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# IMPLEMENTATION OF TOUR LEADER OPERATIONAL SERVICE SYSTEM TO ENHANCE UMRAH PILGRIM SERVICE QUALITY: A CASE STUDY AT PT. WAFDULLAH TAMU MULIA, BENGKULU BRANCH

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**Abstract**

*This study aims to determine the implementation of the operational system of tour leader services and the quality of services for Umrah pilgrims at PT. Wafdullah Mulia Guest of Bengkulu Branch. This study uses a qualitative approach with descriptive methods. Data collection techniques are carried out through interviews, observations, and documentation. Data analysis is carried out through data reduction, data presentation, and drawing conclusions. The results of the study indicate that the implementation of the operational system of tour leader services has been running quite effectively, as seen from the implementation of pre-departure briefings, supported by qualified human resources, the availability of adequate facilities, implementing programs in accordance with established SOPs, and being able to provide comfort to pilgrims. However, there are still obstacles in conveying communication with elderly pilgrims and the limited number of tour leaders and accompanying staff. The quality of services for Umrah pilgrims as a whole is good, this is indicated by the availability of adequate physical facilities, the accuracy of activity schedules, the smooth implementation of worship, the alertness of tour leaders in responding to the needs and emergency conditions of pilgrims, as well as a friendly, patient, and caring attitude, especially for elderly pilgrims. Tour leaders also have competence and professionalism*

*in guiding the implementation of Umrah worship, so as to foster pilgrims' trust in the quality of services provided.*
**Keywords** : *Implementation, Operational System, Tour Leader, Service Quality, Umrah Pilgrims.*

## 1. Introduction

According to language, umrah means pilgrimage . According to the term umrah means visit the Baitullah ( ka'bah ) with performing tawaf, sai and shaving for the sake of hope please Allah SWT. Umrah is one of the pilgrimages the fifth pillar of Islam . This worship implemented with method operate some rituals in the Holy City of Mecca in particular The Grand Mosque . (Saputro, 2022) The Umrah pilgrimage is a form of worship that has important spiritual value for Muslims. A spiritual activities that reflect gratitude and intention sincere For do goodness . This worship contain element sacrifice in implementation various a series of rituals, as well as become moment gathering Muslims from various worldwide . In modern times, the Umrah pilgrimage is no longer viewed solely as a spiritual activity but also as a service that requires professional management. This is due to the increasing number of pilgrims, the complexity of international travel, and the need for safe, comfortable, and well-organized services.

According to Imam Syafi'i and Imam Hambali, Umrah is obligation for every Muslims who are able , but implementation Enough once in a while live . Meanwhile According to Imam Hanafi and Imam Malik, Umrah is considered as the sunnah of sukakadah , which is a highly recommended act of worship but No up to the level mandatory . (RI, 2020)

In context implementation of Umrah pilgrimage, quality service become very important aspect Because relate direct with comfort and satisfaction congregation . One of the factor main influencing factors quality service the is role *tour* leader is a person who is in the ranks at the forefront in accompany travel and fulfill need congregation or tourists who perform the Umrah pilgrimage or tourism . (Maya et al., 2023) *Tour leader* on duty as companion , coordinator , and also director congregation from the departure process , the implementation of worship in the Holy Land , until homecoming to homeland . Success the implementation of the Umrah pilgrimage is greatly influenced by the ability *tour leader* in manage travel , giving worship guidance , as well as handle various possible obstacles happened in the field . ( Aryadi , 2020)

According to Republic of Indonesia Law no. 8 of 2019 concerning the implementation of the Hajj and Umrah pilgrimages that one of state guarantee for independence worship is give guidance , service and protection for citizens who perform the Hajj and Umrah pilgrimage safe , comfortable , orderly and appropriate with provision sharia .

For ensure service walk in accordance standard , umrah travel agencies in general compile Standard Operational Procedures (SOP) as guidelines work . SOP includes channel service , distribution tasks , mechanisms coordination , up to handling problems that arise during journey . In theoretically , the existence of SOP is expected capable increase effectiveness work , minimize error operational , as well as guard consistency quality service . Handoko stated that SOP is guidelines Work For reach effectiveness and consistency , (Handoko, 2019) as well as according to Wibowo that standard clear work can reduce errors and improve quality results work . (Wibowo, 2016) However thus , in in practice Still often found existence mismatch between the SOPs that have been designed with Implementation in the field . (Anjas Rovian Muhaling, 2021)

Various frequent obstacles appear including delays timetable departure , less optimally worship assistance , as well as limitations in delivery information to congregation . In addition , the factor external like diversity character congregation , differences level understanding of worship, conditions health congregation , as well as dynamics the situation in the Holy Land participate become challenge alone in implementation service . Condition This show that success something system operational No only determined by quality planning , but also by effectiveness its implementation in the field .

Based on condition said , research This aim For analyze implementation system operational service *tour leader* as well as quality service Umrah pilgrims at PT. Wafdullah Tamu Mulia Bengkulu Branch. Research This expected can give contribution Good in a way theoretical and practically . In theoretical , research This expected capable enrich study in field management services , especially related implementation system operational in organizing the Umrah pilgrimage. By practical , results study This expected can become material evaluation as well as recommendation for company in increase quality service , so that capable give more optimal service to congregation as well as increase trust public to Umrah pilgrimage organizer .

Although Already Lots research that examines about quality service and satisfaction congregation in the implementation of Umrah, still there is gap related research ( *research gap* ) lack of studies that focus on implementation system operational service *tour leader* as aspect key in determine quality services . Most of them study more focus on results end service , not on the implementation process in the field . Therefore that , research This aim For analyze How implementation system operational service *tour leader* as well as his contribution in increase quality service Umrah pilgrims .

## 2. Literature review

### 2.1 Implementation

Implementation in the Big Indonesian Dictionary (KBBI) it is defined as with implementation or implementation . Implementation is ability use material into the situation concrete or real . Implementation is stages important in the policy process , programs, and system organization , because at this stage here it is something

planning realized in form real . Implementation No only interpreted as activity running the program, but also includes the process of organizing , implementing , supervising , and evaluation to all over series activities that have been designed previously . ( Nurmalasyiah , 2017)

Implementation in a way general understood as a process of implementation policy or draft to in action real . According to Edwards, success something policy is largely determined by factors communication , resources power , disposition implementers and structures bureaucracy . ( Sitorus , 2019) Van Meter and Van Horn explain that implementation is a series actions carried out by individuals and group For reach objective policies that have been established . Implementation No only understood as implementation technical , but also as a process that involves various activity organized in frame reach objective policy in a way effective . (Zainal Muksin, 2024) With Thus , the implementation No just operate rules , but also includes the process of adaptation , interpretation , and involvement of implementers in the field . In context Umrah implementation , implementation covers how travel agency manage source power , explains rules , as well as give appropriate services need congregation .

Edward said that there is four factor main influencing factors success implementation something policy or system , namely :

a. Communication

   Implementation will walk in a way effective if measures and objectives policy can understood by the responsible individual answer in achievement objective policy . Clarity size and purpose policy with thus need For communicated in a way appropriate with the implementers .

   Communication is factor important in implementation , because success implementation is largely determined by clarity delivery information to the implementers . Information must delivered in a way clear , consistent , accurate , and continuous communication effective organization capable increase coordination work , strengthen understanding tasks , as well as reduce conflict role . (Wibowo, 2021) In Umrah services , communication covers connection between management with *tour leader* , coordination between officers , as well as communication between the tour leader and the congregation .

b. Resource

   Source Power covers source Power human resources , budget , facilities , technology , and time . Without support source adequate power implementation system No will running optimally. Hasibuan state that quality source Power man is factor main in determine success service services . In Umrah services , availability competent tour *leader* , facilities adequate transportation and accommodation , as well as support system information is very important quality service . ( Herlina , Aryati Arfah, 2024)

   Source Power human beings who do not adequate ( quantity and capability ) results in No can implementation of the program perfect Because they No Can do supervision with good . If the number staff implementer policy

limited so things to do done improve the skills/ abilities of the implementers For to do the program. To That need existence good human resource management in order to be able to increase program performance .

c. Disposition ( Attitude) Implementation )

Disposition related with attitude , commitment , integration , and motivation implementer in operate system . Attitude positive will increase performance , whereas attitude negative can hamper the implementation process .

In implementation Umrah services , the disposition of the tour leader greatly influences effectiveness implementation system operational . Tour leaders who have attitude positive and accepting policy company will operate his duties with full not quite enough answer and seriousness , so service to congregation can walk with smoothly . On the other hand , if the tour leader has poor attitude support , such as lack of commitment or disagreement to policy , then matter the can hinder the service process and reduce quality services provided to congregation .

According to Hangka, the disposition is factor important in success implementation policy , because reflect commitment , integrity , and responsibility answer apparatus in operate task . Attitude positive implementer will push implementation policy walk more effective , whereas poor attitude support can hinder achievement objective policy . ( Maolana , 2023)

d. Structure Bureaucracy

Structure bureaucracy covers distribution tasks , flow work , authority , and standard operational procedures (SOP). Structure clear organization will increase efficiency and effectiveness service . Structure organization in implementation task *tour leader* is very influential to smoothness service to congregation . One of the matter important in structure the is existence Standard Operational Procedures (SOP) that become guidelines Work for *tour leader* . With the existence of SOP, *tour leader* own clear reference about What should done , start from preparation departure , escort during journey , until homecoming congregation .

According to Sunarto, the structure clear organization will increase efficiency and effectiveness service . Structure good organization will clarify role , avoid overlapping overlap tasks , and facilitate coordination . (Sunarto, 2021)

**2.2 Service Operational System**

System operational is a series method or the process carried out in a way maximum from beginning until end For reach purpose . System operational that is refers to the way system operations used For manage operation or service in sector services , such as hospitality , restaurants , banking , health , or service customers . This is covering data management , scheduling services , transaction processes , and coordinated communication in operate activity operations in industry ( Ratna , 2025)

With use system operational in a way effective in operation service , organization can increase efficiency , increase experience customers , and ensure delivery consistent and quality service tall .

Management operational is something approach or function responsible management answer For planning , organizing , directing , and controlling various activity operational in something organization to achieve objective its operations . The main objective drai management operational is For ensure efficiency , effectiveness , and quality in the operational process so that organization can reach objective term short with term length . (Permatasari, 2024)

System operational Umrah service is overall series activity services provided by travel agencies in organize the Umrah pilgrimage professional , safe , comfortable and appropriate sharia . According to Ministry of Religion of the Republic of Indonesia, organizing Umrah pilgrimage must be done based on principle professionalism , transparency , accountability , and protection congregation . System Umrah services include three stages main , namely stage pre - departure stage Implementation on the ground holy , and stage post -umrah.

**2.3 Tour Leader**

*Tour leader* is a responsible professional answer For lead and manage group traveler during journey tour *leader* in the implementation of the Umrah pilgrimage has a very important role Because No only responsible answer to aspect technical journey , but also towards service and assistance congregation during carry out worship. *Tour leader* is companion main congregation who have not quite enough answer in management travel , coordination service , delivery information , as well as worship accompaniment so that capable create a safe , comfortable and appropriate worship experience procedure *Tour leader* often considered as representative main from travel companies , because they be at the forefront in interact direct with tourists . (Layli Rohmatillah, 2020)

A *tour leader* usually lead journey tour Good in and outside country . It is employee something provider travel services that have skill special and selected For lead journey tour to other tours or in One city to another city . *Tour leader* given not quite enough answer For lead the way something journey tour in accordance with timetable journey tour so that when there is constraint at any time in journey a *tour leader* must capable finish with fast and precise . (Saputro, 2022)

**2.4 Quality of service**

According to Muhammad Mu'iz Rahaerjo, service can interpreted as matter , process, method , or business actions For serving the people carried out by the givers service in organization government . (Raharjo, 2021) In dictionary great Indonesian service interpreted as the convenience provided in connection with sell buy goods and services . Service can understood as series activities that include planning , organizing , implementing , and control For

realize a quality service process and fulfill standards . Optimal service is directed For give satisfaction to customers , so that goals that have been determined by the company can achieved .

According to Fandy Tjiptono, the quality service is level customer - expected excellence and control on level superiority the For fulfil needs and wants customers . (Chandra, 2016) In other words, quality service reflect ability something organization in give appropriate service with hope customers . If services provided capable fulfil hope customers , then service the considered own good quality . On the other hand , if services received be under hope customers , then quality service assessed not enough Good .

Temporary that , according to Zeithaml, Parasuraman, and Berry, quality service is results from comparison between hope customer to something service with perception they to truly excellent service accepted . If perception customer to services received more tall or The same with hope they , then quality service assessed good . On the other hand , if perception customer to service more low compared to hope , then quality service considered No satisfying . (Yulia, Erwansyah, 2026)

Quality service be one of element important in build satisfaction customer . A service can it is said quality If capable give satisfying experience for customers . With Thus , the quality good service will create satisfaction , which is next push loyalty customer towards the Company. To creating a sense of satisfaction in customers , one steps that can be taken done that is with give truly excellent service pay attention and fulfill need customer in a way consistent . ( Fakhrana , 2020)

There are some opinion about dimensions quality service , will but more dimensions often used As stated by Zeithaml et al , there are five dimensions quality service known with The term SERQUAL ( service quality) is :

a. *Tangibles* ( tangible )

   Dimensions tangible describe How company display its existence through facility physical possession . This is covers facilities and infrastructure like building office , equipment supporters services , technology used , and appearance employees . All element This become description the beginning that can seen directly by customers to quality services provided . Physical evidence in quality service is form real from facility or objects that can seen and used by officers in support the service process . Elements physique This felt the benefits by the receiving party service so that cause satisfaction .

b. *Reliability* ( reliability )

   Reliability related with ability company in operate appropriate service with promise in a way consistent and able trusted . Reliable service reflected from accuracy time , lack of error in the service process , as well as attitude professional and responsible answer to every need customer .

c. *Responsiveness*

Dimensions responsiveness show alertness company in respond needs and demands customers . This includes speed in give service , convenience in get assistance , as well as clarity information conveyed to customers . The more fast and precise company respond , the more high quality his service in the eyes Customer . Responsiveness is something will For help and provide fast and accurate service to customers , with delivery clear information .

d. *Assurance* ( guarantee )

Guarantee refers to efforts company in provide a sense of security and trust to customer through professionalism employees . This is seen from mastery knowledge , ability communication , politeness , and attitude friendly and responsible the answer shown in the service process , to grow a sense of trust in customers .

e. *Empathy*

Empathy reflect concern company in treat customer personally and fully attention . The company is expected capable understand need customer in a way individual , behave friendly , and provide time appropriate and flexible services , so that customer feel valued and prioritized . Empathy is give attention fully as well as concern to customer .

## 3. Research methods

This research is a type of field research using a qualitative approach with descriptive analysis. The research subjects numbered 7 people, of which they were 3 *tour leaders* of PT. Wafdullah Tamu Mulia Bengkulu branch, as well as 1 person from the management team, and 3 people from representatives of Umrah pilgrims. The research subjects were selected using a purposive sampling technique. The data sources obtained by the author consisted of primary data and secondary data. Primary data were obtained by the author through interviews with data sources. While secondary data were obtained through books, journals, and articles. Data collection techniques used were observation, interviews, and documentation. Observation, the researcher conducted direct observations at the research location at PT. Wafdullah Tamu Mulia Bengkulu Branch. Interviews were conducted in a structured manner with informants in depth. Where the answers from the informants will become data sources. Documentation was used to complete the research data. And the techniques used to analyze the research data were data reduction, data presentation, and drawing conclusions.

## 4. Results and Discussion

Based on the results of interviews conducted at PT. Wafdullah Tamu Mulia Bengkulu Branch, the following data was obtained:

### 4.1 Implementation of the Tour Leader Service Operational System for the Congregation Umrah

a. Communication

Communication become factor important in success implementation system operational service *tour leader* , which is carried out in a way systematic through meeting coordination , pre-departure briefing , and utilization of digital communication media such as WhatsApp and telephone mobile .

Research result show that communication play a role important in implementation system operational service *tour leader* . Management apply pattern communication systematic through meetings , briefings, and digital media for ensure delivery information and sharing tasks . According to George Edward III , effective communication must own clarity , consistency , and continuity so that the objectives policy can understood by all implementer . However , communication with congregation , especially elderly , still face constraint consequence limitations physical , power remember , and the difference education . Therefore that , is necessary approach better interpersonal communication simple , personal, and repetitive so that the information can understood optimally .

b. Resource

Source Power is component important in support success implementation system operational service . In study this , source Power covers source Power human resources (HR), facilities and infrastructure , and facility supporters .

Research result show that from aspect source power , company has have quality human resources as well as facility adequate services , such as transportation , accommodation , food , and worship equipment . However , the limitations amount *tour leader* and staff companion , especially moment serve congregation in amount size and condition diverse , potential increase burden work and lower effectiveness service . This is in accordance with George Edward III's theory which states that success implementation policies are heavily influenced by availability source power , good from aspect quality and quantity . Therefore that , addition power companion become step strategic For increase quality service optimally and sustainably .

c. Disposition (Attitude of the Implementer)

Disposition or attitude implementer is most dominant aspect in study This is the research result show that *Tour leader* show attitude professional , friendly , patient , responsible responsible , and empathetic , which is reflected in mentoring intensive , assistance without know time , and spiritual motivation to congregation . Attitude the create a sense of security , comfort and trust , so that impact positive to satisfaction congregation and image company . This is in line with George Edward III's theory which asserts that attitude , commitment , and integrity the implementer is very decisive success implementation policy . Therefore that , disposition implementer

need maintained and improved through training as well as coaching sustainable .

d. Bureaucratic Structure

Structure bureaucracy in Umrah services are realized in the form of SOP that regulates all over channel service , starting from registration , rituals , departure , worship in the Holy Land , etc return . Research results show that the SOP has been walk Enough effective , but condition unused field unexpected demand flexibility and capability adapt . According to George Edward III, the structure clear bureaucracy will make it easier implementation policy Because existence distribution directed tasks and procedures . Therefore that , is necessary authority flexible operations for *tour* leaders can take decision in a way fast and precise without ignore safety , comfort , and quality service .

**4.2 Analysis of the Quality of Umrah Pilgrim Services**

a. *Tangibles* (Physical Evidence)

Aspect *tangibles* covers facility physical , means infrastructure , transportation , accommodation , consumption , and appearance officers who can felt directly by the congregation .

Research result show that congregation evaluate facilities provided by the party organizer has fulfil standard expected service . Comfortable and clean hotel , safe and appropriate transportation time , and sufficient consumption . In addition , the appearance *tour leader* who is neat , polite and professional participate strengthen image positive company as well as increase trust congregation to quality service . Findings This in line with theory *SERVQUAL* which states that proof physique become factor beginning former perception quality service . With Thus , the dimensions *tangibles* at PT. Wafdullah Tamu Mulia Bengkulu Branch can categorized well , though still need done improvement quality facility in a way sustainable in order to maintain satisfaction congregation .

b. *Reliability*

Reliability service reflected from accuracy timetable activities , fluency all over series of worship services, as well as consistency services provided to congregation in accordance with standards that have been set . Dimensions *reliability* related with ability organizers and *tour leaders* in give accurate , consistent service , and in accordance with plans that have been set .

Research result show that The Umrah pilgrimage is in progress in a way scheduled , orderly , and smooth , supported by good coordination between management and *tour leader* . Accuracy time and regularity activity the give certainty for congregation in carry out worship with orderly , directed , and comfortable . Consistency service shown by the *tour leader* reflect existence thorough planning as well as management effective time . This is make congregation feel calm and confident to professionalism organizer . Findings This strengthen draft *reliability* in *SERVQUAL* which emphasizes importance

reliability as indicator main quality service . With Thus , the dimensions *reliability* of Umrah services at PT. Wafdullah Tamu Mulia Bengkulu Branch can rated very good .

c. *Responsiveness*

The tour leader's responsiveness was rated very highly , especially in handle complaint congregation , fulfilling need urgent , and respond condition emergency with fast and accurate . Research results show that *tour leader* own level Power high responsiveness , especially in handle congregation who experienced disturbance health , fatigue , and constraint technical in the field .

High responsiveness This provide a sense of security , comfort and protection for congregation , so that they can carry out worship with more calm and focused . Findings This in line with draft *responsiveness* in *SERVQUAL* which emphasizes importance speed and accuracy in service . Therefore that , dimension *responsiveness* in Umrah services at PT. Wafdullah Tamu Mulia Bengkulu Branch can assessed Good .

d. *Empathy*

Empathy become most dominant dimension in quality services felt by the congregation , marked with existence personal attention , attitude friendly , and concern *tour leader* to condition physical , emotional , and spiritual health of the congregation . Research results show that *tour leader* own Attitude friendly , patient , caring , and attention special to congregation elderly , assistance intensive , and willingness help without know time show that service No only aspect - oriented technical , but also touching dimensions emotional and spiritual congregation .

Attitude empathetic This make congregation feel appreciated , cared for and treated as if family , so that created a more conducive atmosphere of worship solemn and meaningful . Findings This in line with theory *SERVQUAL* which places empathy as dimensions important in build interpersonal relationships between provider services and users services . With Thus , the dimensions *empathy* for the Umrah service at PT. Wafdullah Tamu Mulia Bengkulu Branch can assessed Enough Good .

e. *Assurance*

Dimensions *assurance* related with competence , knowledge , and attitude professional *tour leader* in give guarantee security , comfort , and certainty implementation of worship. Research results show that *tour leader* own good understanding regarding the procedures for the Umrah pilgrimage, materials manasik , as well as technical journey .

Guarantee service This make congregation feel safe and confident that all over series of worship can executed in accordance guidance applicable laws and procedures . This matter in line with draft *assurance* in *SERVQUAL* which emphasizes importance competence and credibility officer in build trust

customers . Therefore that , dimension *assurance* on Umrah services at PT. Wafdullah Tamu Mulia Bengkulu Branch is assessed Good .

## 5. Conclusion and Suggestions

### 5.1 Conclusion

a. The implementation of *the tour leader* service operational system at PT. Wafdullah Tamu Mulia, Bengkulu Branch, has been quite effective . seen from implementation of the briefing before departure , supported by qualified human resources , availability adequate facilities , as well as implementation of running programs in accordance with the SOP that has been determined . In addition , the *tour leader is* also able to give comfort in every activity to Congregation . However, there are still obstacles in communication with elderly pilgrims, as well as a limited number of *tour leaders and accompanying* staff , which could potentially impact service effectiveness. Therefore, efforts are needed to improve communication quality and add accompanying staff to optimize services to pilgrims, especially elderly pilgrims. overall , implementation service *tour leader* has walk quite optimal, reflected from implementation four variables in theory implementation policy , namely communication , resources power , disposition , and structure bureaucracy .

b. The overall quality of service for Umrah pilgrims at PT. Wafdullah Tamu Mulia, Bengkulu Branch, is good based on a five- dimensional SERVQUAL *analysis* . indicated by availability facility adequate physical , accuracy timetable activities , as well as smoothness implementation of worship, supported by alertness *tour leader* in respond needs and conditions emergency congregation , as well as attitude friendly , patient , caring , and attentive , especially to congregation carry on age , so that capable create a sense of comfort , safety and solemnity in worship . *The tour leader* also has competence and professionalism in guide carrying out the Umrah pilgrimage, so can grow trust congregation to quality services provided .

### 5.2 Suggestions

a. PT. Wafdullah Tamu Mulia Bengkulu Branch is expected to be able to strengthen interpersonal communication , especially to congregation elderly , through a simple , personal, and repetitive approach . In addition , the addition of amount *tour leader* and staff companion need done to reduce burden work and improve quality mentoring .

b. *Tour leaders* are expected to maintain a professional, empathetic, friendly, and responsible attitude, while continuously improving their competencies in service, communication, and worship guidance. Furthermore, increased sensitivity to the physical, emotional, and spiritual needs of congregants, especially the elderly, is required to ensure optimal worship guidance.

c. It is hoped that further research can be used to enrich the body of scientific knowledge as reference material for future researchers.

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