

## **Administration Management of Hajj Pilgrimage Organization in Increasing Service in the Ministry of Religion Regency of Fifty Cities**

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### **Abstract**

This study aims to identify the administrative management of the implementation of the Hajj pilgrimage in improving services. The main problem raised in this article is the lack of knowledge of prospective pilgrims in the process administration in the form of registration, cancellation and payment, administration that is hampered by the network and lack of Human Resources of Hajj officers who master the technical operation of computers in the Ministry of Religion of fifty cities. This study uses a qualitative method in which researchers will try to find information or data in the field, which is the source of data for this research is Mr. Kasi PHU and PHU employees of the Ministry of Religion in fifty cities and districts, as well as 10 Hajj pilgrims. The results of this study show that the administrative management activities for organizing the Hajj and Umrah pilgrimages Administrative services in office Ministry of Religion regency fifty cities Enough Good because Ministry of Religion fifty city try as much as possible Possible For make it easier for prospective pilgrims to respond quickly and understand the processes they go through before leaving until after returning to their homeland, there is no difference between prospective Hajj pilgrims, everything is done the same and as fair as possible, all prospective pilgrims are guided and accompanied starting from the registration process, payment, transfer portion, cancellation, until departure.

**Keywords:** Management of Hajj Pilgrimage; Organization Hajj; Service in Ministry Religion

### **Abstrak**

Penelitian ini bertujuan mengidentifikasi pengelolaan administrasi penyelenggaraan ibadah haji dalam meningkatkan pelayanan, pokok masalah yang dikemukakan dalam artikel ini adalah minimnya pengetahuan calon jamaah dalam proses administrasi berupa pendaftaran, pembatalan, dan pelunasan, administrasi yang terhalang oleh jaringan dan kurangnya Sumber Daya Manusia petugas haji yang menguasai pengoperasian teknis komputer di kemenag kabupaten lima puluh kota. Penelitian ini menggunakan metode kualitatif yang mana peneliti akan berusaha mencari informasi atau data di lapangan, yang mana menjadi sumber data dari penelitian ini adalah bapak kasi PHU dan para pegawai PHU kementerian agama kabupaten lima puluh kota, serta 10 orang jamaah haji. Hasil dari penelitian ini menunjukkan bahwa kegiatan pengelolaan administrasi penyelenggaraan ibadah haji dan umrah Pelayanan administrasi di kantor kemenag kabupaten lima puluh kota cukup baik karena kemenag lima puluh kota berusaha semaksimal mungkin untuk memudahkan para calon jamaah agar cepat tanggap dan mengerti tentang proses-proses yang dilalui sebelum berangkat sampai sesudah pulang sampai ketanah air, tidak ada perbedaan diantara calon jamaah haji semua dilakukan

sama dan seadil mungkin, semua calon jamaah dibimbing dan didampingi mulai dari proses pendaftaran, pelunasan, pelimpahan porsi, pembatalan, sampai keberangkatan.

**Kata Kunci:** Manajemen Penyelenggaraan Ibadah Haji; Organisasi Ibadah Haji; Pelayanan di Kementerian Agama

## Introduction

The Hajj pilgrimage is conducted annually by Muslims from around the world, including Indonesia. This practice is distinct from the other pillars of Islam. The pilgrimage involves performing specific rituals of worship at designated times and locations. Recognized as the fifth pillar of Islam, Hajj is accessible to all Muslims who possess the necessary financial means and physical health, often referred to as *Istita'ah maliah* and *Istita'ah* physically. Additionally, the individual's safety during the pilgrimage must be ensured, and it is expected that each Muslim fulfills this obligation at least once in their lifetime (Rochimi, 2010).

The Republic of Indonesia's Constitution No. 13 of 2008 regarding the Implementation of Hajj and Umrah outlines the government's obligations to its congregation. Therefore, the government is responsible for providing guidance, services, and protection, which includes administrative support, assistance with Hajj rituals, accommodations, transportation, medical services, security, and any other necessities for the congregants (Ali, 2012). The practice of pilgrimage in Indonesia, particularly as regulated by Law No. 13 of 2008, has long been a captivating topic of discourse. This is primarily due to its direct connections to political, economic, and unique spiritual dimensions. Given the substantial number of hajj pilgrims originating from Indonesia, various national authorities and international institutions are actively involved in a range of aspects, including leadership, transportation, health, and safety (Agama, 2012).

The Office of the Ministry of Religion for fifty cities and districts serves as a religious institution at the local level, overseeing work units dedicated to Hajj and Umrah administration. This office is tasked with fulfilling various duties, including inspecting the data and conditions of prospective Hajj pilgrims, guiding and assisting them in completing registration procedures, as well as handling cancellations and other related tasks. Based on observations and interviews conducted by researchers, it has been found that the administrative processes in place are somewhat ineffective. This is primarily due to the limited number of employees responsible for administration who possess the necessary technical skills in computer operations (Anesta & Kenedi, 2023).

Following What is the name employee section organization Hajj and Umrah office ministry religion regency fifty cities and education final, as well as his age:

Table 1. Data Employee Section Hajj and Umrah Office Ministry Religion Regency Fifty Cities

No	Name Employee	Education Final	Age
1	Drs. H. Zachariah	S1	55 Year
2	Mulyati	S1	38 Year
3	H. Besrial Naspi, A.Md.	D3	50 Year
4	Thank you Ramadan	High School	37 Year
5	Yuliasni	High School	57 Year

Source: Ministry Religion District Five Ten City

The services offered by the Office of the Ministry of Religion in the 50th District of Kota focus primarily on administrative functions. These administrative services encompass correspondence, membership management, and library operations. The Ministry of Religion in fifty cities and districts is dedicated to serving, guiding, and coaching all individuals interested in registering for Hajj, canceling Hajj registrations, and obtaining recommendation letters for Umrah. One of the key administrative processes managed by the Ministry involves informing prospective pilgrims of the necessary steps to register for Hajj. This includes providing them with the Hajj registration brochure, assisting with the acquisition of recommendation letters for Umrah, and addressing any questions from individuals who may not understand the registration procedures, settlements, or cancellations (Dewi, 2019).

The services provided during the Hajj pilgrimage are crucial and warrant careful attention. The Hajj pilgrimage requires significant energy and mature thinking for it to proceed smoothly and effectively. Therefore, quality service is essential to facilitate the various activities associated with the pilgrimage. Numerous obstacles can arise during the Hajj process, including the challenges faced by the Ministry of Religion across the fifty cities, as well as a lack of understanding regarding the proper rules for registration, payment, and cancellation. For instance, misunderstandings frequently occur between prospective pilgrims and Hajj organizers or registration officers throughout the administrative process (Fitri, Solahudin, & Fitriani, 2023).

Many candidates for Hajj, particularly those with limited educational backgrounds and older individuals, often struggle to understand the requirements and procedures for Hajj registration. Reports from the Ministry of Religion offices in fifty cities indicate that a significant number of prospective pilgrims still have questions regarding the administrative processes for registration, payment, and

cancellation of Hajj. Additionally, issues related to the management of administrative services are apparent, including a relatively small number of staff in the Hajj administration section. As a result, during the Hajj season, the effectiveness of administrative services at the Ministry offices across the fifty cities district is compromised, as several staff members involved in organizing Hajj and Umrah also assist candidates preparing for departure (Jeperi, 2017).

Recognizing the challenges surrounding administrative management, the author aims to conduct a study to understand how administrative management can enhance services. This involves identifying the obstacles faced by the Ministry of Religion in the fifty cities and districts during the administrative process. Additionally, the study seeks to explore the measures taken by the Ministry of Religion in the fifty cities district to overcome these obstacles.

Based on previous studies related to management administration, the implementation of the Hajj pilgrimage has yielded diverse findings that enhance the analysis of management practices aimed at improving services. Several studies have been conducted, focusing on indicators related to Hajj service delivery at the Ministry of Religion in Samarinda. One particular study examined the administrative service management for Hajj pilgrims at the Ministry of Religion Office in Pati Regency in 2016 (Syarifah, 2016). In Management Administrative Education at the Aji Mahasiswa Al Muhsin Islamic Boarding School in Yogyakarta (Rifa'i, 2009). In the management and administration of the Hajj registration process, the organization responsible is the Hajj and Umrah Office within the Ministry of Religion for West Progo Regency. This is influenced by the principles of administrative ethics as observed in the services provided by the village apparatus at the Sei Rotan village office in the Precut Sei Tuan sub-district. Additionally, it involves addressing public administration management issues related to the implementation of the Hajj pilgrimage (Ladzi, 2013).

## **Literature Review**

Before embarking on the Hajj pilgrimage, prospective pilgrims must first complete the necessary administrative procedures at their regional ministry office. Many individuals are unfamiliar with the processes involved in Hajj administration management, which is essential for effective organization. This management involves utilizing human resources knowledgeable about the Hajj and Umrah sectors and encompasses collaborative efforts aimed at achieving a common goal: assisting the community with the registration, payment, and potential cancellation of their Hajj

plans.

Hajj administration includes tasks related to correspondence, such as addressing registration requirements, preparing registration files, and obtaining passport photos. According to Luther M. Gullick, administrative functions consist of planning, organizing, staffing (the procurement of manpower), directing, coordinating, reporting, and budgeting, as discussed in "Introduction to Administration and Health Policy."

In the administrative process, effective service is essential, as quality service fosters smooth administration across all aspects of any organization. The relationship between administration and service is highly significant. Observations from daily Hajj activities illustrate this connection: the higher the ethical standards in administration, the greater the enhancement of service quality in that environment.

The term "Hajj" in its linguistic sense refers to traveling to a specific place. However, in a religious context, Hajj means journeying to the Baitul Haram while performing certain rituals at designated times. The Hajj is considered invalid if undertaken by non-believers or those deemed insane, yet it remains valid for children and slaves, although the obligatory pilgrimage is not required of them. It is noted that Muslims in the archipelago have been making the pilgrimage since the introduction of Islam in the 12th century. The journey to the holy land typically entails crossing the sea by boat, and as such, it can take approximately two years to complete (Qusyairi, 2011).

Service in the Hajj is crucial, as the pilgrimage demands significant energy and mature thinking for it to be effective. Consequently, this service is considered a vital aspect of organizing the pilgrimage. Services can be broadly defined as the activities undertaken by individuals, groups, or organizations that directly or indirectly fulfill needs. According to Moenir, service is the process of meeting those needs through the efforts of others (Rianto, 2010).

Gronroth, as quoted by Ratminto and Atik in his book entitled *Service Management*, defines a service as a visual that is claimed to be a sequence of invisible (and untouchable) activities. company. Intended to solve consumer/customer problems (Ratminto & Winarsih, 2010).

Because here we discuss the administration of the organization of the Hajj and Umrah, the type of service used is only service. The format and process of service can increase the satisfaction of prospective pilgrims with the services provided. The basic characteristics of service to provide good service are: Intangible service, service is basically the opposite of a finished product, service is actually an actual action,

influence which is a social action.

## **Research Methods**

### **Research Design**

This research is classified as field research, which focuses on examining social units in detail to provide a comprehensive and descriptive understanding of the subject. The study employs qualitative methods, allowing researchers to gather information and data regarding events within the research area or location. They aim to understand and interpret this data, ultimately processing it to reach the final research outcomes. The study is conducted at the Office of the Ministry of Religion in the Fifty Cities Regency, located on Mr. Syafruddin Prawiranegara Road in Sarilamak. The research period commenced on August 5, 2022, and continues until its completion (Creswell & Creswell, 2018).

### **Data Collection**

In this study, two sources of data were utilized. The first is primary data, which was gathered directly from the research subjects through interviews with the Head of the PHU at the Ministry of Religion in Fifty Cities, as well as discussions with several pilgrims and prospective pilgrims associated with Kemenag in Fifty Cities. The second is secondary data, used to complement the primary data; this includes information sourced from books, expert analyses, documents, and other relevant materials (Arikunto, 2010).

### **Research sample**

The informant study is a focal point of this research, which incorporates primary data from various sources, including the Head of PHU, the Ministry of Religion, and office staff from the PHU in fifty cities. These individuals work closely with both current and prospective pilgrims within the Ministry of Religion across these cities. Data collection methods employed in this study involve three approaches: observation, interviews, and documentation. The interview questions are derived from theoretical frameworks and concepts that are relevant to the issues being addressed (Miles, Huberman, & Saldana, 2018).

### **Data Analysis**

Subsequently, this data will be analyzed to extract details about the subject. The process will follow predetermined steps, starting with the first reduction stage, which involves summarizing or recording raw data essentially encapsulating key points. This initial data will then be further developed using the next technique. The second step involves data display or presentation, where the information gathered

from interviews is organized to facilitate analysis. The third step is data triangulation, which entails comparing the interview results obtained from research participants with observational data to verify their correlation. Finally, conclusions will be drawn based on these findings (Miles et al., 2018).

## **Result and Discussion**

### **Services at The Office of The Ministry of Religion, fifty cities, Districts**

The Hajj pilgrimage, offered in fifty cities by the Ministry of Regional and Religious Affairs, is governed by the Law of the Republic of Indonesia No. 13 of 2008, Article 6, which outlines the provision of government services for Hajj. This includes development, housing, transportation, health services, and security. The Hajj services encompass a year-round registration process, initial registration for pilgrims according to the current year's quota, training and oversight for pilgrims, document completeness checks, and arrangements for both departure and return (Latifah, Zulkarnaen, & Rahman, 2020).

There are several standards for regular Hajj registration services set by the Ministry of Religion. In the regency of Fifty Cities, general provisions for Islamic religious practices state that individuals must be at least 12 years old to register. Hajj registration takes place at the district or city office of the Ministry of Religion, based on the domicile indicated on the prospective Hajj pilgrim's identity card (E-KTP). A prospective pilgrim can register for Hajj ten years after their last pilgrimage. Registration must be completed in person, as it involves taking a photograph and fingerprinting.

Based on interviews conducted by researchers with staff in the Hajj section at Ministry of Religion of fifty cities and districts, namely with Ibu Mulyati regarding what forms services at the office of the Ministry of Religion in fifty cities, his opinion that is:

"The services provided by the Ministry of Religious Affairs in fifty cities include registration, cancellation, delegation, mutation, and management of Hajj (both inbound and outbound) as well as passport services and letters of recommendation for Umrah, departure, and return until embarkation. Hajj services are available during office hours, Monday to Friday, from 07:30 to 16:00 WIB."

Interview second with Yuliasni as staff PHU say:

"In a way general form service Which given almost the same with all office ministry religion regency or city".

Interview third with Rizal, say that:

"Service Which give it office ministry religion regency fifty cities about Hajj every area almost everything the same, like service registration, settlement,

cancellation, delegation portion etc.”

Fourth interview with Mr. Ramadhan, about Hajj services Which There is in ministry religion regency fifty cities:

"Service Which given covering registration, cancellation, delegation portion, settlement, recommendation passport, And other."

Service encompasses all forms of assistance, including both goods and services. Public services are primarily the responsibility of government agencies. Overall, responses from the staff at the Ministry of Religion in the Fifty Cities Regency regarding the services provided to the public or prospective Hajj pilgrims are quite consistent. These services include registration, cancellation, transfer of quotas, passport recommendations, and other related activities (M. Maharani, 2020).

### **Process Administration Service Registration in The Office Ministry Religion Regency fifty cities**

Based on interviews with staff in the Hajj and Umrah implementation department, it was found that process administration service registration covering:

1. Accept proof of deposit and validation of numbers from candidates for the Hajj pilgrimage.
2. Complete the necessary registration requirements, including KTP, KK, marriage certificate or birth certificate, and a fit photo with a white background that includes a group blood type.
3. The officer from the Ministry of Religious Affairs will enter data into the SISKOHAT application according to the validation number provided by the Hajj candidates.
4. The officer will verify the data of Hajj candidates registered in the SISKOHAT application.
5. Once all data is confirmed to be accurate, proceed with taking biometrics in the SISKOHAT application.
6. Store the data and electronically sign the Hajj registration letter by the Head of Department in the Hajj Clever application.
7. Print the registration letter number (SPH) from the SISKOHAT application to provide to the Hajj candidates.

Based on the results of interviews with staff at the Public Health Unit (PHU), we identified several recurring issues during the registration process. These issues often involve discrepancies in the required data, such as inconsistencies in names, places, and dates of birth, as well as parents' names as listed on the KTP (ID card), KK (family card), birth certificates, marriage certificates, or diplomas. Additionally, there are instances of incomplete requirements and incorrect domicile entries at BPS



BPIH. To address these challenges, the Ministry of Religion in Fifty Cities can inform the congregation in detail about the registration requirements. In cases where errors occur, such as incorrect district or city entries, the Ministry of Religion's staff in Fifty Cities should prepare a letter of application for correction to be submitted to the provincial office of the Ministry of Religion (M. U. Maharani, Sadiyah, Mujib, & Mulqiyah, 2022).

### **The Payment Service Process at The Office of The Ministry of Religion, fifty cities, Districts**

Before being granted leave to land, the prospective Hajj pilgrims must settle any outstanding costs associated with the pilgrimage. These costs will be outlined in a presidential decree regarding the organization of the Hajj. The details of the costs will be communicated to the Ministry of Religion offices across fifty cities and districts. Subsequently, the Ministry of Religion will inform the pilgrims about the remaining balance that needs to be settled. After that, the candidates will be given a deadline to make their payments at the bank. Finally, the proof of payment will be submitted by the BPS BPIH officer to the relevant section of the Ministry of Religion overseeing the Hajj (Maulana, Sanusi, & Rustandi, 2022).

From results interview with mother Mulyati, father thank you and staff other the problem during the payment process is:

"The payment will be made by the congregation to BPS BPIH bank for the amount specified by the presidential decree, and it must be paid in full within the designated timeframe. Any errors during the payment process, such as prospective pilgrims lacking sufficient cash, or the congregation's negligence in making timely payments, may lead to temporary settlements. If the payment is not completed within the allotted time, it could result in the prospective pilgrims being unable to depart, thereby postponing their journey to the following year. Additionally, there are instances where it can be challenging to contact members of the congregation, possibly due to changes in phone numbers or other reasons. To address this issue, the PHU staff contacts the congregation by phone, and if they are unreachable, the Hajj section officers may visit the congregation's residence to provide explanations to the prospective pilgrims."

### **Process Administration Service Cancellation Hajj**

Interview First with some staff whose answers were almost the same about the Hajj cancellation process too done in the office ministry religion regency fifty cities, that is:

"The process for canceling Hajj begins when prospective pilgrims visit the Ministry of Religion office. The staff will inquire about the reasons for their cancellation. Acceptable reasons include illness, financial difficulties, or death. Additionally, some individuals may wish to cancel their Hajj to pursue Umrah instead. Prior to finalizing their decision, staff members provide guidance to the prospective pilgrims. It's important for the staff to maintain accuracy and focus, as errors can occur, such as mistakes in typing account numbers. In

such cases, a correction letter can be issued to resolve the issue.”

Interview second with father thank you Ramadan say that process the first administrative cancellation service is: "the Hajj pilgrim makes a letter application for cancellation with reasons and signed on stamp duty, both complete condition cancellation, in the form of:

1. Letter application cancellation Hajj (signed in on duty stamp 10,000)
2. Letter registration Hajj (SPH)
3. Proof deposit BPIH
4. Photocopy card sign resident (ID card)
5. Photocopy Account Congregation Hajj
6. Original letter power to expert inheritance for Congregation Hajj Which prevented still/ Sick permanent.

Many pilgrims cancel their Hajj due to reasons such as illness or death. Additionally, economic factors often contribute to these cancellations. As Buk Mulyati previously mentioned, staff members receive guidance on the cancellation process. Once all requirements are fulfilled, the officer will issue a recommendation letter for the return of the initial deposit. This letter will indicate the cancellation of BPIH due to death or other circumstances and will be initialed by the head of the section and the sub-section head, signed by the head of the office of the Ministry of Religion, and accompanied by an official letter and stamp from the general section.

After the recommendation letter is issued, the officer scans both the letter and the cancellation requirements. The next steps involve inputting the data and taking a photo of the congregation member or an heir who is canceling. The officer will then provide photocopies of the cancellation documents to the affected prospective pilgrims. Subsequently, the congregation will await a cancellation confirmation from BPKH, which will be sent via SMS to their phone within a maximum of 8 working days.

Finally, once the congregation receives the cancellation confirmation message from BPKH, they are required to visit the bank for registration to disburse their funds. They need to bring a photocopy of the cancellation documents from the Ministry of Religion. It is important to note that there may be errors during the cancellation process, such as mistakes in typing the account number. In such cases, a correction letter must be prepared to resolve the issue.

The third interview with Mr. Besizal as staff in the cancellation service section, that is:

"Here, he stated, the characteristics of the prospective congregation cannot be accurately predicted, especially if there are no formal communications from the

congregation that would cancel the Hajj. The cancellation process is similar to what Mr. Syukri Ramadhan described; however, Mr. Bes focuses more on guiding the congregation about the reasons why potential members may choose to cancel their pilgrimage. No work is without its imperfections, and mistakes can indeed occur during the cancellation process, such as entering an incorrect account number. The solution to this issue can be addressed at the moment by correcting the details in a letter."

The staff in the Hajj section work collaboratively to provide consistent service. If one staff member is absent, another will step in to ensure that the service process runs smoothly. Their efforts are not only driven by work demands but also by the desire to receive positive feedback from both the office and the general public (Nurhamidah, Machendrawaty, & Setiawan, 2022).

The tools utilized to support the Hajj administration service process at the Ministry of Religion's office in fifty cities and districts include: a dedicated room for Hajj PHU, computers, laptops, printers, Wi-Fi/network access, cameras, stationery (such as paper, books, pens, pencils, and erasers), a photocopy machine, mobile phones, and more (Octaviani, 2017).

Based on the interviews conducted with Mr. Bes, Mr. Syukri, Mrs. Mulyati, and Mrs. Yuliasni, one of the primary challenges faced by prospective pilgrims is their difficulty in comprehending the registration, payment, and cancellation processes. Additionally, there are issues related to discrepancies between the ID card data and the desired registration city, as well as concerns regarding the management of passport administration (Ody & Sukmadinata, 2009).

### **Supporting And Inhibiting Factors for The Administrative Service Process in The Office Ministry Religion Regency fifty cities**

Based on the interview results, several factors supporting and inhibiting the administrative service process for organizing the Hajj pilgrimage at the Ministry of Religion Office, Fifty Cities Regency, have been identified. The most notable supporting factors highlighted by the informants are the education and work experience of the officers, which significantly impact the quality of service. Additionally, technical training attended by the officers is regarded as a key contributor to enhancing their understanding and skills in providing administrative services to Hajj pilgrims. Conversely, the availability of electronic devices and administrative aids, such as computers and information systems, further facilitates the efficient execution of the service process (Rahma, Sari, Afifah, & Sholichah, 2023).

The primary challenge highlighted in the interview was the scarcity of human resources, particularly individuals who possess true expertise and experience in Hajj administration services. This deficiency results in an unbalanced workload, which can negatively affect the effectiveness and efficiency of the services provided.

Additionally, issues related to network or technology infrastructure were also mentioned as technical obstacles that occasionally hinder the smooth operation of the administrative processes (Ratminto & Winasih, 2010).

In conclusion, the administrative services at the Ministry of Religion of Fifty Cities Regency benefit from the quality of individual officers and sufficient facilities and infrastructure. However, they continue to encounter challenges, particularly regarding the limited number of human resources and constraints within the technical network (Qusyairi, 2011).

### **Effort And Suggestion from Office Ministry Religion Regency fifty cities for Always Improve Quality of Service to Congregation**

The Ministry of Religion office is making efforts to enhance the quality of service by providing Community Satisfaction Index (IKM) forms to the congregation, encouraging them to fill in the suggestion box to evaluate the service.

Looking ahead, a suggestion from PHU staff is to establish a public service mall in fifty cities, where essential services such as the Ministry of Religion, Samsat, sub-district head, immigration, health office, and others can be conveniently accessed by the public (Rifa'i, Tijani, & Zubairi, 2022).

### **Management Administration Organization Worship Hajj in Increase Service for Congregation**

Results from interviews conducted with several hajj pilgrims indicate that the administrative services at the Office of the Ministry of Religious Affairs in Fifty Cities Regency are generally regarded as good and satisfactory. The pilgrims appreciate the responsiveness of the staff in providing information and guidance throughout the administrative process. Furthermore, the services offered are seen as friendly and professional, ensuring the safety of the pilgrims until their return to their home country (Rizal, 2021).

The majority of informants indicated that the officers in the Hajj and Umrah Organization Section (PHU) were quite responsive to the information needs of the congregation, effectively assisting them throughout the registration process, payment, and repatriation. Furthermore, the use of regional languages to convey information was regarded as highly beneficial for enhancing the congregation's understanding (Rokhmad, 2016).

There are, however, some important concerns expressed by a number of the pilgrims. Some believe that the human resources within the PHU section remain limited, underscoring the need for an increase in personnel with specialized expertise in hajj matters. Additionally, there have been grievances regarding inconsistent

communication from the Ministry of Religion, particularly concerning frequently changing policies, such as the age restrictions for pilgrims, which have not been adequately disseminated (Saepurrahmat, 2017). Several pilgrims have recommended that the Ministry of Religion take a more proactive approach in disseminating information about Hajj procedures and policies, ensuring that the public gains a clearer understanding and avoids any confusion.

Overall, the interview findings indicate that the Hajj administration services are functioning effectively; however, there remains potential for improvement in enhancing the quality of human resources, communication, and providing more comprehensive and transparent policy information.

### **Constraint Congregation in Do Process Administration**

According to the results of the interviews, it is evident that the majority of pilgrims encountered minimal obstacles during the administrative process of the Hajj pilgrimage. This success can be attributed to the thoroughness of the documents possessed by the pilgrims, as well as the effective guidance and support provided by the officials in the Hajj and Umrah Organization Section (PHU). The pilgrims expressed their appreciation for the clear and concise information provided, which facilitated a smooth and organized process (Saidi & Khoiri, 2024).

Nonetheless, there were a few minor challenges that arose, particularly regarding inconsistencies in personal data, especially within passport documents. One notable issue was the discrepancy in the number of syllables in a name on a passport, which led to a rather complicated correction process. This required a comprehensive update of the data at the immigration office (Taufikurrahman, Wasliman, & Dianawat, 2023).

Additionally, there are some minor challenges arising from administrative data errors; however, these issues are effectively managed due to the vigilance of PHU officers. The officers consistently remind the congregation to ensure that their data aligns from the very beginning of the registration process, thereby minimizing the potential for any departure failures.

Several recommendations for enhancement surfaced during the interviews. The congregation urged prospective registrants to exercise greater diligence in preparing essential documents prior to registering for the Hajj. Additionally, there is anticipation that the Ministry of Religious Affairs will expand its workforce or enhance the capacity of its human resources, aiming to expedite services and alleviate the considerable workload faced by current staff (Wildayati, 2017).

In general, the obstacles in the Hajj administration service are still relatively

minor and can be overcome well, but improvements in the aspects of human resources and data accuracy remain important concerns for more optimal Hajj implementation in the future.

## Conclusion

Based on results study Which researcher do in ministry religion regency fifty cities regarding the administrative management of the implementation of the Hajj pilgrimage in improving service, can obtained conclusion as following: The Ministry of Religion in the fifty cities and districts is dedicated to facilitating the pilgrimage experience for prospective Hajj pilgrims. They are working diligently to ensure that individuals can quickly respond to and comprehend the processes involved, from registration through to their return home. All prospective pilgrims are treated equally and fairly, receiving guidance and support throughout every step, including registration, settlement, allocation of quotas, cancellations, and departure.

The congregation continues to face obstacles in carrying out administrative processes, but is grateful to have the Office of the Ministry of Religion in the Fifty Cities Regency to help overcome these challenges. One notable issue for prospective pilgrims is the passport administration process, as the office is quite far from their location. The Ministry of Religion is meticulous in its procedures and frequently emphasizes the importance of avoiding data errors. Ultimately, the goal of these administrative processes is to facilitate the experience for prospective candidates within the congregation.

Further research is recommended to evaluate the effectiveness of coordination between the Ministry of Religious Affairs in the fifty cities of the Regency and related agencies, such as immigration offices, in the passport processing procedure. Additionally, exploring innovative digital solutions may help to alleviate the administrative challenges faced by prospective hajj pilgrims. Furthermore, expanding the focus of future research to include the experiences and satisfaction of pilgrims after completing the hajj pilgrimage would provide valuable insights into the actual impact of the administrative services offered.

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