from the beginning to the end of affairs. When the customers feel satisfied, the company's image will get better. On the contrary, if consumers are not served well, the company's image will suffer and it will lead to a bad image for the company. Customers who do not get good service will tell negative things about the company to the public.

b. Responsive

The employees, especially in the customer service section, must be responsive in serving customers according to the service procedures of the company. Serving quickly and precisely means that in providing services there should not be any mistakes in discussion and work. The services provided are according to a predetermined time or schedule within normal time limits.

c. Communicative

The employees need to be able to communicate well, clearly, easily understood, and able to quickly find out what the customers want. Communication must be able to make consumers happy. Hence, if there a problem arises, the consumer does not hesitate to bring it up to customer service.

d. Security

Service providers must be able to provide security to customers by guaranteeing the confidentiality of every transaction and maintaining customers' secrets, especially those relating to money and customers' personal data.

e. Credibility

The pilgrims' trust is important to be maintained by service providers. The customers' trust is the spearhead for companies to carry out their activities. If the services provided are in accordance with what consumers expect, it will lead to customers' confidence towards the company as increasing consumer confidence is harder than maintaining it.

f. Hospitality

Every employee must maintain their hospitality as it is a positive and respectful behavior towards the customers. Through friendliness, customers

will be satisfied with the services provided so they will be more loyal to the company.

g. Connection

Each employee in a company must have the skill to interact and communicate with customers. Hence, if consumers want to communicate directly with a particular division, they can talk directly with the employees concerned (Rahmayanti, 2013).

C. Service Strategy

A service strategy is a plan that has been designed or prepared in the long term to assist customers in need. Applying the needed service strategy is the role of many people and cooperation to achieve the goal to the fullest. The strategies to implement good service according to Setyadi (2019) are:

1. Self-esteem

It is an assessment given by individuals to themselves, so the leaders must actively participate in monitoring services and providing support, direction and guidance to employees. Besides, the leaders place the employees according to their respective areas of expertise.

2. Exceed expectation

In this case, the services provided are greater than the customers' expectations by implementing a complete SOP, so they have a reference in serving pilgrims in every aspect.

3. Recovery

Leaders must always try to fix any complaints and problems that occur during service by receiving criticism and suggestions from congregations and prospective pilgrims and evaluating the performance of each employee.

4. Vision

Leaders must always try to fix any complaints and problems that occur during service by receiving criticism and suggestions from pilgrims and prospective pilgrims and evaluating the performance of each employee.

5. Improving

Leaders of hajj and umrah companies along with their employees and supervisors must always be friendly to pilgrims by greetings, smiling, and being courteous.

6. Care

In this case, the company leaders along with their employees and supervisors must care about the pilgrims and prospective pilgrims by

implementing a culture of kinship, familiarity, friendliness, and establishing friendship with the pilgrims.

7. Empowerment

Company leaders must upgrade employees and mentors through training and motivational stimulus with the aim of refreshing enthusiasm in serving the pilgrims.

D. Umrah

Umrah, according to language, is a pilgrimage or visit. Whereas according to the term, it is a pilgrimage to the Baitullah with *thawaf* (circling the Kaaba seven times, *sa'i* (jogging) seven times starting from the hill of Safa and ending on the hill of Marwa, ending with *tahallul* (shaving or shortening the hair) in the head) (Yazid & Mubarak, 2010). The mandatory Umrah requirements consist of several conditions, they are (Sunarto, 2014):

1. Muslim
2. Reasonable
3. *Baligh*
4. Independent
5. Safe journey
6. *Istitha'ah*

E. Image

According to Davies in Vera, image is a view of a company or organization by external shareholders, especially by customers (Parto Purba, 2017). Image can also be said to be the views, impressions, responses, and thoughts of society towards an organization or company regarding products, offering systems as well as physical and non-physical forms of an organization or company. To find out whether the image of a running business is good can be measured by several indicators, they are (Yudha & Yulianthini, 2021):

1. Recognition; it is the ability of customers to remember and recognize the brand in their minds and how well the company name is known by customers.
2. Reputation; it is the strength of a brand that can build status in the minds of customers. Hence, reputation is aligned with perceived quality.
3. Brand loyalty; it is how much customers' loyalty to the product of a company.

Research Methods

This research was field research with a descriptive qualitative approach (Ibrahim, 2018). The primary data source in this study was the board leaders of PT. Asyesa Hasanah Tour & Travel West Sumatra and employees of PT. Asyesa Hasanah Tour & Travel West Sumatra. Meanwhile, the secondary data in this study was previous research, books, articles, and documentation at PT. Asyesa Hasanah Tour & Travel West Sumatra and other sources. This study collected data using observation, interviews, and documentation (Rozi, 2017). The data analysis technique was carried out on data obtained from interviews, documentation and observation by reducing data, presenting data, and drawing conclusions (Sugiyono, 2017).

Result and Discussion

A. Umrah Pilgrimage Service Strategy at PT. Asyesa Hasanah Tour & Travel West Sumatra

1. Service

Service is an action of a person or organization to provide satisfaction to customers between service providers and service recipients. According to Tjiptono in Meithiana Indrasari, service is closely related to products, services, human resources (HR) as well as processes and environments that can meet or exceed the quality of service expected by customers (Indrasari, 2019). To be able to assess the extent of service quality provided by a company to customers, whether the services provided are good or bad, quality or not can be measured by indicators, they are (Sirhan, et al., 2016):

a. Reliability; it is the ability or expertise in providing reliable services in accordance with customers' expectations.

Employees at PT. Asyesa Hasanah Tour & Travel West Sumatra, before carrying out their duties, undergo training in their fields to be able to provide the best possible service according to what the pilgrims need and want. It aims to provide services in accordance with consumers' expectations. In this case, related to the reliability of services provided by PT. Asyesa Hasanah Tour & Travel West Sumatra to prospective umrah pilgrims includes several forms of service, they are:

- 1) Administrative service; it is a service provided by employees, especially in the customer service section to pilgrims or prospective pilgrims starting from the process of registration, payment, and immigration documents.

PT. Asyesa Hasanah Tour & Travel West Sumatra puts forward the 3A principles in providing services to pilgrims, they are attitude, attention, and action. The administrative services provided by PT. Asyesa Hasanah Tour & Travel West Sumatra to pilgrims are assisting the registration process for umrah pilgrims by completing the umrah registration requirements such as filling out the registration form, attaching photocopies of KTP (ID Card) and KK, an original passport, an original vaccine book, a latest passport photo size 4X6 7 sheets, 3X4 7 white background sheet with 80% clear face, a copy of marriage book (for husband and wife), a copy of birth certificate (for under 18-year-old child), and paying umrah down payment Rp. 5,000,000.

- 2) Manasik service; it is a service providing manasik guidance to the pilgrims in both theory and practice. The manasik services provided by PT. PT. Asyesa Hasanah Tour & Travel West Sumatra to the pilgrims is a guidance on rituals theory held 12 times and carried out at the PT. Asyesa Hasanah Tour & Travel West Sumatra, while for guidance on rituals practice carried out 2 times before departure which will be held at the hajj dormitory.
- 3) Transportation service; it is a service in the form of transportation that can carry the pilgrims from their city to the Holy Land to return to their city with due regard safely and comfortably. The transportation provided by PT. Asyesa Hasanah Tour & Travel West Sumatra are buses for pilgrims who are outside Padang to go to the airport, lion Air flights, and buses in the Holy Land.
- 4) Accommodation service; it is a service that provides accommodation for pilgrims while in Saudi Arabia. The accommodation provided by PT. Asyesa Hasanah Tour & Travel West Sumatra for pilgrims are 4-star and 5-star hotels at a distance of approximately 300 meters from the Haram Mosque and the Nabawi Mosque.
- 5) Consumption service; it is a service that provides hygienic and nutritional standardized food and drinks for pilgrims. The consumption provided by PT. Asyesa Hasanah Tour & Travel West Sumatra to pilgrims is food according to Indonesians' taste with 3 meals a day except for the month of Ramadan.
- 6) Health service; it is a service that provides maintenance and health checks for pilgrims both in the homeland and in Saudi Arabia.

maintenance and health checks carried out by PT. Asyesa Hasanah Tour & Travel West Sumatra is in the Holy Land.

- b. Assurance;** it is the ability, friendliness, and courtesy of employees in creating trust in customers with timely service.

Employees at PT. Asyesa Hasanah Tour & Travel West Sumatra must be able to create trust in pilgrims by providing timely services, such as completing the umrah pilgrims registration file on time, and so on.

- c. Tangible;** it is something tangible or physical evidence in providing services, for example, the infrastructure must be able to make customers feel comfortable. The infrastructure provided by PT. Asyesa Hasanah Tour & Travel West Sumatra in providing services to pilgrims is adequate.

- d. Empathy;** it is a feeling that can be felt directly and impressed by customers.

PT. Asyesa Hasanah Tour & Travel West Sumatra must be able to provide strong impression services that can be directly felt by the pilgrims. Even when dealing with pilgrims who have different dispositions and characters, employees must be able to smile, be friendly and welcoming. For example, in providing services to elderly pilgrims, they maintain good relations with the pilgrims, supervise their development, pay attention to care for them, and pay attention to their food or catering.

- e. Responsive;** it is a response and the ability of the service provider to provide the service as a whole quickly and precisely.

PT. Asyesa Hasanah Tour & Travel West Sumatra must be able to provide services quickly and accurately. It aims to achieve excellent service. Actions taken by PT. Asyesa Hasanah Tour & Travel West Sumatra in meeting the needs of pilgrims can be said to be fast and precise. It can be seen when a regulation emerged from Saudi Arabia that pilgrims were not allowed to bring Zam-zam water, PT. Asyesa Hasanah Tour & Travel West Sumatra immediately took action that pilgrims who did not receive Zamzam water at that time were promised to be given it on their next departure. Also, there was a pilgrim who wanted to go for umrah in a certain month and PT. Asyesa Hasanah Tour & Travel West Sumatra did not happen to have any departures that month. As PT. Asyesa Hasanah Tour & Travel West Sumatra did not want the pilgrims to be disappointed, the pilgrim was diverted to another travel office that collaborated with PT. Asyesa Hasanah Tour & Travel West Sumatra.

2. Strategy

Strategy is a plan that has been carefully defined to carry out activities within an organization. It serves to achieve the goals and targets that have been determined. According to Henry Mintzberg in Eris Juliansyah (2017), strategy is divided into five; they are strategy as a plan, as a pattern, as a tactic, as a position, and as a perspective (Juliansyah, 2017).

In carrying out the service strategy, it is necessary to carry out the strategy formulation process based on the SWOT analysis theory. SWOT analysis is an analysis that looks at the strengths, weaknesses, opportunities, and threats faced by a company in providing services. According to Jogiyanto in Mashuri Dwi Nurjannah (2020), SWOT is used to assess the strengths and weaknesses of the resources owned by the company and the external opportunities and challenges faced (Mashuri & Nurjannah, 2020).

The strengths, weaknesses, opportunities and threats of the service strategy carried out by PT. Asyesa Hasanah Tour & Travel West Sumatra are as follows:

a. Strength

- 1) Helping the administrative process from start to finish
- 2) Having legal permission from the Ministry of Religious Affairs
- 3) Having advisors with sharia capacity on a national and international scale
- 4) Having clear and certain departure
- 5) Having a partnership with a trusted umrah visa provider with an IT system that is directly related to the Saudi Arabian Royal system
- 6) Having a professional handling team that will provide excellent service to pilgrims while in Indonesia and also in Saudi Arabia
- 7) Having routine recitations which are held every day during umrah
- 8) Having certain hotels and buses, where bus drivers are prioritized to be Indonesian citizens so as to facilitate communication between pilgrims and drivers
- 9) Having prices in the all-in-one brochure include all items needed for umrah such as equipment, handling, insurance, and so on.

b. Weakness

- 1) The lack of human resources (HR)
- 2) The company cannot stand alone

c. Opportunity

- 1) Ability to manage finances and maintain the trust of pilgrims, so that many pilgrims are interested in using the service of PT. Asyesa Hasanah Tour & Travel West Sumatra
- 2) Professionalism in work

d. Threat

- 1) Tight competition because they are still inferior to other travel agents that are senior and have been around for a long time.
- 2) Changes in government regulations (Kurniawan, Interview: Friday 11 November 2022)

B. Efforts to Build a Positive Image at PT. Asyesa Hasanah Tour & Travel West Sumatra

Image is a good assessment about the services performed by PT. Asyesa Hasanah Tour & Travel West Sumatra. To get a good image, the company must have special characteristics and advantages in joining the umrah trip.

Based on the service process provided, PT. Asyesa Hasanah Tour & Travel West Sumatra has its views and assessments by the pilgrims. To get good views and responses, PT. Asyesa Hasanah Tour & Travel West Sumatra always prioritizes friendliness and familiarity, creates pilgrims alumni associations, brands personals in the company and markets products honestly through social media, recitations, and through pilgrims who have used the services of PT. Asyesa Hasanah Tour & Travel West Sumatra (Syukur, Interview : Saturday, 12 November 2022).

The service strategy carried out by PT. Asyesa Hasanah Tour & Travel West Sumatra has many forms of service. This series is the spearhead for PT. Asyesa Hasanah Tour & Travel West Sumatra to obtain a positive viewpoint from the pilgrims.

Conclusion

PT. Asyesa Hasanah Tour & Travel West Sumatra builds a positive image through:

1. Umrah pilgrims service strategy at PT. Asyesa Hasanah Tour & Travel West Sumatra
 - a. Providing international standard services
 - b. Cooperate with other companies
 - c. Build rapport with the pilgrims

- d. Guarantee accommodation, transportation and best price
2. Efforts of PT. Asyesa Hasanah Tour & Travel West Sumatra in building a positive image
 - a. Create an alumni association
 - b. Create personnel branding in the company
 - c. Make promotions honestly.

Suggestion

1. For Academics

This research is far from perfect and there are still many shortcomings. The researchers hope that the next researcher will examine the analysis of umrah pilgrimage service strategies in building a positive image in private institutions in Indonesia better.

2. For practitioners

To serve the pilgrims, PT. Asyesa Hasanah Tour & Travel West Sumatra should increase the number of human resources (HR) and provide the space for manasik practice.

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