

# Quality Management Implementation of Pilgrimage Guidance Groups (KBIH) in Medan City Under Law No. 8/2019 on Guidance and Assistance for Hajj Pilgrims

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| Received: 27-07-2023      || Revised: 28-08-2023      || Accepted: 28-09-2023      | Published On: 30-10-2023

**Abstract:** This article explores the organizational management practices of the Pilgrimage Guidance Groups (KBIH) in Medan, focusing on the implementation of Law Number 8 of 2019 for Guidance and Assistance for Hajj and Umrah Pilgrims. Using a descriptive approach, data was collected through observations, interviews, and document analyses to investigate quality management, service delivery, and influencing factors at KBIH Medan. The findings demonstrate robust quality management, ensuring high-quality services and adherence to legal provisions. Service implementation covers planning, organizing, executing, mentoring, providing services, and supervision. Supporting factors involve legal considerations, regulatory frameworks, and pilgrim protection, while hindering factors encompass resource constraints, weather challenges, and diplomatic complexities. In conclusion, KBIH Medan effectively implements Law Number 8 of 2019, ensuring service quality and overcoming challenges for future efficiency. The research provides a comprehensive overview of KBIH's organizational management, significantly contributing to successful Hajj and Umrah implementation in Medan. The analysis indicates that KBIH An-Nabawy aligns with the 2019 Law, achieving service quality and effective guidance. Continuous attention and improvement are emphasized for optimal service quality, maintaining a delicate balance between legal adherence and logistical efficiency.

**Keywords:** *management; pilgrimage; quality; Pilgrimage Guidance Groups*

**Abstrak:** Artikel ini menjelajahi praktik manajemen organisasi Kelompok Bimbingan Ibadah Haji dan Umrah (KBIH) di Medan, dengan fokus pada implementasi Undang-Undang Nomor 8 tahun 2019 tentang Bimbingan dan Bantuan Jamaah Haji dan Umrah. Dengan pendekatan deskriptif, data dikumpulkan melalui observasi, wawancara, dan analisis dokumen untuk menyelidiki manajemen kualitas, penyelenggaraan layanan, dan faktor-faktor yang memengaruhi di KBIH Medan. Temuan menunjukkan manajemen kualitas yang kuat, memastikan layanan berkualitas tinggi, dan kepatuhan terhadap ketentuan hukum. Implementasi layanan melibatkan perencanaan, pengorganisasian, pelaksanaan, pembimbingan, pelayanan, dan pengawasan. Faktor pendukung melibatkan aspek hukum, kerangka regulasi, dan perlindungan jamaah, sedangkan faktor penghambat melibatkan keterbatasan sumber daya, tantangan cuaca, dan kompleksitas diplomasi. Kesimpulannya, KBIH Medan efektif mengimplementasikan Undang-Undang Nomor 8 tahun 2019, memastikan kualitas layanan, dan mengatasi tantangan untuk efisiensi di masa depan. Penelitian ini memberikan gambaran menyeluruh tentang manajemen organisasi KBIH, memberikan kontribusi signifikan untuk implementasi sukses Haji dan Umrah di Medan. Analisis menunjukkan bahwa KBIH An-Nabawy sejalan dengan Undang-Undang 2019, mencapai kualitas layanan dan bimbingan yang efektif. Perhatian dan perbaikan berkelanjutan ditekankan untuk kualitas layanan optimal, menjaga keseimbangan antara kepatuhan hukum dan efisiensi logistik.

**Kata Kunci:** *manajemen; Haji; Kualitas; KBIH*

## How to cite this article:

Hamdan Sukri Harahap and others, Quality Management Implementation of Pilgrimage Guidance Groups (KBIH) in Medan City Under Law No. 8/2019 on Guidance and Assistance for Hajj Pilgrims, *Jurnal Ilmiah Mizani: Wacana Hukum, Ekonomi Dan Keagamaan*, 10.2 (2024), 311-324  
doi: <https://dx.doi.org/10.29300/mzn.v10i2.3013>



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## Introduction

This research critically analyzes the implementation of quality management by Pilgrimage Guidance Groups (KBIH) in Medan City, specifically focusing on the directives laid out in Law No. 8/2019 concerning the guidance and assistance for Hajj pilgrims. The study is set against the backdrop of Medan City, a pivotal departure hub for Hajj pilgrims in North Sumatra, addressing unique challenges encountered during the Hajj and Umrah processes.<sup>1</sup>

The distinctiveness of Hajj execution in Indonesia lies in its intricate involvement of various governmental entities, spanning from local authorities to foreign nations like Saudi Arabia. The government assumes full responsibility for the meticulous organization of Hajj, aligning with constitutional mandates and the provisions of the Hajj and Umrah Law. This responsibility is intrinsically tied to the principles governing the organization of Hajj as articulated in the legislation.<sup>2</sup>

Emphasizing the importance of delivering top-notch services during Hajj and Umrah, this research highlights the indispensable role played by travel agencies specializing in pilgrimage journeys. It underscores the significance of quality service as the linchpin for success and the preservation of the organizers' reputation.<sup>3</sup>

Regulations, notably Minister of Religious Affairs Regulation No. 8/2018, position the Ministry of Religious Affairs as the overseeing authority for Hajj and Umrah. The study scrutinizes the practical implementation of Law No. 8/2019 within the

quality management framework of Pilgrimage Guidance Groups in Medan City. Medan City's unique context, grappling with specific issues related to Hajj and Umrah execution, adds depth to the study.<sup>4</sup>

In the local context of Medan City, challenges such as departure delays, Hajj pilgrim clearances, and visa processing delays persist. Effective management by Pilgrimage Guidance Groups (KBIH) becomes pivotal to ensuring the seamless execution of Hajj. Instances of fraud during Umrah journeys underscore the necessity for stringent supervision and regulations to safeguard the interests of pilgrims.<sup>5</sup>

This research also delves into the regulatory landscape, focusing on Minister of Religious Affairs Regulation No. 8/2018, which outlines licensing, fees, registration, and administrative sanctions. The government's responsibility, in line with the 1945 Constitution, is to ensure the execution of Hajj and Umrah aligns with religious norms and service standards.<sup>6</sup>

Medan City, as a central Hajj departure point in North Sumatra, manages around 3,000 pilgrims annually, each with diverse backgrounds. Effective management by KBIH in Medan City is crucial for guiding Hajj pilgrims successfully. The research analyzes issues in the management of Hajj by guidance groups, actions taken by these groups, and the evaluation of group quality.

In the era of globalization, issues related to financing, registration technicalities, departure logistics, and the return of Hajj pilgrims are unavoidable.<sup>7</sup> Case

<sup>1</sup> Lia Fadillah, "Strategi Dan Manajemen Travel Haji Dan Umroh ( Studi Analisis Persaingan Travel Haji Dan Umroh Kota Medan Dalam Pelayanan Dan Kualitas Untuk Meningkatkan Jumlah Konsumen )," *Al-Muamalat Jurnal Hukum Ekonomi Syariah* 4, no. 1 (2019).

<sup>2</sup> Asma Abdulaziz Abdullah Abalkhail and Sumiah Mashraf Abdullah Al Amri, "Saudi Arabia's Management of the Hajj Season through Artificial Intelligence and Sustainability," *Sustainability (Switzerland)* 14, no. 21 (2022), <https://doi.org/10.3390/su142114142>.

<sup>3</sup> Ni'mah Nurfadillah, Ahmad Sarbini, and Herman Herman, "Manajemen Strategik Bimbingan Manasik Haji Dalam Meningkatkan Kualitas Jemaah," *Tadbir: Jurnal Manajemen Dakwah* 4, no. 2 (2019), <https://doi.org/10.15575/tadbir.v4i2.1827>.

<sup>4</sup> Juliana Juliana, Ngatno Sahputra, and Ahmad Taufiq Harahap, "ANALISIS STRATEGI PROMOSI DALAM MENINGKATKAN JUMLAH JAMAAH UMRAH PADA PT. SIAR HARAMAIN INTERNATIONAL WISATA DI MEDAN," *Bisnis-Net Jurnal Ekonomi Dan Bisnis* 5, no. 2 (2022), <https://doi.org/10.46576/bn.v5i2.2773>.

<sup>5</sup> Arnida, "Strategi Pelayanan Dan Pembimbingan Terhadap Pelaksanaan Ibadah Jamaah Haji Di KBIH AN-NABAWY Kota Medan," *Medan: UIN Sumatera Utara Medan*, 2020.

<sup>6</sup> Sri Lestari and Sugiharto Sugiharto, "Evaluasi Penyelenggaraan Manasik Haji Di Kelompok Bimbingan Ibadah Haji (Kbih) An-Nihayah Karawang Tahun 2019," *Jurnal Manajemen Dakwah* 8, no. 1 (2021), <https://doi.org/10.15408/jmd.v8i1.19924>.

<sup>7</sup> Muhammad Aziz Zakiruddin, "DYNAMICS OF HAJJ FINANCIAL MANAGEMENT REGULATION IN EFFORTS

studies on several KBIH in Medan City will provide a deeper understanding of the challenges and the role of pilgrimage guidance management at the local level.<sup>8</sup>

Instances of fraud against Umrah pilgrims in Indonesia have recorded a significant number of incidents affecting prospective pilgrims in recent years. The study critically analyzes these cases, highlighting the necessity for effective management of pilgrimage guidance organizations to ensure the integrity and trust of Umrah pilgrims in performing their religious obligations.<sup>9</sup>

In North Sumatra, particularly in Medan City, various issues related to the execution of Hajj and Umrah have become unavoidable. A case study approach is employed to explore problems such as departure delays, Hajj pilgrim clearances, visa processing delays, and discrepancies between guidance and services offered domestically versus those applied in the holy land. The study focuses on several Pilgrimage Guidance Groups (KBIH) in Medan City, including KBIH Multazam, KBIHU Al-Adliyah, KBIHU Dhuyufurrohman, and KBIHU Al-Mukarromah. The study aims to provide insights into the challenges faced by KBIH in effectively managing Hajj pilgrims in the current globalized landscape. Despite government efforts to improve Hajj management, discrepancies in handling prospective Hajj pilgrims persist. The role of manasik haji (Hajj guidance), a crucial part of pilgrim preparation, is pivotal in enhancing knowledge about the correct procedures for Hajj. However, challenges such as lack of coordination, inadequate understanding, and non-compliance with rules in the holy land continue to be obstacles for KBIH. Effective

communication, balanced interaction with pilgrims, a deep understanding of Hajj and Umrah rules, and optimal performance of guides and mentors are essential for KBIH to fulfill their responsibilities optimally.<sup>10</sup>

Pilgrimage Guidance Groups (KBIH) are accommodated within the legal framework of the country through various regulations. This includes the Hajj and Umrah Law of 2008, which aims to provide guidance, services, and protection through effective systems and management, ensuring the safe execution of Hajj in line with religious requirements. Additional regulations, such as Ministerial Decision No. 371 of 2002 and Director General Decision No. D/377 of 2002, provide guidelines for the implementation of Hajj and Umrah. Furthermore, a directive from the Directorate General of Islamic Guidance and Hajj Implementation No. Dt. I. IV/7/Hj.01/67/2004 dated March 31, 2004, offers guidance on Pilgrimage Guidance Groups. Despite the vital role of KBIH in guiding prospective Hajj pilgrims and post-Hajj activities, issues such as fraud, inappropriate guidance practices, and violations of rights and obligations may arise, resulting in complaints and losses for prospective Hajj pilgrims. Some common issues addressed to KBIH include financial transparency, quality of guidance, service catering to pilgrims' needs, and the implementation of the concept of manasik haji. On the other hand, the organization of Umrah journeys by private travel agencies also receives attention, especially concerning the failure of Umrah pilgrims to depart, leading to losses for the pilgrims. Reports of fraud by Umrah travel agencies make the public cautious, emphasizing the importance of selecting trustworthy travel agencies.

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TO GOOD GOVERNANCE," *JURNAL ILMIAH MIZANI: Wacana Hukum, Ekonomi, Dan Keagamaan* 8, no. 2 (2021), <https://doi.org/10.29300/mzn.v8i2.5387>.

<sup>8</sup> Tita Safitriawati, Indar Fauziah Ulfah, and Neneng Widayati, "Optimalisasi Investasi Dana Haji Melalui Sukuk Dan Deposito Bank Syariah Terhadap Pengembangan Dana Haji Di Indonesia Periode 2016 - 2019," *BISEI: Jurnal Bisnis Dan Ekonomi Islam* 6, no. 01 (2021), <https://doi.org/10.33752/bisei.v6i01.1570>.

<sup>9</sup> Landung Sudarmana and Wakhid Sulthani Aziz Komara Putra, "MEMBANGUN SISTEM PENDUKUNG KEPUTUSAN BIRO PERJALANAN HAJI DAN UMRah DI YOGYAKARTA MENGGUNAKAN METODE SIMPLE ADDITIVE WEIGHTING," *Simetris: Jurnal Teknik Mesin, Elektro Dan Ilmu Komputer* 8, no. 1 (2017), <https://doi.org/10.24176/simet.v8i1.958>.

<sup>10</sup> Arnida, "Strategi Pelayanan Dan Pembimbingan Terhadap Pelaksanaan Ibadah Jamaah Haji Di KBIH AN-NABAWY Kota Medan."

Cases of fraud against Umrah pilgrims in Indonesia have recorded a significant number of incidents affecting prospective pilgrims in recent years.<sup>11</sup> Data indicates a decrease in cases in 2016 after reaching a peak in 2015, but in 2017, there was a surge with 35,149 Umrah pilgrims falling victim to fraud. Under the Regional Office of the Ministry of Religious Affairs of North Sumatra, the increasing cases of fraud are concerning. In 2018, several cases surfaced, including fraud by PT. Abu Tours and PT. Nafisah Rihlatul Iman Tours for Umrah and Hajj plus. The incurred losses amounted to billions of rupiah, raising public concerns. In this context, the management of pilgrimage guidance plays a crucial role in managing the organization or institution to achieve goals, providing benefits such as goal adjustment, performance improvement, work motivation, and knowledge understanding applicable in the Arab land. Therefore, this research aims to analyze the event of tens of thousands of Umrah pilgrims failing to perform their pilgrimage through the framework of legislation and policies. The government has formulated various regulations to protect citizens and improve the performance of travel agencies organizing Umrah journeys in Indonesia. Issues arising in the implementation of Umrah journeys include fraudulent actions or manipulation by brokers or agents handling tickets and visas, resulting in discrepancies between promised tickets or visas and schedules, as well as the misuse of promises from organizing companies. To gain a deeper understanding of the quality management of Pilgrimage Guidance Groups in Medan City, scientific research such as a journal article titled "Quality Management of Pilgrimage Guidance Groups in Medan City (A Study of the Implementation of Law No. 8/2019 on

Guidance and Assistance for Hajj Pilgrims)" is required. The identification of issues in the research involves the management of pilgrimage guidance groups, the actions taken by these groups, interactions with Hajj pilgrims, group quality evaluations, the implementation of Law No. 8/2019, obstacles in implementing the law, and efforts to comply with regulations.

## Literature Review

### Management of Pilgrimage Guidance, Legal Foundations, and Implications of Haji Quota in Indonesia

The management of pilgrimage guidance, legal foundations for Hajj and Umrah travel agencies, and the implications of Haji quota form a comprehensive framework for ensuring the success and fulfillment of pilgrimage objectives in Indonesia. This integrated review explores the multifaceted nature of management principles, legal frameworks, and the impact of Haji quota on waiting lists for pilgrims.<sup>12</sup>

- A. *Management in Pilgrimage Guidance:* Effective management, involving planning, organization, and control, is indispensable for the smooth execution of Hajj and Umrah activities. This literature review emphasizes the multifunctional aspects of management, including planning, organizing, directing, and controlling. The Kelompok Bimbingan Ibadah Haji (KBIH) emerges as a crucial player, collaborating with the government to provide guidance to Hajj pilgrims. The collaborative approach between KBIH and government bodies ensures the efficiency and effectiveness of pilgrimage organizations.<sup>13</sup>
- B. *Legal Foundations for the Establishment of Hajj and Umrah Travel Agencies:*<sup>14</sup>
  1. *Legal Basis for KBIH:* The legal

<sup>11</sup> Siska Amelya, "KEBIJAKAN INTEGRATIF PENANGGULANGAN TINDAK PIDANA PENIPUAN OLEH TRAVEL IBADAH UMROH," *Jurnal Panji Keadilan: Jurnal Ilmiah Nasional Mahasiswa Hukum* 4, no. 1 (2021).

<sup>12</sup> Mohammed Dauda Goni et al., "Hajj Pilgrimage amidst Covid-19 Pandemic: A Review," *Bangladesh Journal of Medical Science* 20, no. 4 (2021), <https://doi.org/10.3329/bjms.v20i4.54127>.

<sup>13</sup> Iseu Susilawati, Ahmad Sarbini, and Asep Iwan Setiawan, "Implementasi Fungsi Manajemen Dalam Pelayanan Bimbingan Manasik Haji Di Kelompok Bimbingan Ibadah Haji," *Tadbir: Jurnal Manajemen Dakwah* 1, no. 2 (2016), <https://doi.org/10.15575/tadbir.v1i2.135>.

<sup>14</sup> Amelya, "KEBIJAKAN INTEGRATIF PENANGGULANGAN TINDAK PIDANA PENIPUAN OLEH TRAVEL IBADAH UMROH."



foundations for travel agencies facilitating Hajj and Umrah in Indonesia are grounded in Law Number 13 of 2008, but calls for new legislation have arisen due to criticisms. Government Regulation Number 79 of 2012 and Minister of Religious Affairs Regulation Number 23 of 2016 provide additional frameworks. Amendments reflect an evolving legal landscape, aiming to enhance protection, certainty, and comfort for Hajj pilgrims.<sup>15</sup>

2. **Roles and Functions of KBIH:** KBIH, operating at the district level, plays a pivotal role in guiding pilgrims. Its tasks include providing additional guidance domestically and in Saudi Arabia, offering consultation services, and instilling confidence in pilgrims regarding ritual mastery. Despite challenges, KBIH's partnership with the Ministry of Religious Affairs is considered beneficial, emphasizing the achievement of Hajj in accordance with Islamic principles.<sup>16</sup>

**Guarantee of Hajj Worship in Law No. 8 of 2019:** The enactment of Law Number 8 of 2019 emphasizes several fundamental aspects regarding Hajj:<sup>17</sup>

1. **Human Rights:** The law reaffirms human rights as a fundamental aspect of Hajj, ensuring the protection and dignity of

individuals. The universality of human rights implies a duty for individuals to understand, respect, and uphold these rights.<sup>18</sup>

2. **Citizens' Rights:** The law recognizes citizens' rights, emphasizing that individuals are part of the state and entitled to certain rights and responsibilities. The state's duty is to implement policies that consider human rights in the development process.<sup>19</sup>
3. **Principles of Organizing Hajj:** The law establishes principles for the organization of Hajj, including adherence to Islamic Sharia, accountability, justice, benefit, safety, security, professionalism, transparency, and accountability.<sup>20</sup>
4. **Implications of Determining Hajj Quota on Waiting List:** The Hajj quota, determined by the Saudi Arabian government, has implications for waiting lists. The quota system, established in 1987, allocates seats based on a ratio of 1:1000, creating a waiting list for prospective pilgrims. Despite expansions in facilities like Masjidil Haram, waiting lists persist, leading to prolonged waiting times for pilgrimage.<sup>21</sup>

In conclusion, the integration of effective management principles, robust legal frameworks, and an understanding of the implications of Hajj quota is crucial for successful pilgrimage guidance in Indonesia. The collaboration between KBIH and

<sup>15</sup> Achmad Muchaddam Fahham et al., "Penyelenggaraan Ibadah Haji: Masalah Dan Penanganannya," *Penyelenggaraan Ibadah Haji: Masalah Dan Penanganannya* 1, no. 1 (2015).

<sup>16</sup> Zakky Fakhri Amin, "STRATEGI BIMBINGAN MANASIK IBADAH HAJI PADA KBIH NURUSSALAM LAMPUNG TIMUR," *Multazam : Jurnal Manajemen Haji Dan Umrah* 1, no. 2 (2022), <https://doi.org/10.32332/multazam.v1i2.5376>.

<sup>17</sup> Ai Siti Hapsoh, "Manajemen Pelayanan Pada KBIH Salman ITB Dalam Meningkatkan Kualitas Calon Jamaah," *Tadbir: Jurnal Manajemen Dakwah* 5, no. 2 (2020), <https://doi.org/10.15575/tadbir.v5i2.2097>.

<sup>18</sup> Zulfila Zulfila, "MANAJEMEN PELAYANAN BIRO PERJALANAN HAJI PLUS DAN UMRAH PADA PT. TANIM WISATA RELIGI DURI RIAU MENURUT UNDANG-UNDANG REPUBLIK INDONESIA NOMOR 8

TAHUN 2019," *Jurnal Manajemen Bisnis Dan Organisasi* 1, no. 2 (2022), <https://doi.org/10.58290/jmbo.v1i2.18>.

<sup>19</sup> Aulia Fadhilah Fawwaz and Liya Sukma Muliya, "Kerugian Jemaah Haji Furoda Atas Gagal Berangkat Haji Dan Tanggung Jawab Hukum Biro Perjalanan Haji Khusus Berdasarkan Buku III KUH Perdata Dihubungkan Dengan Undang-Undang Nomor 8 Tahun 2019 Tentang Penyelenggaraan Ibadah Haji Dan Umrah," *Bandung Conference Series: Law Studies* 3, no. 1 (2023), <https://doi.org/10.29313/bcsls.v3i1.4919>.

<sup>20</sup> Utari Nur Rahma et al., "MANAJEMEN PELAYANAN HAJI DAN UMRAH KBIH NASRUL UMMAH," *Multazam : Jurnal Manajemen Haji Dan Umrah* 3, no. 1 (2023), <https://doi.org/10.32332/multazam.v3i1.6097>.

<sup>21</sup> Bahrul Aswandi, "Kepuasan Jama'ah Haji Dalam Proses Pelayanan Haji (Studi Kasus Di Kabupaten Kuantan Singingi)," *Journal of Islamic Law El Madani* 1, no. 1 (2022), <https://doi.org/10.55438/jile.v1i1.6>.

government bodies exemplifies a cooperative approach, while legal foundations provide the necessary structure. Recognizing human rights and citizenship rights adds ethical dimensions, and addressing waiting lists is essential for a more inclusive pilgrimage experience. This integrated perspective emphasizes the need for continuous improvement and adaptation in the dynamic landscape of pilgrimage management.

## Method

This qualitative descriptive study scrutinizes the effectiveness of organizing Umrah pilgrimage journeys, focusing on selected entities in North Sumatra, Indonesia. The key subjects include the Ministry of Religious Affairs of North Sumatra, specifically the Head of the Hajj and Umrah Implementation Division, as well as two district-level organizers (KBIH) in Medan, namely KBIH Amanah and KBIH Barokah. Additionally, the study involves face-to-face interviews with the owners of two prominent Hajj and Umrah travel agencies in Medan, namely Agency X and Agency Y, to gather insights into their operational experiences and challenges. These selected KBIH and travel agencies serve as crucial sources of primary data to assess the compliance and effectiveness of Umrah pilgrimage organization in accordance with legal regulations and practical realities. The research also incorporates a comprehensive review of legal documents, books, journals, and other relevant literature to enrich the analysis.

## Results and Discussion

### Quality Management of Guidance for Hajj and Umrah Groups in Medan City: Implementation of Law Number 8 of 2019 Concerning Guidance and Assistance for Hajj Pilgrims

This research delves into the quality management of guidance for Hajj and Umrah groups in Medan City, focusing on the application of Law Number 8 of 2019 concerning guidance and assistance for Hajj pilgrims. The study centers on KBIH An-Nabawy in Medan, a non-governmental religious social institution

that has been providing guidance for fifteen years. Led by Drs. H. Harmyn Tanjung, the institution offers free guidance, including 26 sessions of guidance and rituals. The research explores the services provided, encompassing the management of services for prospective Hajj and Umrah pilgrims, the registration process, and customer service standards.

1. This study examines the quality management of guidance services provided by KBIH An-Nabawy in Medan for Hajj and Umrah pilgrims, aligning with the stipulations of Law Number 8 of 2019. The institution, under the leadership of Drs. H. Harmyn Tanjung, has been independently operating since 2012, delivering guidance for prospective pilgrims and contributing as a government partner to facilitate Hajj preparations. KBIH An-Nabawy is officially registered and provides free guidance sessions, with an increasing number of pilgrims annually.
2. Quality of Services The study evaluates the quality of services offered by KBIH An-Nabawy, emphasizing three key management aspects: reception, transaction execution, and post-transaction appreciation. Customer interactions within the office are characterized by warm greetings, personalized discussions, and transparent transactions, ensuring customer satisfaction. The study outlines the registration requirements for Hajj and Umrah, illustrating the institution's commitment to inclusivity and standardized procedures.
3. Pilgrim Development KBIH An-Nabawy engages in comprehensive pilgrim development through pre-departure, on-site, and post-pilgrimage guidance. The institution conducts pre-departure counseling, encompassing practical and theoretical aspects of the pilgrimage. On-site guidance in Mekah is provided by professional mentors, ensuring adherence to religious practices and discipline. Post-pilgrimage counseling aims to sustain the spiritual and moral development of pilgrims upon their return.
4. Pilgrim Protection In compliance with the regulations outlined in Law Number 13 of

2008, KBIH An-Nabawy ensures the protection of pilgrims during their Hajj and Umrah journey. This includes guaranteeing departure certainty, health and safety measures, vaccination against diseases, and life insurance coverage for accidents. The institution possesses adequate facilities, infrastructure, and equipment to fulfill its duties, such as an office, counseling venues, transportation, and electronic devices.

This research sheds light on the exemplary quality management practices implemented by KBIH An-Nabawy in Medan concerning guidance services for Hajj and Umrah pilgrims. The institution's commitment to standardized procedures, customer satisfaction, and pilgrim development, coupled with the provision of protective measures, underscores its dedication to ensuring a seamless and spiritually enriching pilgrimage experience

### **Quality Management and Marketing Strategies of PT Multazam Wisata Agung Medan:**

This research delves into the quality management and marketing strategies employed by PT Multazam Wisata Agung Medan, a prominent institution in the field of Umrah and Hajj pilgrimage marketing. The study covers the organizational profile, management structure, diverse programs offered, and the marketing management analysis of the company. Utilizing SWOT analysis, the strengths, weaknesses, opportunities, and threats are identified, guiding strategic planning aligned with the company's objectives. The paper emphasizes the planning process, including forecasting, goal-setting, programming, scheduling, budgeting, procedure development, and policy establishment. The findings contribute insights to enhance the quality of pilgrimage services and marketing effectiveness in the industry.

Quality Management, Marketing Strategies, Umrah, Hajj, PT Multazam Wisata Agung Medan, SWOT Analysis, Strategic Planning, Organizational Profile, Management Structure,

1. Introduction: PT Multazam Wisata Agung Medan plays a significant role in the marketing of Umrah and Hajj pilgrimages.

This research explores the quality management and marketing strategies employed by the institution, shedding light on its organizational structure, diverse programs, and overall marketing analysis.

2. Pilgrimage Programs: PT Multazam Wisata Agung Medan offers a variety of programs, including:
  - a. Guidance and Rituals for Hajj: A specialized guidance team ensures the spiritual experience of pilgrims, starting three months before departure and continuing throughout the pilgrimage in Saudi Arabia.
  - b. Health Check-ups: Comprehensive health examinations, including vaccinations mandated by the Ministry of Religious Affairs RI, are conducted one month before departure.
  - c. Accommodation: Providing 3-star hotel facilities in Mecca and equivalent in Medina, along with 5-star/VIP hotel options. PT Multazam Wisata Agung ensures comfortable transportation and catering services.
  - d. Transportation: Pilgrims travel from Medan to Saudi Arabia via Saudi Airlines, with in-country transportation provided by PT Multazam Wisata Agung's own Multazam Medan bus.
  - e. Other Facilities: Offering diverse program options, including Haji Khusus, Haji Plus, Umroh Reguler 10, 13, 17 (Arbain), Umroh Plus Turkey, Umroh Plus Cairo, Umroh Plus Aqsho, Umroh Plus Dubai, Umroh Ramadhan, and Wisata Islami.
3. Marketing Management Analysis: Utilizing the SWOT analysis technique, PT Multazam Wisata Agung Medan assesses internal and external factors. Key findings include:
  - a. Strengths: High professionalism, customer satisfaction, established schedules, comfortable accommodations, transportation, and high-quality products.
  - b. Weaknesses: Minimal noticeable weaknesses; potential ambiguity in professional conduct within the

- office.
- c. Opportunities: Growing customer demand, guidance by experienced scholars, use of connecting flights, and collaboration with local religious leaders.
  - d. Threats: Visa delays, health issues among pilgrims, and competition from other travel agencies.
4. Planning Process: The planning process involves forecasting, goal-setting, programming, scheduling, budgeting, procedure development, and policy establishment. Forecasts include opening branch offices, introducing experienced scholars, and recruiting young talent.
  5. Conclusion: This research provides valuable insights into the quality management and marketing strategies of PT Multazam Wisata Agung Medan. The findings contribute to the ongoing discourse on improving pilgrimage services and effective marketing in the industry.

#### **Strategic Management of Pilgrimage Guidance: A Case Study of KBIH PT. Gadika Medan"**

This case study explores the strategic management practices of KBIH PT. Gadika Medan, a key player in providing pilgrimage guidance for Hajj and Umrah. The study provides insights into the organizational profile, vision, mission, and the structure of KBIH Gadika. It also delves into the meticulous preparations for pilgrimage guidance, covering administrative processes, manasik (rituals) training, field practices, and health services. The case study sheds light on the comprehensive approach employed by KBIH Gadika in ensuring a seamless and spiritually fulfilling pilgrimage experience for the participants.

This case study explores the strategic management practices of KBIH PT. Gadika Medan, focusing on its role in providing pilgrimage guidance for Hajj and Umrah. The study aims to uncover the organizational strategies and meticulous preparations that contribute to a successful pilgrimage experience.

#### **1. Organizational Profile:**

KBIH PT. Gadika Medan is located at Jl. Sisingamangaraja 1, 1st Floor, Madani Hotel, Medan 20215. The vision and mission of KBIH Gadika emphasize providing the best services for the comfort of worship and facilitating ease for those undertaking Hajj and Umrah. The organizational structure includes key figures in various positions, ensuring smooth operations.

#### **2. Pilgrimage Guidance Preparation:**

##### **a. Administrative Processes:**

- Conducting monthly meetings for performance evaluation and planning.
- Socializing and registering potential pilgrims through global introduction sessions.
- Creating a manasik plan detailing the agenda and schedule before departing for the Holy Land.
- Receiving guidance from the Ministry of Religious Affairs at the city and provincial levels.

##### **b. Manasik (Rituals) Training:**

- Registering participants during the opening ceremony after the Hajj season.
- Field practices during the Hajj season include training in Ihram, Arafah rituals, Tawaf, Sa'i, Stoning rituals, and more.
- Fostering unity and cohesion among participants, promoting inclusivity and harmony.

##### **c. Formation of Leaders (Karom and Karu):**

- Selecting leaders through travel agency decisions or suggestions from participants.
- Ensuring the roles of leaders for each group are clearly defined.

##### **d. Transportation:**

- Highlighting the importance of safe and efficient transportation in pilgrimage execution.
- Managing the movement of pilgrims from their hometowns to Saudi Arabia and back.

##### **e. Catering:**

- Ensuring the provision of nutritious



and hygienic meals to enhance participant satisfaction.

**f. Health Services:**

- Conducting health check-ups, vaccinations, and providing necessary medical care before departure.
- Continuous health maintenance during the pilgrimage to prevent diseases.

**g. Departure and Arrival Ceremonies:**

- Providing final guidance to participants on rituals and necessary preparations.
- Organizing ceremonies for welcoming new pilgrims and gathering information from the Holy Land.

**h. Evaluation and Reporting:**

- Conducting post-pilgrimage visits to evaluate guidance effectiveness.
- Reporting findings and lessons learned to improve future pilgrimage guidance.

**3. Pilgrimage Implementation:**

- a. Providing comprehensive guidance to pilgrims in the Holy Land.
- b. Coordination between pilgrims and leaders to address legal issues and challenges.
- c. Enabling pilgrims to perform rituals independently with guidance from local leaders.

This case study provides an in-depth analysis of the strategic management practices of KBIH PT. Gadika Medan in providing pilgrimage guidance. The comprehensive approach ensures a fulfilling and well-managed pilgrimage experience for participants.

**Enhancing Pilgrimage Experience: Management Practices of KBIHU Armina Kota Medan and PT. Grand Darussalam Tour & Travel Medan"**

This comparative case study examines the management strategies employed by KBIHU Armina Kota Medan and PT. Grand Darussalam Tour & Travel Medan in providing pilgrimage guidance services. The study delves into their organizational profiles, management styles, and

the factors influencing the delivery of services to Hajj and Umrah pilgrims. By exploring different approaches, the research aims to identify best practices and areas for improvement in enhancing the overall pilgrimage experience.

This comparative case study explores the management practices of KBIHU Armina Kota Medan and PT. Grand Darussalam Tour & Travel Medan in delivering pilgrimage guidance services. Understanding their approaches can shed light on successful strategies and potential areas for improvement in enhancing the pilgrimage experience for participants.

**KBIHU Armina Kota Medan:**

**a. Approaches to Ritual Guidance:**

- Emphasizes the importance of practical implementation of theoretical knowledge.
- Utilizes various teaching methods for effective learning outcomes.
- Highlights the role of leadership, coordinators, and mentors in the preparation process.

**b. Management of Spiritual Education:**

- Utilizes oral narrative methods for effective communication.
- Implements a variety of speaking techniques for delivering Hajj-related information.
- Incorporates simulation methods to deepen understanding of spiritual concepts.
- Engages participants through interactive question-and-answer sessions.

**c. Challenges and Solutions:**

- Faces challenges related to limited space for services.
- Focuses on responsiveness to customer needs, addressing complaints promptly.
- Strives for continuous improvement and the use of technology for better service delivery.

**PT. Grand Darussalam Tour & Travel Medan:**

**a. Organizational Profile:**

- Founded by H. Bob S. Nasution in 2010, officially registered as a pilgrimage

- travel agency.
- Part of Darussalam Group, encompassing various business ventures, including hotels and travel services.
- b. **Management Functions:**
  - Utilizes planning, organizing, directing, and controlling functions to provide comprehensive pilgrimage services.
  - Designs pilgrimage programs with clear organizational structures and facilities.
  - Emphasizes employee guidance, motivation, supervision, and evaluation for continuous improvement.
- c. **Factors Influencing Service Delivery:**
  - Benefits from a strategic location, professional human resources, and official licenses.
  - Faces challenges related to diverse backgrounds of pilgrims impacting their understanding.
  - Strives to instill trust through timely service, cost certainty, and legal guarantees.
- d. **Comparative Analysis:**
  - Evaluates the effectiveness of different approaches in ritual guidance and spiritual education.
  - Analyzes challenges faced by both organizations and their respective solutions.
  - Compares factors influencing service delivery and customer satisfaction.

This comparative case study provides valuable insights into the management practices of KBIHU Armina Kota Medan and PT. Grand Darussalam Tour & Travel Medan. By understanding their strategies and challenges, it aims to contribute to the enhancement of pilgrimage guidance services and the overall experience for participants.

### **Comprehensive Service Management in Hajj and Umrah: A Case Study of PT. Grand Darussalam Tour & Travel"**

As pilgrimage travel is a sacred and regulated endeavor, this case study scrutinizes the service management strategies of PT. Grand Darussalam Tour & Travel, offering insights into its commitment to delivering a seamless and protected pilgrimage experience.

## **1. Standards of Service Management:**

### **a. Pre-Departure Services:**

- Registration procedures, including requirements and financial commitments.
- Emphasis on documentation, health tests, and identity verification.

### **b. Guidance Services:**

- Pre-departure guidance, covering administrative tasks and health tests.
- In-depth guidance in the Holy Land, focusing on rituals, safety, and additional spiritual guidance.
- Utilization of practical demonstrations and educational materials.

### **c. Protection Measures:**

- Assurance of timely departure for pilgrimage.
- Health, safety, and security guarantees for pilgrims.
- Vaccination against meningitis and life insurance for accident coverage.

## **2. Factors Influencing Service Delivery:**

### **a. Supporting Factors:**

- Strategic office location.
- Legal authorization from the Ministry of Religious Affairs.
- Ownership of dedicated hotels and comprehensive facilities.
- Adequate, professional, and experienced human resources.
- Extensive network connections for effective outreach and communication.

### **b. Challenges:**

- Intense competition in the pilgrimage travel sector.
- Diverse backgrounds of pilgrims impacting their understanding.

PT. Grand Darussalam Tour & Travel exhibits a comprehensive approach to service management in the Hajj and Umrah pilgrimage. By adhering to standards and addressing challenges, the organization strives to offer pilgrims a fulfilling and secure spiritual journey.

## Quality Service Implementation in the Guidance Groups for Hajj and Umrah in Medan: A Compliance Study with the 2019 Law on Guidance and Assistance for Hajj and Umrah Pilgrims

This comprehensive study explores the operational intricacies of the Guidance Groups for Hajj and Umrah in Medan, focusing on their compliance with the 2019 Law on Guidance and Assistance for Pilgrims. The research dissects the planning, organizing, execution, and supervision of services provided to pilgrims, encompassing financial and guidance policies, management concepts, and the implementation process.

Financial Policies involve the formulation, financing, and determination of BPIH, quota allocation at different Hajj levels, and settlement of regular and special Hajj BPIH. Guidance Policies include Manasik Hajj guidance, preparation of PPIH and group officials, document and identity services, Asrama Hajj embarkation services, air transportation services, Smart Hajj application, accommodation provision, consumption, ground transportation, and Armina services.

Management Concepts cover organizational management definitions, Shariah principles, and alignment with Islamic principles. The Quality Management Process involves planning annual guidance programs, organizing with Shariah-aligned structure, ensuring productive execution, and internal/external supervision based on Islamic principles.

The Implementation Process includes goal determination, administrative tasks, financial budgeting without interest, recruitment, detailed scheduling of guidance sessions, adherence to government regulations, Islamic consultation in decision-making, effective team organization, optimal performance, addressing shortcomings, building a collaborative environment, Manasik Hajj guidance, assistance for less capable pilgrims, intensive coordination, service provision covering accommodation, health, transportation, lodging, catering, and implementation of public service principles. The Supervision involves internal supervision by KBIH management, external supervision by the government, and adherence to Islamic

principles.

**Table 1. Analysis of Quality Service Implementation**

Categories	Key Components	Observations
<b>Financial Policies</b>	Formulation, financing, and determination of BPIH; Quota allocation; Settlement of regular and special Hajj BPIH	Compliant with regulations; Transparent financial practices
<b>Guidance Policies</b>	Manasik Hajj guidance; Preparation of PPIH and group officials; Document and identity services; Asrama Hajj embarkation services; Air transportation services; Smart Hajj application; Accommodation provision; Consumption; Ground transportation; Armina services	Comprehensive guidance services; Adequate facilities and services
<b>Management Concepts</b>	Organizational management definitions; Shariah principles; Alignment with Islamic principles	Clearly defined management principles; Alignment with Islamic values
<b>Quality Management Process</b>	Planning annual guidance programs; Organizing with Shariah-aligned structure; Ensuring productive execution; Internal/External supervision	Systematic planning and execution; Effective supervision mechanisms
<b>Implementation Process</b>	Goal determination; Administrative tasks; Financial budgeting without interest; Recruitment; Detailed scheduling of guidance sessions; Adherence to regulations; Islamic consultation; Effective team organization; Optimal performance; Addressing shortcomings; Building a collaborative environment; Manasik Hajj guidance; Assistance for less	Systematic goal-oriented planning; Adherence to Islamic principles; Collaborative team efforts; Comprehensive services

Categories	Key Components	Observations
	capable pilgrims; Intensive coordination; Service provision; Implementation of public service principles	
<b>Supervision</b>	Internal supervision by KBIH management; External supervision by the government; Adherence to Islamic principles	Effective internal and external oversight; Compliance with Islamic principles

Table 1 evaluates the implementation of Hajj and Umrah services, noting that financial policies are transparent, guidance services are comprehensive, and management concepts align with Islamic principles. Despite these strengths, continuous improvement is needed to address challenges and ensure high-quality service for diverse pilgrim populations.

The Guidance Groups for Hajj and Umrah in Medan demonstrate efforts to align their services with the 2019 Law on Guidance and Assistance for Pilgrims. However, addressing challenges in catering to a diverse pilgrim population and ensuring optimal service quality requires ongoing attention and improvement.

### Navigating Challenges and Triumphs: Implementing the 2019 Law on Guidance and Assistance for Hajj Pilgrims in Medan"

The pursuit of smooth execution of Hajj and Umrah rituals, a shared aspiration of organizers and pilgrims alike, encounters various challenges and triumphs. This study delves into the implementation of Law No. 8 of 2019 concerning Guidance and Assistance for Hajj Pilgrims in Medan, exploring supporting factors and obstacles faced. Meticulous attention to service management is highlighted as a crucial aspect.

Supporting factors include robust legal foundations, regulation, and supervision. The law provides clarity on responsibilities, creating a framework for oversight, defining standards, and emphasizing pilgrim protection. However, obstacles exist, such as resource limitations, adverse weather conditions, diplomatic challenges, and destination country regulations. Administrative errors, lack of public awareness,

economic instability, technology risks, and health challenges further complicate the implementation process.

**Table 2: Analysis of Supporting Factors and Obstacles in Implementing Law No. 8 of 2019**

Category	Supporting Factors	Obstacles
<b>Legal Aspects</b>	Robust legal foundation for Hajj and Umrah organization, clarifying responsibilities	-
<b>Regulation and Supervision</b>	Framework for regulating and overseeing activities, defining requirements and standards	-
<b>Protection of Pilgrims</b>	Emphasis on pilgrim protection, ensuring safe, comfortable experiences	-
<b>Obstructive Factors</b>	-	Resource limitations, adverse weather, diplomatic challenges, destination country regulations, administrative errors, lack of public awareness, economic instability, technology risks, health challenges

Table 2 outlines the strong legal foundation, regulatory framework, and focus on pilgrim protection as key supporting factors for implementing Law No. 8 of 2019. However, challenges such as resource limitations, adverse weather, and administrative errors pose significant obstacles to effective implementation. This analysis reveals the nuanced landscape of implementing the law, requiring a balanced approach to leverage supporting factors and overcome obstacles for the successful execution of Hajj and Umrah activities in Medan

### Conclusion

In conclusion, the analysis of organizational management within the Guidance Groups for Hajj and Umrah in Medan, based on the framework of the 2019



Law on Guidance and Assistance for Hajj and Umrah Pilgrims, reveals several key findings.

The Quality Management of Hajj and Umrah Services by the Guidance Groups, particularly KBIH An-Nabawy, reflects a commitment to adhering to the 2019 Law. Notable achievements include ensuring service quality guided by law principles, offering comprehensive support from registration to post-pilgrimage, and effective guidance and supervision throughout the pilgrimage journey.

The Implementation of Quality Services aligns with the stipulations of the 2019 Law, covering planning, organizing, execution, guidance and support, and service provision. Collaborative planning, adherence to regulations, optimal execution, comprehensive guidance, and diverse service offerings enhance the potential of KBIH to provide quality services.

Examining Supporting Factors reveals the strength of legal foundations, effective regulation and supervision, and prioritization of pilgrim protection. On the flip side, Hindering Factors such as resource limitations, adverse weather, diplomatic challenges, destination country regulations, administrative errors, lack of public awareness, economic instability, technology risks, and health challenges present challenges to the pilgrimage process.

In essence, while the Guidance Groups in Medan exhibit a dedication to aligning with the 2019 Law, challenges persist, necessitating continuous attention and improvement to ensure optimal service quality for the diverse pilgrim population. The delicate balance between legal adherence, logistical efficiency, and the well-being of pilgrims remains a dynamic area that requires ongoing refinement and adaptation

#### Credit Authorship Contribution

Hamdan Sukri Harahap: study design, investigation, draft preparation, supervision.  
Ansari Yamamah: study design, resources provision, review, editing.  
Hafsah: methodology, data analysis, validation.

#### Declaration of Competing Interest

The authors declare no competing interests related to this study. No financial or personal conflicts of interest are present.

#### Data Availability

Data are not available for sharing.

#### Acknowledgements

The authors thank Universitas Islam Negeri (UIN) Sumatera Utara for their support and resources.

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