
HUMAN RESOURCE MANAGEMENT STRATEGY IN AN EFFORT TO IMPROVE THE QUALITY OF UMROH SERVICES AT TRAVEL SUTRA SIDOARJO

Dandy Dimas Pranata¹

Universitas Pembangunan Nasional “Veteran” Jawa timur, Surabaya, Indonesia
dandycandra27@gmail.com

Acep Samsudin²

Universitas Pembangunan Nasional “Veteran” Jawa timur, Surabaya, Indonesia
acep.samsudin.adbis@upnjatim.ac



Abstract

Human Resources is a strategic element that plays a key role in determining the success and sustainability of an organization. One of the companies that prioritizes service is the Umrah travel company. The quality of human resources greatly determines how a travel company is able to provide maximum service to customers. This study aims to determine the human resource management strategy in improving the quality of its service to customers of Travel Sutra Sidoarjo. This study uses a qualitative method formulated using SWOT analysis and data collection techniques through interviews, observations, documentation, and triangulation. The object of research in this study is Travel Sutra Sidoarjo, involving directors, employees, and customers as informants. The results of this study, based on the SWOT matrix analysis, obtained IFAS results showing strengths with a score of 2.17 and weaknesses with a score of 0.89. The EFAS results show opportunities with a score of 2.19 and threats with a score of 0.86. Based on the SWOT Analysis Diagram, Travel Sutra Sidoarjo shows Quadrant 1 using an aggressive strategy, namely the company has opportunities and strengths, so that it can take advantage of existing opportunities in improving the quality of travel services.

Keywords: Travel, Human Resources, Service Quality

INTRODUCTION

Human resources are a strategic element that plays a crucial role in determining the success and sustainability of an organization. Effective HR management not only ensures the smooth running of daily operations but also equips the organization to anticipate and respond to future challenges. The capacity of an organization to achieve its objectives is largely dependent on how effectively it manages its human resources in carrying out their duties and responsibilities. Organizations that succeed in managing HR effectively are generally better prepared to implement planned business strategies. Accordingly, efficient HR management should emphasize the continuous development of employees' skills, knowledge, and abilities to ensure that they can contribute optimally to organizational goals.

The role of human resources becomes even more critical in the service sector, where the quality of services provided is strongly influenced by the competence, motivation, and interpersonal skills of employees in meeting customer needs. Excellent and satisfactory service can only be achieved when human resource management is handled systematically—through adequate training, professional development, and ongoing motivation. Thus, quality service delivery is inseparable from the strategic role of human resource management.

Human resource management ensures that employees possess the necessary competencies, knowledge, and motivation to provide high-quality service. This includes a comprehensive set of practices and policies focused on recruitment, training, career development, and performance management, enabling employees to work effectively and efficiently. Such practices are particularly significant in the service sector, where service quality directly reflects employees' competence, attitude, and behavior in their interactions with customers.

Through well-structured human resource management, organizations can create a supportive work environment that fosters high-quality service. This approach not only enhances internal productivity but also strengthens customer satisfaction and builds a solid corporate reputation. Appropriate HR practices—covering recruitment, training, motivation, and reward systems—support the achievement of organizational goals and drive long-term success in the service industry. With effective management, employees are empowered to deliver better services, thereby increasing customer satisfaction while positively influencing organizational reputation and competitiveness.

One business entity that prioritizes service excellence is the Umrah travel company. As a service bureau that facilitates religious journeys, the quality of its human resources largely determines the extent to which it can provide optimal service to pilgrims. Planned and sustainable HR development is therefore an absolute necessity to ensure the availability of a competent and knowledgeable workforce capable of addressing future challenges. This becomes increasingly important amid intensifying competition and rising customer expectations.

Umrah travel companies must demonstrate strong management in both service delivery and human resource management. Effective HR management is the key to ensuring pilgrim satisfaction, as the services provided significantly shape their spiritual journey experience. Accordingly, these companies must continuously improve the skills and competencies of their workforce to guarantee optimal service delivery. High-quality service

not only enhances pilgrim satisfaction but also strengthens the company's image and reputation within society.

However, several problems have been identified in Travel Sutra Sidoarjo. These include a long waiting period between registration and departure caused by lengthy processing of travel documents and visas, limited availability of land transportation that does not operate 24 hours, the lack of toilet facilities in transportation provided in Saudi Arabia, and the failure to place pilgrims within 1,000 meters of the Grand Mosque in Mecca and within the Markaziyah area in Medina. Therefore, improvements in HR management strategies are essential for Umrah travel services to develop competent service-oriented human resources and meet the established service standards.

REVIEW OF LITERATURE

Human Resources Management

Rivai (2020) said that human resources are one of the most important factors in an organization. Therefore, human resources must be managed well to increase the effectiveness and efficiency of the organization, as one of the functions in the organization that is known as human resource management. The importance of the role of human resources in the implementation and achievement of organizational goals, human resource management must pay attention to several aspects, such as staffing, training and development, motivation, and maintenance.

According to Audia (2022), human resource management is a strategic approach to skills, motivation, development, and management of the organization of resources that function as assets of an organization or company that can be counted (quantitative), and human resources are the potential that drives the organization.

Strategy

According to Kotler (in Aminah, 2020) strategy is a game plan to achieve the desired goals of a business unit. Strategy is a comprehensive, comprehensive, and integrated plan that is directed at achieving company goals. Strategy is a way to win the competition, although the condition of the strategy is not to justify all means, not to do evil, not to lie or cheat, and not to oppress others. Strategy must be free from deception (Maulana, 2020).

According to Marpaung (2022), strategy is an outline for acting to achieve goals. According to Rangkuti D. F. (2020), strategy is a tool to achieve goals in its development, and the concept of strategy continues to develop. According to Lawrence and Glueck (2019), strategy is a unified, comprehensive, and integrated plan that links the strategic advantages of the organization with environmental challenges and is designed to ensure that the main objectives of the organization can be achieved through proper implementation by the organization.

Service Quality

According to Tjiptono in Indrasari (2019:61), "Service quality is a dynamic condition that is closely related to products, services, human resources, processes, and the environment that can at least meet or even exceed the expected service quality.

Meanwhile, according to Kotler and Armstrong in Indrasari (2019:61), "Service quality is the totality of the features and characteristics of a product or service that support its ability to satisfy needs directly or indirectly."

RESEARCH METHOD

This study uses a qualitative method formulated using SWOT analysis and data collection techniques through interviews, observations, documentation, and triangulation. During the research process, the researcher compiled a list of questions to be asked to informants, namely Directors, Employees, and Customers. The data in this study were obtained through in-depth interview techniques. In addition, the researcher also conducted direct participatory observation of the conditions of PT. Sutra Tour Hidayah by recording various behaviors of subjects (humans), objects (objects), and events that occur in the field through direct observation. Data collection is also equipped with open-ended questions; in addition, data collection is also in the form of documentation, in the form of photos, as supporting materials for analysis.

RESULTS AND DISCUSSION

Interview with Director PT Travel Sutra Hidayah

Mr. Ziauddin Sardar, Director of Travel Sutra Sidoarjo, stated that the Umrah business that is run is not only oriented towards profit, but also upholds the mandate and spiritual values in service. He is actively involved directly in operations to foster a sense of shared responsibility among employees. In management, he implicitly applies the SWOT principle: strengths in the value-based human resource system, weaknesses in limited manpower during peak seasons, opportunities in developing digital services, and threats from competition and high expectations of pilgrims. The human resource strategy is focused on professionalism, character, and soft skills, accompanied by continuous training and evaluation based on pilgrim feedback. His participatory leadership style supports solid teamwork. In the future, he hopes to build his own training center to improve the quality of human resources.

Interview with Employee PT Travel Sutra Hidayah

The human resource management strategy at Travel Sutra Sidoarjo Branch was considered good by the staff, because it paid attention to the division of tasks, training, and team communication that supported smooth service. Regular briefings and superior direction created effective coordination. Internal training increased self-confidence and problem-solving skills. Challenges arose during the peak season, but were overcome through additional manpower and cooperation between divisions. Leaders who were directly involved in the field encouraged employees and strengthened emotional relationships. Fast coordination also helped resolve operational issues. Employees expect training to be improved and there to be a reward system to improve motivation and service quality.

Interview with Customer PT Travel Sutra Hidayah

Customer expressed their satisfaction with the services of Travel Sutra Sidoarjo, which were considered comprehensive, professional, and as promised. Officers such as tour leaders, muthowif, and customer service were considered friendly, informative, and responsive, demonstrating the quality of trained human resources who are ready to face various situations. Personal experiences such as assistance when lost, informative manasik, and handling hotel problems became memorable moments for the pilgrims. All three were also confidently willing to recommend Travel Sutra to others, reflecting the company's

success in building customer trust and loyalty through good service and human resource management.

SWOT Analysis

Based on the results of observations and interviews with informants, it can be seen that the strengths, weaknesses, opportunities, and threats of Travel Sutra Sidoarjo are as follows:

1. Strengths

- a. Experienced and trained employees
Travel Sutra employees have experience and training in Umrah services, including competent guides (*muthawwif*).
- b. Friendly and responsive service
Employees strive to provide friendly and fast service in handling questions and complaints from pilgrims.
- c. Relatively cheap prices
Travel Sutra provides umrah services at relatively cheap prices compared to its competitors with the same facilities.
- d. Effective communication with customer
Employees provide clear information before and during the umrah trip, helping pilgrims feel more comfortable.
- e. Good team coordination
Cooperation between employees in handling the umrah trip went well, so that the service was more effective

2. Weakness

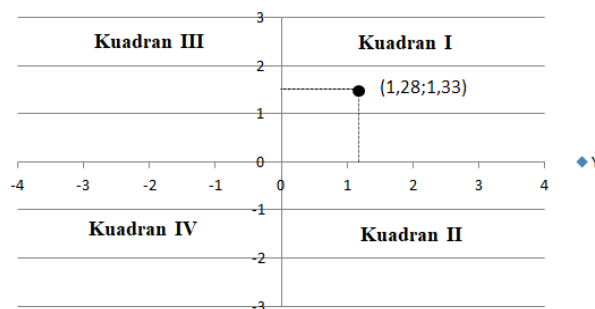
- a. Dependence on a few key individuals
Some services are highly dependent on certain individuals (for example, only a few guides have extensive experience).
- b. Employee training that is not yet optimal
Not all employees receive regular training, so there are differences in the quality of service between staff.
- c. Limited employees during the peak season
During the Umrah season, the number of employees is sometimes not enough to handle the increasing number of pilgrims.
- d. Internal communication that needs to be improved
Sometimes there is miscommunication between the operational team, sales, and tour leaders regarding the technical aspects of pilgrim travel.
- e. Lack of clear career development
Some employees feel they do not have a clear career path, which can reduce work motivation.

3. Opportunities

- a. Increasing interest in Umrah
The high demand for Umrah travel opens up opportunities for Travel Sutra to recruit more professional workers.
- b. Training and certification programs for employees
The existence of a certification program for Umrah guides and other human resources can improve service standards.

- c. Technology for service improvement
 Utilization of digital applications can improve communication with pilgrims and service efficiency.
 - d. Cooperation with partners and airlines
 Travel Sutra can establish wider partnerships with airlines, hotels, and other service providers to improve the quality of travel.
 - e. Increasing pilgrims' trust in official travel
 With stricter government regulations on Umrah travel, officially licensed Travel Sutra can be more trusted than illegal travel.
4. Threats
- a. Tight competition with other Umrah travel
 The large number of other Umrah travel agencies with aggressive marketing strategies can be a challenge for Travel Sutra.
 - b. Changes in government regulations
 New government regulations regarding visas, departures, or Umrah travel certification can affect the company's operations.
 - c. Fluctuations in flight and accommodation prices
 Unstable flight and hotel ticket prices can impact operational costs and Umrah package prices.
 - d. Changes in digital trends in the travel industry
 If employees do not adapt quickly to digital developments, the company can lose out to more innovative travel agents.
 - e. Increasingly high expectations of the congregation
 The congregation is increasingly critical of the quality of service, so that human resources must always be ready to provide the best service.

Figure 1.
SWOT Diagram Matrix
Diagram Matriks SWOT



From the SWOT analysis matrix diagram above, it can be concluded that Travel Sutra Sidoarjo Branch is in quadrant I with coordinates (X; Y) which reflects the implementation of an aggressive strategy. In this case, human resources at Travel Sutra Sidoarjo can support the opportunities and strengths they have. This shows that Travel Sutra Sidoarjo has strong internal potential in efforts to improve service quality.

CONCLUSION

The implementation of human resource management strategies in an effort to improve the quality of Umrah services at Travel Sutra Sidoarjo has been carried out comprehensively and systematically. This can be seen from the recruitment process that pays attention to the technical competence and personality character of employees, routine training both technically and spiritually, as well as good communication and coordination between divisions. The company's leadership is also directly involved in daily operations, showing concern for the quality of service. This strategy has a positive impact on the satisfaction of the congregation because the services provided are more responsive, empathetic, and professional. A good form of human resource management strategy to be implemented by Travel Sutra employees is a strategy that includes five main aspects, namely procurement, development, compensation, integration, and maintenance. This strategy must be sustainable and oriented towards developing the character and competence of employees. In addition, the company also needs to pay attention to a fair and motivating compensation system, so that employee work enthusiasm is maintained. By implementing this strategy consistently, Travel Sutra is able to create a productive work environment while increasing customer trust and satisfaction with the Umrah services provided.

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