

Analysis of The Quality of Hajj Embarkation Services in Gorontalo Province in 2022

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Abstract

This study assesses customer satisfaction with the Embarkation Services for Hajj Pilgrims in Gorontalo. A mixed-methods approach was used, involving a survey of 50 pilgrims via a social media-distributed questionnaire. The survey, based on a Likert scale, covered eight main aspects and 24 sub-aspects. The research results showed a satisfaction index of 8,11, indicating a good level of satisfaction. Organisers should heed pilgrims' feedback to improve service quality and provide staff training. Regular service quality evaluations and enhancements to pilgrims' comfort are recommended to significantly advance the Hajj embarkation services in Gorontalo.

Keywords: Public Service, Satisfaction Index, Antara Hajj Embarkation

Analisis Kualitas Pelayanan Embarkasi Haji di Provinsi Gorontalo Tahun 2022

Abstrak

Studi ini mengevaluasi kepuasan pelanggan terhadap Layanan Embarkasi Haji Antara untuk Jemaah Haji di Provinsi Gorontalo. Pendekatan metode campuran digunakan, yang melibatkan survei terhadap 50 jemaah melalui kuesioner yang disebarluaskan melalui media sosial. Survei ini, yang didasarkan pada skala Likert, mencakup delapan aspek utama dan 24 sub-aspek. Hasil penelitian menunjukkan indeks kepuasan sebesar 8,11, yang menunjukkan tingkat kepuasan yang baik. Penyelenggara sebaiknya memperhatikan umpan balik dari jemaah untuk meningkatkan kualitas layanan dan memberikan pelatihan kepada staf. Evaluasi kualitas layanan secara berkala dan peningkatan kenyamanan jemaah sangat dianjurkan untuk secara signifikan memajukan layanan embarkasi haji di Gorontalo.

Kata kunci: Pelayanan Publik, Indeks Kepuasan, Embarkasi Haji Antara

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A. Introduction

The performance of the Hajj pilgrimage is a ritual undertaken by Muslims who possess the necessary material, physical, and intellectual capabilities to visit and engage in various acts of worship at several locations in Saudi Arabia, commonly referred to as the Hajj season or the month of Dhul-Hijjah.¹ Material means the material capabilities of the Hajj Jemaah, namely the ability to pay for the Hajj pilgrimage, physical ability is the physical strength to perform the Hajj pilgrimage, while knowledge is the knowledge possessed to perform the Hajj pilgrimage.

The pilgrimage participants in Indonesia constitute the largest group, accounting for nearly 10% of the total number of pilgrims worldwide.² Among those included are the pilgrims performing the Hajj from the Province of Gorontalo. In Indonesia, the management of Hajj services is the responsibility of the Ministry of Religious Affairs.³ Not all prospective pilgrims possess knowledge about the Hajj pilgrimage, as not all of them come from families that understand the implementation of the pillars of Hajj.⁴ The phenomenon that has been observed is that prospective pilgrims express concerns regarding the potential challenges they may encounter upon arriving in the holy land, particularly those related to the matters of the Hajj pilgrimage.

The primary key to successfully providing Hajj services, and consequently enhancing the satisfaction of pilgrims, is significantly influenced by the competence of management as the principal actor responsible for serving Hajj pilgrims. According to Rusdin T., competence encompasses functions, duties, skills, abilities, and personal attributes of an individual.⁵ Furthermore, the support of

¹Refenza, R. (2024). Implementasi undang-undang nomor 13 tahun 2008 tentang penyelenggaraan ibadah haji. *Qiyas: Jurnal Hukum Islam Dan Peradilan*, 7(1).

²Bakti, M. H., Siregar, N. S. S., & Hartono, B. (2023). Kinerja Layanan Administrasi Pelimpahan Porsi Jemaah Haji Reguler pada Kantor Wilayah Kementerian Agama, Sumatera Utara. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 5(3), 2462-2470.

³Hamadi, I. (2018). *Analisis Kualitas Pelayanan Haji Terhadap Kepuasan Jamaah Haji Indonesia (Studi Kasus Pada Jamaah Haji Kota Ternate Periode Haji tahun 2015 dan 2016)* (Doctoral dissertation, UIN Sunan Kalijaga).

⁴Taufikurrahman, T., Wasliman, I., & Dianawati, E. (2023). Manajemen Bimbingan Manasik Haji Dalam Membina Kemandirian Calon Jamaah Haji. *Wahana Didaktika: Jurnal Ilmu Kependidikan*, 21(2), 309-328.

⁵Rusdin T. (2023). *Manajemen Sumber Daya Manusia : Sebuah Konsep dan Implementasi terhadap kesuksesan Organisasi*. (2023). Jambi: PT. Sonpedia Publishing Indonesia.

budgetary resources and human capital, as well as the commitment of leadership, are also crucial determinants of Hajj services.⁶

The system for managing the departure and return of pilgrims is centralised in a single location, specifically designated as Hajj dormitories, which may include both transit and embarkation dormitories. It is anticipated that this arrangement will facilitate a more streamlined, cost-effective, safe, and orderly process. The success of the Hajj services provided by the Hajj Embarkation Office in Gorontalo Province is contingent upon the level of satisfaction experienced by the pilgrims receiving these services,⁷ to effectively execute the duties and functions of the Hajj Organising Committee, it is essential to have robust management in place, as management involves the systematic coordination of human resources to achieve organisational objectives efficiently.⁸

The duties of the UPT Embarkasi are outlined in the Regulation of the Minister of Religious Affairs (MRA) Number 41 of 2017 concerning Amendments to MRA Number 44 of 2014.⁹ According to this MRA, the UPT Hajj Embarkation Dormitory functions as a Public Service Organising Unit (Technical Service Unit/UPT) tasked with enhancing the optimisation of service delivery to the community/service users in an effective, efficient, and accountable manner. The quality of service is highly dependent on various aspects, including the organisational patterns (administrative procedures), the support of human resources, and institutional frameworks.¹⁰

In this study, the survey location for Hajj services is the Antara Hajj Embarkation at the Regional Office of the Ministry of Religious Affairs in Gorontalo Province. Based on the researcher's observations, it has been noted that the Antara Hajj Embarkation in Gorontalo Province has been executing its duties optimally by

⁶Fitriana, K. N. (2015). MANAJEMEN Perubahan: Studi pada Reformasi Pelayanan Perizinan di Kota Yogyakarta. *Natapraja*, 3(1).

⁷Wahid, A. (2019). Peranan kelompok bimbingan ibadah haji (KBIH) dalam mencetak kemandirian jamaah calon haji. *Syaikhuna: Jurnal Pendidikan Dan Pranata Islam*, 10(1), 126-143.

⁸Amelia, A., Manurung, K. A., & Purnomo, D. B. (2022). Peranan Manajemen Sumberdaya Manusia Dalam Organisasi. *Mimbar Kampus: Jurnal Pendidikan Dan Agama Islam*, 21(2), 128-138.

⁹Rafrianika, R. (2022). Kualitas Pelayanan Pada Upt Asrama Haji Embarkasi Bekasi. *Wawasan: Jurnal Kediklatan Balai Diklat Keagamaan Jakarta*, 3(1), 123-133.

¹⁰Said Saggaf. (2018). *Reformasi Pelayanan Publik di Negara Berkembang*. Makassar: Sah Media.

improving management and administrative governance as well as enhancing public service. Nevertheless, the researcher seeks to further explore the satisfaction index of Hajj pilgrims through a satisfaction survey. Thus far, Hajj pilgrims have merely adhered to the procedures and mechanisms in place, utilising the facilities provided. However, it remains unclear how satisfied the Hajj pilgrims are during their stay at the Hajj dormitory or the Antara Hajj Embarkation in Gorontalo Province, from the quarantine period up to their departure.

By assessing the satisfaction of Hajj pilgrims, we can ascertain the quality of service provided by the Antara Hajj Embarkation in Gorontalo Province. Positive satisfaction results will create a favourable impression of the service delivery for the implementers in their provision of services to Hajj pilgrims. Conversely, negative satisfaction results could adversely affect the service provided by the Antara Hajj Embarkation to the pilgrims. Consequently, this insight will enable the implementers to rectify any shortcomings in terms of service quality.

In 2022, the number of Hajj pilgrims served by the Antara Hajj Embarkation in Gorontalo Province totalled 447 pilgrims, necessitating adequate staffing to manage the pilgrims, which may lead to potential errors and oversights in the field. As a result, the services provided may be minimal. Based on the issues outlined above, the researcher is motivated to conduct a study entitled: "Analysis of the Quality of Service at the Antara Hajj Embarkation in Gorontalo Province in 2022."

The issues presented earlier differentiate this research from others, as this study aims to measure the extent of Hajj pilgrims' satisfaction regarding the quality of service at the Antara Hajj Embarkation in Gorontalo Province based on quantitative survey results and interviews conducted in the field. Thus, from the background provided, the author formulates the research problem as follows: How is the Quality of Service at the Antara Hajj Embarkation in Gorontalo Province in 2022? The objective of this research is to ascertain the Quality of Service at the Antara Hajj Embarkation in Gorontalo Province in 2022.

B. Theoretical Study

a. Definition of Hajj

Etymologically, the term 'hajj' originates from the Arabic root “hajja-yahujja-hajjan,” which conveys the meaning of intention or direction.¹¹ In a terminological sense, it is defined as the pilgrimage to the Kaaba, encompassing a series of rituals performed at the Masjid al-Haram and its surrounding areas.¹²

Fundamentally, the primary objectives of the hajj and umrah journeys can be summarised into three key aspects:

- 1) The performance of hajj, which is obligatory for those who are capable and is to be undertaken only once in a lifetime. Any additional performances are considered sunnah. Hajj can only be conducted during the designated hajj season, in contrast to umrah, which can be performed at any time throughout the year.
- 2) The undertaking of umrah, which holds the same legal status as hajj; however, there exist both similarities and differences between hajj and umrah in terms of timing and execution.
- 3) The act of pilgrimage, which is deemed sunnah, involves visiting significant historical sites in locations such as Jeddah, Makkah, Madinah, and other historically relevant places.

The activities associated with the rituals of hajj and umrah possess two critical dimensions that warrant attention during their execution: the standards of implementation while still in the homeland and those applicable in Makkah.

b. Management of Hajj Services

The management of Hajj services encompasses three aspects: recruitment of officials, management of Hajj, and service provision. Recruitment is the process of identifying and attracting competent applicants for employment.¹³ The objective

¹¹Farkhan, A. A. (2021). *Kinerja Kementerian Agama Dalam Meningkatkan Pelayanan Urusan Haji Kepada Masyarakat Kota Pekanbaru (Studi di Kantor Kementerian Agama Kota Pekanbaru)* (Doctoral dissertation, Universitas Islam Riau).

¹²Hasana, N. H. (2018). Istitha'ah dalam Ibadah Haji serta Implikasinya terhadap Penundaan Keberangkatan Jamaah Haji di Sumatera Barat. *Ijtihad*, 34(1), 11-26.

¹³Prasetya, A. I., Cahyo, A. D., & Maula, A. (2018). Metode Dan Prosedur Pelaksanaan Rekrutmen Seleksi PT. Bank Rakyat Indonesia (Persero) Tbk. *Competence: Journal of Management Studies*, 12(2).

is to receive as many applicants as possible who meet the requirements, thereby enabling the organisation to select the best-qualified candidates.¹⁴ The Ministry of Religious Affairs of the Republic of Indonesia has established a recruitment system for the Hajj Organising Committee (PPIH), which is conducted at the level of the Ministry of Religious Affairs at both the district and city levels, as well as through the regional offices of the Ministry of Religious Affairs at the provincial and central levels.¹⁵ Following a selection process, candidates are trained to become professional, competent, and service-oriented individuals. Recruitment is conducted online, transparently, and systematically, employing a Computer Assisted Test (CAT) system based on Android technology. The successful implementation of Hajj is reliant on the professionalism of Hajj officials. Therefore, it is imperative to cultivate competence, full commitment, and loyalty.

Service quality pertains to timeliness, accuracy, politeness, friendliness, accountability, completeness, and ease of access to services.¹⁶ To ensure that services are delivered effectively, monitoring and evaluation are crucial for ongoing assessment of project activity functions in relation to the implementation schedule and the utilisation of project inputs by the target groups within the framework of design expectations.¹⁷

c. Satisfaction of Pilgrims

According to Putri & Utomo, "satisfaction is the feeling of pleasure or disappointment experienced by an individual as a result of comparing the performance (or outcome) of a product perceived in relation to their

¹⁴Indriyani, I., Rayendra, A., & Saputro, E. Y. (2024). Analisis Proses Rekrutmen dan Seleksi Crew Kapal PT. Pulau Seroja Jaya Cabang Banjarmasin. *Saintara: Jurnal Ilmiah Ilmu-Ilmu Maritim*, 8(1), 103-108.

¹⁵Aliah, W. W. *Sistem Penerimaan Petugas Haji Pada Kantor Wilayah Kementerian Agama Provinsi Banten Tahun 2018* (Bachelor's thesis, Fakultas Ilmu Dakwah dan Ilmu Komunikasi Universitas Islam Negeri Syarif Hidayatullah Jakarta).

¹⁶Yulianti, F., & Wahdah, R. (2018). Analisis Indeks Kepuasan Masyarakat (Ikem) Dan Kualitas Pelayanan Publik (Studi Pada Pdam Bandarmasih Di Banjarmasin). *Jurnal Ecoment Global*, 3(2), 1-18.

¹⁷Ly, A. C. W., Kerihi, A. S. Y., & Pau, S. P. N. (2022). Analisis Pelaksanaan Fungsi Pengawasan Inspektorat Daerah dalam Penyelenggaraan Pemerintahan Daerah di Kabupaten Sabu Raijua. *Jurnal Akuntansi: Transparansi Dan Akuntabilitas*, 10(1), 38-48.

expectations."¹⁸ Satisfaction is the perceived difference between reality and expectation.¹⁹ The services provided at the Hajj Embarkation Centre include: 1) Accommodation, 2) Catering, 3) Customs, 4) Immigration, 5) Quarantine, 6) City Check-in, and 7) Other services required during the pilgrimage.²⁰

The objective of the Public Service/User Satisfaction Survey is to measure the level of satisfaction among Hajj pilgrims. The results of this Service Satisfaction Survey aim to identify the weaknesses or strengths of the working unit of the Hajj Embarkation Centre in the Gorontalo Province, as a service delivery unit, to assess the performance of the service providers, to serve as a basis for policy formulation in service delivery, and to encourage positive competition among service units within the Hajj Dormitory in enhancing Non-Tax State Revenue (NTSR) within the Ministry of Religious Affairs. The scope of the User Service Satisfaction Survey encompasses eight (8) elements, which include: (1) Requirements; (2) Procedures; (3) Service Time; (4) Costs/Tariffs; (5) Product specifications of service types; (6) Competence of the implementers; (7) Behaviour of the implementers; (8) Facilities and Infrastructure.

d. Hajj Dormitory

The definition of a Hajj dormitory refers to a facility constructed by the Ministry of Religious Affairs as a temporary accommodation for pilgrims during the departure and return phases.²¹ The Hajj dormitory serves a transient purpose, particularly in the context of Hajj administration; therefore,²² it is essential to optimise the space to enhance the utility of the Hajj dormitory. Generally, Hajj dormitories in Indonesia lack routine activities managed by the Ministry of Religious Affairs outside the Hajj season.

¹⁸Putri, Y. L., & Utomo, H. (2017). Pengaruh kualitas pelayanan terhadap loyalitas pelanggan dengan kepuasan sebagai variabel intervening (Studi persepsi pada pelanggan dian comp ambarawa). *Among Makarti*, 10(1).

¹⁹Harbani Pasolong, (2020). *Etika Profesi*. Makassar: Nas Media Pustaka, h. 124.

²⁰Shafar, R. Y. (2020). *Redesign Asrama Haji Embarkasi Banda Aceh (Pendekatan Memaksimalkan Penggunaan Asrama Haji Embarkasi Sepanjang Tahun)* (Doctoral dissertation, Universitas Islam Negeri Ar-raniry Banda Aceh).

²¹Kamil, F., Mulyadi, L., & Widyarthara, A. (2021). ASRAMA HAJI DI KOTA MATARAM TEMA: ARSITEKTUR HIJAU. *Pengilon: Jurnal Arsitektur*, 5(01), 143-156.

²²Havizahra, U., Firmansyah, R., & Laksitarini, N. (2021). Perencanaan Dan Perancangan Ulang Interior Asrama Haji Kabupaten Penajam, Kalimantan Timur. *eProceedings of Art & Design*, 8(4).

e. Transit Hajj Dormitory

The Transit Hajj Dormitory serves as a temporary accommodation facility for prospective pilgrims in preparation for their journey to the Hajj Embarkation Dormitory.²³ Indirectly, the optimisation of space is relatively satisfactory; however, there remains a deficiency in its utilisation, particularly outside the Hajj season. The usage of this facility is irregular, unless there are established programmes managed either by the Ministry of Religious Affairs or specific foundations that rent the space for regular activities outside the Hajj season.

f. Asrama Haji Embarkasi Antara

The Hajj Embarkation Dormitory is the airport designated for the departure of prospective pilgrims to Saudi Arabia.²⁴ The Embarkation Dormitory is capable of directly facilitating the departure of pilgrims to Saudi Arabia. The Intermediate Hajj Embarkation serves as the departure point for pilgrims heading to the Embarkation.²⁵

C. Research Methodology

The research methodology employed is a qualitative method that integrates two approaches, namely qualitative and quantitative methods within the study. In this research, the qualitative method serves as a case study that depicts the management of Hajj services and the determining factors for the success of these services based on information provided by informants in the field. Additionally, the quantitative method takes the form of a survey aimed at elucidating the satisfaction levels of pilgrims regarding the Hajj services at the Hajj Embarkation Dormitory in Gorontalo Province.

Furthermore, a percentage formula is applied. The type of research is quantitative, utilising a field study approach, while the quantitative research employs a survey approach, which sources data and respondents as research samples through the use of questionnaires as data collection instruments. Data

²³Alamsyah, E. (1994). Pengembangan Asrama Haji Transit Menjadi Asrama Haji Embarkasi di Balikpapan Landasan Konseptual Perancangan.

²⁴Rhamadhani, A. G., & Sutarwati, S. (2024). Analysis of Differences in Handling of Hajj Flights with Regular Flights on the Apron Unit Movement Control at The Airport International Adi Soemarmo. *El-Mal: Jurnal Kajian Ekonomi & Bisnis Islam*, 5(3), 1218-1228.

²⁵Awaliyah, Z. N. W., & Yasfin, M. A. (2023). Peningkatkan Kualitas Pelayanan Ibadah Haji Melalui Optimalisasi Petugas Penyelenggara Ibadah Haji (PPIH) Dalam Pemberangkatan Dan Pemulangan Jemaah Haji. *IDRIS: InDonesian Journal of Islamic Studies*, 1(1), 37-54.

processing is conducted using computer processing systems. Data collection is carried out through questionnaires, observations, and interviews. The analytical technique employs interactive analysis methods, which consist of data reduction, data presentation, data verification, and conclusion drawing. Respondents include Hajj officers and 50 pilgrims from the year 2022.

The data analysis technique utilises descriptive quantitative analysis (in percentage form). The criteria for the results of the service satisfaction research are based on reference criteria established in accordance with Ministerial Regulation of Administrative and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Conducting Public Satisfaction Surveys, which includes Perception Values, IKM Intervals, IKM Conversion Intervals, and Service Quality, as presented in Table 1.

Table 1. Community Satisfaction Index Interval, Conversion Interval, Service Quality

Mark Intervals	Conversion Interval Value	Quality Level	Qualification
1,00 -2,59	25,00-64,99	D	Not Good
2,60 – 3,06	65, 00 – 76,60	C	Not enough Good
3,06 – 3,53	76,61 – 88,30	B	Good
3,53 – 4,00	88,31 – 100,00	A	Very Good

D. Results

Public Satisfaction Index

In this study, the researcher conducted a survey through social media and in-person interactions with 50 respondents. The respondents were pilgrims from the 2022 hajj season who were asked to respond to questions posed to any hajj pilgrims the researcher encountered by distributing questionnaires to pilgrims at the Hajj Embarkation Centre of Gorontalo Province. The survey addressed eight indicators, which were elaborated into 24 service elements. This research employed a 4-point scale for the survey. Table 2 presents the analytical data from

the Public Satisfaction Survey based on the Public Satisfaction Index per service element at the Hajj Embarkation Centre of Gorontalo Province:

Table 2. Score for each aspect and type of service

Numb	Element Name Service	Value Survey Results	of
1	Condition		
	Compatibility of registration services	3.48	
	Ease of service conditions	3.54	
2	Systems, Mechanisms and Procedures		
	Providing information (security guard)	3.62	
	Clarity in providing information (Receptionist)	3.5	
	Clarity in providing information (Survey Officer)	3.48	
3	Completion Time		
	Timely provision of catering	3.5	
	Suitability of catering facilities	3.56	
4	Fees/Rates		
	Compatibility of service rates	3.5	
5	Service Products		
	Suitability of room facilities	3.48	
	Suitability of Hall facilities	3.64	
	Suitability of mosque facilities	3.42	
	Suitability of menu, quantity and taste of catering	3.56	
	Servant/Executor Competency		
6	Compliance with procedures	3.42	

	(security guard)	
	Ease of payment for use of facilities (Finance Officer)	3.44
	Cleanliness and tidiness of rooms	3.25
	Cleanliness and tidiness of the hall	3.48
	Cleanliness and tidiness of the hall	3.58
	Cleanliness of Catering facilities	3.46
	Servant/Executor Behavior	
	Receptionist's friendliness and politeness	3.52
7	The friendliness and politeness of the Lodging Building Officer	3.46
	Friendliness and politeness of Hall Building Officers	3.52
	Facilities and infrastructure	
	Suitable room temperature	3.58
8	Suitability of Hall room temperature	3.6
	Suitability of room lighting	3.8
	Average	3.52

Weighted average value = Total Weight / Total Elements

= 1 / 8 = 0,125

In calculating the public satisfaction index across the eight elements, the following weighted average value was obtained:

$$CSI = \frac{\text{The total of the perceived value of each element}}{\text{Total elements filled}} \times \text{Weighing Value}$$

The results in Table 2 represent the weighted average per element, where the average value per element is multiplied by 0.125 (the weighting factor).

From the table, it is evident that the overall weighted average value amounts to 3.52. To facilitate the interpretation of the Public Satisfaction Index (PSI) within a range of 25 to 100, the average score result is converted using a base value of 25, applying the formula: PSI of the Service Unit multiplied by 25. Thus, the Conversion Value of the PSI is calculated as $3.52 \times 25 = 88.11$. This score falls within the qualification range of "B" or Good. A detailed view of the scores and percentages for each aspect is illustrated in the diagram presented in Figure 1 below.

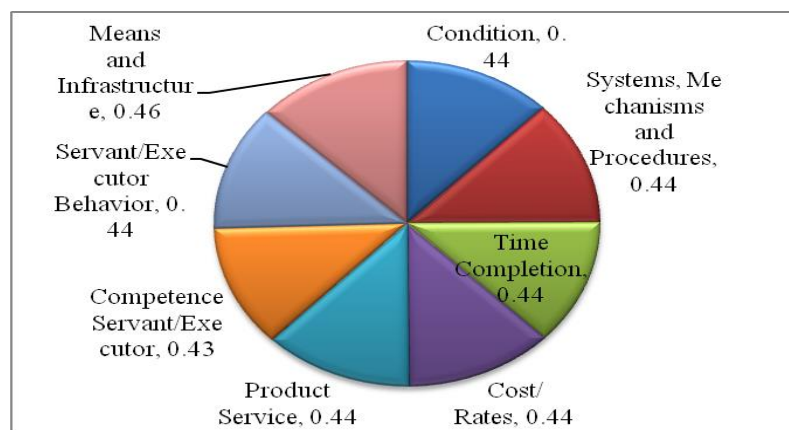


Figure 1. Average Score and percentage for each Aspect

The data presented above is corroborated by several informants during interviews, including the statement made by Mrs SWI, a key informant from the Hajj pilgrims of the Hajj Embarkation between Gorontalo Province. She stated: "In terms of the quality of service at the Hajj embarkation, some aspects meet the desires of the pilgrims, indicating that it is already very good. However, there are areas that are satisfactory, and some that are less satisfactory or not in accordance with expectations. These include aspects such as requirements, mechanisms and procedures, costs/tariffs, service products, service competence, service behaviour, as well as facilities and infrastructure, which meet the desires or fall into the good category, with some being very good. Nonetheless, there is one aspect that is perceived as less satisfactory, which pertains to catering services, specifically the

suitability of the menu and taste, which do not align with the expectations of the pilgrims.

Additionally, the quality of service at the Hajj Embarkation between Gorontalo has received appreciation and support from members of Commission XI of the People's Representative Council of the Republic of Indonesia (DPR RI). The following is an excerpt from an interview with Mr EMH, who stated: "Alhamdulillah, while at the Hajj Dormitory, we pilgrims were well served. The staff were very polite in attending to the pilgrims. This year has been the happiest for the pilgrims, as they have truly been served by staff who are commendable and responsible. In addition to feeling fully facilitated, the pilgrims are pleased because everything has been managed very well."

Based on the descriptions provided by the informants, the quality of service at the Hajj Embarkation between Gorontalo Province is commendable, with some aspects even meeting the criteria of excellence. However, on the other hand, there are deficiencies or aspects of service quality that do not align with the expectations of the pilgrims, particularly in catering services, which are perceived as inadequate or not meeting the pilgrims' expectations. It is essential to address these shortcomings to enhance the assessment and notes regarding the quality of service provided to the pilgrims at the Hajj Embarkation between Gorontalo Province. The pilgrims feel pleased and proud as they perceive that they are fully facilitated by the government. This includes aspects such as reception, wristband distribution, health checks, and other service-related matters, all of which have been well facilitated, resulting in a smoother overall experience.

E. Discussion

Quality of Service at the Hajj Embarkation

To meet their basic needs, humans strive through their own activities as well as indirectly through the activities of others. The process of fulfilling needs through the activities of others, whether directly or indirectly, is referred to as service.²⁶ The existence of hajj hostels serves as one of the service facilities that

²⁶Dahlan. (2023). *Kualitas Pelayanan: Manajemen SDM dan Budaya Organisasi*. Pekalongan: Penerbit NEM. h. 8.

plays a crucial role and function in facilitating the management of hajj pilgrims before their departure to Saudi Arabia and upon their return from Saudi Arabia.

Providing quality service or assistance to hajj pilgrims will yield satisfaction among them.²⁷ If the service or assistance received meets expectations, the quality of that service or assistance will be perceived as good and satisfactory. Conversely, if the service or assistance received falls short of expectations, the quality of that service or assistance will be perceived as less than satisfactory, or even poor.²⁸

Based on the results of the previous data analysis, several key findings have emerged. First, overall, the service index has reached a good qualification with a score of 88.11. This score falls within the middle range of scores, which is 76.61 – 88.30. This score indicates a movement towards a very good qualification. However, significant efforts are still needed to achieve a score of 88.31, which corresponds to a very good qualification. Second, the survey results illustrate that there are no significant differences between the scores of one aspect and another. The score range is between 0.43 and 0.46, which corresponds to an interval conversion score of 86 to 92. Certainly, all service aspects have qualified as good. Nevertheless, the aspiration for the future must be to reach a higher qualification, namely very good. It is essential to pay serious attention to the eight aspects of service, as none of the services have yet reached a qualification of very satisfactory on a partial basis. In contrast, the aspects of facilities and infrastructure are categorised as very satisfactory, with a score of 0.46 or an interval conversion score of 92.

From the perspective of requirements, the ease of service requirements at the hajj embarkation point in Gorontalo Province encompasses various aspects, ranging from the registration process to departure. One of the steps taken is the simplification of the registration procedure, allowing prospective pilgrims to register online. This aligns with the government's efforts to leverage information technology to facilitate access to public services. Furthermore, the government has

²⁷Candra, A. W., & Oktafia, R. (2021). Penerapan Manajemen Pelayanan Prima untuk Peningkatan Kepuasan Calon Jamaah Haji dan Umrah di PT Mabruro Sidoarjo. *Jurnal Ilmiah Ekonomi Islam*, 7(1), 9-15.

²⁸Akay, R., Kaawoan, J. E., & Pangemanan, F. N. (2021). Disiplin Pegawai Dalam Meningkatkan Kualitas Pelayanan Publik di Kantor Kecamatan Tikala. *Governance*, 1(1).

also provided more transparent information services regarding the requirements and procedures for hajj embarkation. With clear and easily accessible information, prospective pilgrims no longer feel confused or face difficulties in meeting the stipulated requirements. Prospective hajj pilgrims in Gorontalo report having received sufficient information regarding hajj requirements from various sources, including social media and the official website of the Ministry of Religious Affairs.

In terms of the System, Mechanism, and Procedure aspect, the service system implemented at the Hajj Embarkation in Gorontalo Province is capable of adequately accommodating the needs of pilgrims, including aspects such as queuing, scheduling departures, and facility management. Pilgrims express satisfaction with the registration process; however, there are still some complaints regarding the lack of information provided prior to departure. This highlights the need for improvements in communication and information dissemination to pilgrims.

Regarding the Completion Time aspect, there has been significant progress in service completion times, such as the punctuality of catering provision. Nevertheless, there are still issues that need to be addressed, such as the quality and variety of catering menus, as well as the suitability of the facilities used. Collaborative efforts between catering providers, the embarkation authorities, and pilgrims are crucial to enhance the overall quality of service.

In terms of Costs/Tariffs, respondents feel that the fees they pay are commensurate with the quality of service received. However, some respondents also feel that the tariffs charged are too high, particularly concerning accommodation and transportation. The organisers could consider collaborating with local transportation providers to reduce costs, thereby offering more competitive rates for pilgrims. Additionally, transparency in tariff setting needs to be improved so that pilgrims understand the components of the costs they incur.

Concerning the Service Product aspect, hajj embarkation services are a significant component of the hajj pilgrimage, especially in Gorontalo Province. The quality of the rooms provided for hajj pilgrims greatly influences their comfort and satisfaction before departing for the Holy Land. The rooms available at the hajj

embarkation meet the comfort standards set by the Ministry of Religious Affairs. The hall facilities at the hajj embarkation play a vital role in providing space for pilgrims to gather, pray, and participate in various activities before departure. In 2022, the hajj embarkation in Gorontalo Province provided a main hall that could accommodate up to 500 people. However, based on collected data, this hall often proves insufficient to accommodate all pilgrims present, especially during peak departure times. The mosque available at the hajj embarkation in Gorontalo Province has a considerable capacity but frequently cannot accommodate all pilgrims during prayer times. In 2022, this mosque could hold up to 300 people, yet overcrowding often occurs during prayer times.

Regarding the Competence of Service Providers/Implementers aspect, the hajj embarkation service is a crucial element in the organisation of the hajj pilgrimage. In Gorontalo Province, the implementers of the hajj embarkation bear significant responsibility in ensuring the comfort and safety of pilgrims, as the competence of service providers at the hajj embarkation greatly influences the quality of service provided. Several pilgrims have reported satisfaction with the service rendered by the officers, particularly concerning the communication of information related to departure schedules and the procedures that must be followed.

In terms of the Behaviour of Service Providers/Implementers aspect, the behaviour of service providers at the hajj embarkation in Gorontalo Province significantly impacts the quality of service received by pilgrims. Friendly attitudes, effective communication skills, and the ability to handle issues are important indicators possessed by each implementer. Consequently, they have provided optimal service to hajj pilgrims. Lastly, regarding the Facilities and Infrastructure aspect, overall, the facilities and infrastructure at the hajj embarkation in Gorontalo Province in 2022 still require more attention. Although several facilities are available, their quality and quantity have not fully met the needs of pilgrims. Therefore, efforts must be made to enhance physical infrastructure, supporting facilities, and transportation accessibility.

Moreover, special attention must be directed towards the aspect with a score below average, namely the competence of service providers/implementers,

which scored 0.43 or an interval conversion score of 86. This data indicates that, firstly, respondents/customers feel that the service is still slow and does not meet the speed expected by customers. Secondly, while the behaviour of service providers is satisfactory, their competence still needs improvement. Competence is closely related to service speed, as logically, the skill level of service provision affects its speed. Customers expect to be attended to, especially when they lodge complaints, which should be responded to promptly. Moreover, hajj service customers comprise a highly heterogeneous population in terms of age and social status. Additionally, hajj services involve various agencies with regulations and procedures that may pose challenges for customers.

The quality of hajj services at the hajj embarkation in Gorontalo Province is not detached from the quality indicators that serve as benchmarks; thus, the quality of hajj services in Gorontalo Province can be deemed satisfactory, although one indicator has yet to be fulfilled. Hajj pilgrims can assess the quality of service based on physical facilities, equipment, personnel, and communication media used in the service. If these elements are perceived positively by hajj pilgrims as users of the service, they will evaluate the service positively and feel satisfied with the assistance provided by the hajj service officers in Gorontalo Province. Conversely, if these elements are perceived negatively, the pilgrims will evaluate the service poorly and feel dissatisfied with the assistance provided.

In conclusion, the service for hajj pilgrims at the hajj embarkation in Gorontalo Province has been conducted professionally and effectively. However, several aspects require evaluation, particularly concerning the provision of services, as evidenced by the observed lack of employee discipline, inadequate human resources, and service hours that do not align with the Ministry of Religious Affairs' Standard Operating Procedures (SOP). This is evident from all the efforts that have been made and established by the office, including the provision of adequate facilities and infrastructure, as well as quality service, as employees are expected to consistently exhibit polite and friendly demeanour and to guide or provide accurate information. Furthermore, all activities intended to serve hajj pilgrims have been scheduled and planned effectively.

Understanding the quality of service through the level of satisfaction of hajj pilgrims is essential to maintain this standard through the government's role in enhancing service quality effectively and efficiently, in accordance with expectations and in providing satisfaction to hajj pilgrims. Quality service is highly dependent on various aspects, including the organisation of service delivery, human resource support, and institutional frameworks.²⁹

F. Conclusion

Based on the results of the Public Service Quality Survey through the Measurement of Community Satisfaction Index (IKM) conducted at the Hajj Embarkation Point in Gorontalo Province, several conclusions can be drawn. The overall average score across all aspects reached a good qualification. There were no significant differences between one aspect and another. However, certain aspects received scores below average, average, and above average. Among the nine aspects, three were below average and one was above average, while the remaining five aspects scored at the average level. All aspects require attention for improvement. Although the quality of services in terms of qualification is already good, there is a need to achieve a higher qualification level, namely very good. Therefore, serious attention is required for each service aspect, as none of the services have yet achieved a very satisfactory qualification on a partial basis.

The limitations of this research, while providing a clear overview of the quality of Hajj embarkation services in Gorontalo Province, include several factors that need to be considered. Firstly, this study was conducted over a single year, specifically in 2022, and thus does not capture long-term trends in service quality. Follow-up research in subsequent years is necessary to obtain more comprehensive data. Secondly, the sample size in this study was limited to 50 respondents, which may not represent the entire population of Hajj pilgrims in Gorontalo Province. Consequently, the findings of this study should be interpreted with caution. Further research with a larger and more diverse sample is expected to yield more accurate results and better generalisation.

²⁹Dewi, R. C., & Suparno, S. (2022). Mewujudkan good governance melalui pelayanan publik. *Jurnal Media Administrasi*, 7(1), 78-90.

The findings of this research have significant implications for the enhancement of Hajj embarkation service quality in Gorontalo Province. Firstly, the findings regarding the aspects that require improvement can serve as a reference for the organisers in formulating improvement strategies. By focusing on aspects such as service speed, facilities, and information, it is hoped that the overall quality of service can be enhanced. Secondly, this research also contributes to the academic development in the field of public service management. Thirdly, from an institutional perspective, the results of this study can be used as a basis for policy-making by the Ministry of Religious Affairs and other relevant institutions. In light of the findings obtained, the following recommendations are proposed. There is a need for efforts to maintain the already good quality of service by consistently enhancing service quality, particularly in sustaining the quality of infrastructure, procedures, systems, and public service mechanisms. Providing education and training that can improve the competencies of service personnel is essential. Additionally, it is important to improve the public complaint handling system by utilising information and communication technology, ensuring that all complaints can be addressed swiftly and transparently. Clear information regarding public service requirements should also be provided to the public.

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