
MANAGEMENT OF HAJJ SERVICES AT THE OFFICE OF THE MINISTRY OF RELIGIOUS AFFAIRS OF NORTH BENGKULU REGENCY

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ABSTRAK

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This type of research is qualitative research with the research approach using Management and psychology. At the same time, the informants in this study are the Head of the Hajj and Umrah Organizing Section, the Staff of the Hajj and Umrah Organizing Section, namely: 1) How is the management of Hajj services at the office of the Ministry of Religion of North Bengkulu Regency. 2) What are the supporting and inhibiting factors in hajj services at the Office of the Ministry of Religion of North Bengkulu Regency? The results of the study show that the management of the services of pilgrims at the Office of the Ministry of Religion of North Bengkulu starts from planning, organizing, implementing, and supervising activities in collaboration with Government Institutions that help the successful implementation of the pilgrimage. The forms of services provided at the North Bengkulu Ministry of Religion Office include Hajj registration services, Hajj cancellation, proposals for elderly pilgrims, merging of mahrams who register separately, guidance on Hajj rituals, division of groups and groups as well as protection services for pilgrims. The inhibiting factors encountered can be overcome by having supporting factors in providing services to prospective pilgrims

INTRODUCTION

Indonesia is one of the countries with the most enthusiasts to perform Hajj. Therefore, the government, through the Office of the Ministry of Religious Affairs, has full authority in providing Hajj facilities and services in Indonesia.

The implementation of Hajj in Indonesia is based on Law Number 13 of 2008 concerning the Implementation of Hajj. In accordance with these laws and regulations, the performance of Hajj is the responsibility of the government in coordination with relevant agencies. It is obliged to provide the best guidance, service, and protection so that pilgrims can perform worship with the provisions of Islamic religious teachings and become mabruk Hajj.

In the Law on the Implementation of Hajj in all regions of the Unitary State of the Republic of Indonesia, the Central Ministry of Religious Affairs Office grants this authority to all Provincial Ministry of Religious Affairs Offices that oversee the District / City Ministry of Religious Affairs Office in their respective regions.

The Office of the Ministry of Religious Affairs of North Bengkulu Regency is one of the representatives of the Ministry of Religious Affairs at the Regency level in the Bengkulu Province area in organizing the Hajj pilgrimage in Bengkulu Province. Hajj services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency are activities carried out by the Hajj and Umrah Sector through Kasi. Hajj and Umrah Organizer.

There are at least three things that must be pursued consistently and continuously by the Office of the Ministry of Religious Affairs of North Bengkulu Regency, which is

responsible for carrying out Hajj in North Bengkulu Regency, namely: First, guidance that includes pre-Hajj advice during and after Hajj. Second, services consist of administrative services, accommodation, health, transportation, Hajj equipment, and others. Third is protection, which includes security, safety, and protection insurance from other parties who harm Hajj pilgrims.

The implementation of Hajj must have precise management and run in accordance with its order. According to Yuwono in Hassel (2007), the factors that affect organizational performance are organizational goals, organizational culture, leadership, and quality of work. In the management of Hajj, there are still often administrative obstacles, such as a lack of synchronization of identity documents from prospective pilgrims between the first documents of pilgrims in the form of identity cards, family cards with supporting documents of prospective pilgrims in the format of marriage certificates or diplomas or birth certificates, resulting in difficulties in managing the preparation of pilgrims' passports. Sometimes, some prospective elderly pilgrims do not have supporting documents such as marriage certificates, diplomas, and birth certificates as a condition for Hajj registration, so they must first complete these documents. At the same time, the process of making or managing it takes time that cannot be ascertained because it is the authority of other agencies/institutions. So, the question arises: what about prospective pilgrims who have been registered but cannot depart because of these administrative constraints?

Based on this description, the author is interested in conducting this research in more depth on the problem with

the title: "Management of Hajj Services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency."

METHOD

This type of research is qualitative research, which is research conducted to determine the value of independent variables, either one or more variables, without making comparisons or linking between variables with data collection techniques carried out in combination. Data analysis is inductive/qualitative, and the results of qualitative research emphasize meaning rather than generalization.

This research was carried out at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, which is located at Jl. Prof. Muhammad Yamin, S.H., Gunung Alam Village, Arga Makmur District, North Bengkulu Regency, Bengkulu Province, so that researchers get the information needed. The time for the implementation of this research is from May to June 2023.

Instruments in qualitative research are human instruments, namely researchers themselves. The informant in a study is an individual or perpetrator who really understands and masters and is directly involved with the research problem.

Table 3.2
Research Informant Data

1.	Hamidah Sri Rahmi	Umrah Organizer
2.	Hanura Meiri	Hajj Finance Department
3.	Nita Nagsari	Hajj Information System
4.	Ibnu Rusydi	Hajj Document Section
5.	Seruni Fuad	Auxiliary Staff
6.	Marfuah Safitri	Jamaah
7.	Chandra Andalas	Jamaah
8.	Sri Wahyuni	Jamaah

Data collection techniques are techniques or ways that researchers can use to collect data using primary data with interviews, observations, documentation, and secondary data directly obtained by researchers from the object of research. The analysis technique used is a descriptive data analysis technique, namely by collecting factual data and describing it.

RESULTS AND DISCUSSION

Management of Hajj Pilgrim Services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency

The implementation of Hajj is a series of management activities for the performance of Hajj, which includes guidance, service, and protection to pilgrims. These three elements are the pillars supporting the success of the government in organizing a safe, orderly, and smooth Hajj.

To be able to succeed in the implementation of Hajj, both in terms of guidance, service, and protection, good management is needed. Management dramatically determines the success of the Hajj at the Office of the Ministry of Religious Affairs of North Bengkulu Regency because it has four functions required in order to achieve the objectives of organizing the Hajj. These four management functions will facilitate the smooth implementation of work programs in accordance with the vision and mission of the

Hajj and Umrah Organizing Section at the Office of the Ministry of Religious Affairs of North Bengkulu Regency.

The following is data from interviews and observations conducted by researchers regarding the Management of Hajj Services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, which can be described as follows:

a. Planning

Planning is an activity that is preceded by making a plan to achieve a predetermined goal. This is in line with what is implemented by the Ministry of Religious Affairs of North Bengkulu Regency, especially the Hajj and Umrah Organizing Section, in carrying out Hajj services. In making an activity, of course, the first thing to do is to create a plan.

Based on the results of an interview with Hamidah Sri Rahmi, Head of Hajj and Umrah Organizer of the Office of the Ministry of Religious Affairs of North Bengkulu Regency, said that:

"The point is threefold, namely serving, fostering, and protecting pilgrims in serving, starting from the registration of pilgrims, cancellation of sick and deceased pilgrims, proposing elderly pilgrims over 75 years old, and merging husband and wife who register separately. Meanwhile, the development plan consists of independent Hajj manasik, sub-district level Hajj manasik, and district/regency level Hajj manasik. Meanwhile, the planning for the protection of pilgrims is to accompany and coordinate pilgrims with relevant agencies that help protect pilgrims". (Source: interview on June 3, 2023).

Almost the same statement was also conveyed by Mrs. Nita Nagsari, a Hajj Information Implementation Staff, who said:

"After the departure estimate, we call pilgrims. Furthermore, convey to pilgrims to pay off the Hajj costs after there is a Decree of the Minister of Religious Affairs. Then formed squads and entourages. Furthermore, it fosters pilgrims through Hajj manasik both independently as well as at the Regency and even District levels. In coordination with the health Office for health checks, the Local Government Office deals with drop-off and pick-up, the Police and Immigration." (Source: interview dated June 3, 2023)

Meanwhile, Mr. Hanura Meignairi, the Finance Staff of the Hajj and Umrah Organizing Section, said:

"Service management, especially if we are part of Hajj, includes registration, payment of Hajj organizer fees, cancellation of prospective pilgrims if someone dies or dies, management guidance, formation of karu and karom, and coordination with local governments regarding departure and return." (Source: interview on June 3, 2023)

After the researcher interviewed at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, the researcher concluded that the planning carried out by the Hajj and Umrah Organizing Section is the determinant of a series of activities and schedule that will be carried out in serving Hajj pilgrims in North Bengkulu Regency.

b. organizing

After determining the plan, the next stage carried out by the Office of the Ministry of Religious Affairs of North Bengkulu Regency Hajj and Umrah Organizing Section is organizing. Organizing is essential for the aim of providing a division of work tasks that are the duties and responsibilities of each staff.

As for the composition of the management staff of the Hajj and Umrah Organizing Section, the chairman is Hamidah Sri Rahmi, and the members are the staff of the Hajj and Umrah Organizing Section itself. This is in accordance with the results of interviews conducted by researchers with him who said that:

"The number of employees in the Hajj and Umrah Organizing Section is six people, namely five civil servants and one non-civil servant. I am the Head of Hajj and Umrah Organizer, then the implementing part of the Hajj information system, namely mother (Nita Nagsari), Hajj document section (Ibn Rushdi), father's finance department (Hanura Meignairi) and Mrs. Seruni Fuad auxiliary staff". (Source: interview on June 3, 2023)

Almost the same statement was expressed by Mrs. Nita Nagsari, the Executor of the Hajj Information System, who said:

"Providing services can be achieved thanks to good coordination and cooperation and with a sense of responsibility by the Staff of the Hajj and Umrah Organizing Section, and this must be in accordance with the position of their respective assignments so that in providing services to Hajj pilgrims can be optimal. Therefore, the preparation of staff in the Hajj service is essential for the implementation of good services and according to predetermined procedures." (Source: interview on June 3, 2023)

At different times, the researcher interviewed Mr. Hanura Meignairi, a Finance Section of Hajj and Umrah Organizers, regarding the same question. He said:

"The determination of duties and parts that determine the Head of the Hajj and Umrah Organizing Section coordinates with the Head of the Office of the Ministry of Religious Affairs of North Bengkulu Regency. Determination of parts based on their expertise and experience. Why is it like that, so that we can master the fields that have been mandated, and we can also be maximal in completing the work." (Source: interview on June 3, 2023)

Based on the statements above, each staff will be assigned duties in accordance with their respective responsibilities in their fields. This is intended so that each Staff can freely complete the tasks given. The next stage is to establish coordination relationships between staff in order to form a pleasant working atmosphere and openness in completing their duties.

c. *Actuating*

After planning and organizing, the next stage is the implementation of services. Implementation is a planned program implementation action. The results of the researcher interview regarding the questions on the forms of services provided by the Office of the Ministry of Religious Affairs of North Bengkulu Regency are as follows:

1. *North Bengkulu Hajj Registration and Quota*

Based on the results of an interview with Mr. Ibnu Rusydi, as the Hajj Document Section, regarding the registration procedure for prospective pilgrims at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, he replied:

"Registration is done every working day throughout the year to a government-designated bank that accepts Hajj registration. If in North Bengkulu, it can be BSI (Bank Syariah Indonesia) and other Sharia Banks and pay Rp. 25,000,000-, then pilgrims get the departure portion. Suppose it is less than Rp. 25.000.000-enter the Hajj savings and do not get a queue number. Then prospective pilgrims bring files from the Bank to the Office of the Ministry of Religious Affairs of North Bengkulu Regency, including identity cards, Family Cards, Birth certificates, Marriage Book, Health Certificate, and Hajj Photo sizes 3x4 and 4x6. Then, biometric records are held in the form of fingerprints and photos. Pilgrims are waiting for the call to depart with a waiting period for North Bengkulu of 17 years." (Source: interview on June 3, 2023)

The same thing was conveyed by Mr. Hanura Meignairi, the Finance Staff of the Hajj and Umrah Organizing Section, who said:

"The registrant must directly carry out registration of pilgrims. Administration requirements that must be completed include a copy of Identity cards two sheets, a copy of Family cards two sheets, and a copy of the Birth Certificate / Diploma / Marriage Certificate (one of them only and make sure the identity is the same as Identity Cards & Family cards), Hajj photos size 3x4 and 4x6 ten sheets. Next, come to the Sharia Bank to open a Hajj Account with an initial deposit of Rp. 25,000,000-after that, you will get an initial deposit validation sheet from the Bank. All administration, along with validation sheets from the Bank, are submitted to the Ministry of Religious Affairs of North Bengkulu Regency. Then, the officer will check all existing administration. The candidate will then take biometric photos and fingerprints. Furthermore, pilgrims will get a print of the Hajj portion number and wait for the repayment stage according to the due date of Hajj departure." (Source: interview on June 3, 2023)

Meanwhile, regarding the quota of prospective pilgrims in North Bengkulu Regency in 2023, Mrs. Nita Nagsari, the Executive Staff of the Hajj Information System, said:

"This year, the Hajj departure quota is divided into three stages: the first stage called 91 pilgrims died three and resigned 1, so there were 87 pilgrims left. The second stage is specifically for older people and companions of 36 pilgrims, and two pilgrims take the third stage for Uzhur pilgrims (the oldest). So overall, this year, 125 pilgrims from North Bengkulu Regency will depart for the Holy Land." (Source: interview on June 3, 2023)

After the researcher interviewed at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, the researcher concluded that Hajj registration was carried out in the Hajj and Umrah Organizing Section by following procedures and fulfilling the requirements set by the Minister of Religious Affairs Regulation. Before registering with the Office of the Ministry of Religious Affairs of North Bengkulu Regency, pilgrims must first make payment of the Hajj Implementation Fee at the Deposit Recipient Bank. Meanwhile, the hajj quota of North Bengkulu Regency this year has increased because it is taken from 3 elements, namely called hajj pilgrims (87 pilgrims), elderly pilgrims (36 pilgrims), and elderly pilgrims / more than older people (2 pilgrims).

1. Hajj Cancellation

Based on the results of an interview conducted by researchers with Mr. Hanura Meignairi, the Finance Staff of the Hajj and Umrah Organizing Section, regarding the provisions for the cancellation of regular Hajj pilgrims, he replied:

"Hajj registration is declared void if the prospective pilgrim dies or resigns due to health reasons or illness, then the prospective pilgrim cannot leave during the two Hajj seasons. If it has been declared void, then the Hajj Implementation Fee deposit will be returned to the heirs concerned according to how much the initial deposit was." (Source: interview on June 3, 2023)

Almost the same statement was also conveyed by Mr. Ibn Rushdi as part of the Hajj Document, who said that.

"If the pilgrim has registered but dies before departure, the heirs apply for cancellation, and the pilgrim's money is returned to the rightful heirs according to the agreement of the heirs. Suppose the pilgrim dies after there is a call for a decree to go to Hajj. In that case, it can be replaced for heirs, which can be children or wives or parents or relatives, for regular pilgrims and can leave in the same year with a note before disembarking the visa, and everything can be taken care of. As for pilgrims who are sick, portions cannot be transferred but can be postponed, or if the illness is permanent, a fee can be withdrawn for organizing the Hajj at the request of the person concerned." (Source: interview on June 3, 2023)

Regarding the data of pilgrims who canceled Hajj due to death and illness at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, Mrs. Nita Nagsari said:

"There are three pilgrims who died this year, while one resigned due to illness. For three pilgrims who died, 2 of them were alternated/delegated portions to heirs, while heirs withdrew one more pilgrim's money. As for pilgrims who are sick because the illness is permanent, the withdrawal of pilgrims' money is carried out at the request of the person concerned." (Source: interview on June 3, 2023)

From the statements mentioned above, researchers concluded that the cancellation of Hajj can be done if the prospective pilgrim dies and is sick. Cancellation of Hajj can be done with two searches, namely the withdrawal of the deposit of Hajj Implementation Fees by the heirs concerned and the delegation of portions to the heirs.

Proposing Elderly Hajj Pilgrims

The proposal of elderly pilgrims can be made if the pilgrims are 75 years old by submitting an application letter to the Ministry of Religious Affairs of North Bengkulu Regency, according to the results of an interview that researchers conducted with Mrs. Hamidah Sri Rahmi, she said that:

"Especially for elderly pilgrims, if they are more than 75 years old, it can be proposed to leave as soon as possible without waiting for the portion queue limit with a note according to the specified quota. Who lists first he set off. The trick is to submit an application letter for elderly pilgrims over 75 years old, which is submitted to the Office of the Ministry of Religious Affairs of North Bengkulu Regency." (Source: interview on June 3, 2023)

Another statement was also conveyed by Mr. Hanura Meignairi, the Financial Staff of the Hajj and Umrah Organizer section, who said:

"When there is an additional quota, the elderly are given a special portion by the Province, of course, with procedures. One of the procedures is at least after three years of registration. The second 75-year-old can apply. Every year, many people apply, but later, they will be selected based on the longest list. If the age is the oldest, it will be selected by itself based on old age (more than the elderly), and this policy only exists this year." (Source: interview dated June 3, 2023)

Mrs. Nita Nagsari, as the Executive Staff of the Hajj Information System, also conveyed a statement:

"This year, 72 elderly people registered, and 36 people departed. Heirs can replace elderly pilgrims who die alone but cannot leave right then according to the portion of Hajj or the waiting period. If the husband and wife are elderly, one of them dies, then it can be replaced by heirs who immediately depart because they have to accompany. The delegation of portions is carried out by submitting heirs to the Head of the Office of the Ministry of Religious Affairs of North Bengkulu Regency. The Head of the Office of the Ministry of Religious Affairs of North Bengkulu Regency makes recommendations to the Regional Office of the Ministry of Religious Affairs of South Sumatra Province. The Regional Office of the Ministry of Religious Affairs of South Sumatra Province recommends to the Director General of Central Hajj and then heirs or successors directly to Jakarta to take care of." (Source: interview dated June 3, 2023)

From these statements, it can be concluded that the proposal of elderly pilgrims can be carried out by pilgrims over the age of 75 years by making a submission letter submitted to the Head of the Office

of the Ministry of Religious Affairs of North Bengkulu Regency. This year, there are 72 elderly pilgrim registrants even though the departure quota is only 36 pilgrims.

1. Separate Registration Mahram Incorporation

Merging mahrams who register separately is allowed for prospective pilgrims who have paid the Hajj Implementation Fee. Based on the results of an interview conducted by researchers with Mrs. Hamidah Sri Rahmi, Head of Hajj and Umrah Organizer, said:

"For the merger of mahrom, if the husband or wife is separated, it is proven by a marriage certificate. For the merger of children or biological parents evidenced by a family card or birth certificate. As long as it is within the scope of one province, the merger of Mahram can be done. For North Bengkulu this year, two pilgrims carry out mahram flowering, namely Mr. Suriyadi Rustan as a separate husband/wife and Mrs. Lusi Suriani as a separate child/parent." (Source: interview dated June 3, 2023)

A statement was also conveyed by Mrs. Nita Nagsari, the Executive staff of the Hajj Information System who said:

"One of the requirements for applying for the merger is that they have paid the cost of organizing this year's Hajj pilgrimage, and pilgrims who will merge must have been registered in the same province. In addition, pilgrims must bring a copy of a birth certificate that has been legalized by the Population and Civil Registration Office for separate biological children/parents and a marriage certificate legalized by the District Religious Affairs Office for the merger of separate husband and wife." (Source: interview dated June 3, 2023)

Based on the results of an interview conducted by the researcher at the Office of the Ministry of Religious Affairs of North Bengkulu Regency regarding the merger of mahram who register separately, the researcher concluded that the merging service of mahram who register separately could be carried out if the respondent is both within the scope of one province. For this year, two pilgrims merge mahram, both the Husband / Wife who register separately and the Children / Parents who register separately.

1) Hajj Management Guidance

Regarding Hajj management guidance, the Office of the Ministry of Religious Affairs of North Bengkulu Regency establishes mechanisms and procedures for Hajj guidance referring to the Regional Office of the Ministry of Religious Affairs of Bengkulu Province and the Director General of Central Hajj, both guidance guidelines, advice for manasik and Hajj travel guidebooks.

Based on the results of an interview that the author conducted with Mr. Hanura Meignairi, the Finance staff of the Hajj and Umrah Organizing Section said:

"Hajj management is carried out without collecting additional fees from pilgrims in addition to the stipulated Hajj Implementation Fee. In this

Hajj management activity, the community can conduct guidance both independently, as well as at the sub-district and even district levels." (Source: interview dated June 3, 2023)

A statement was also delivered by Mrs. Hamidah Sri Rahmi, Head of Hajj and Umrah Organizer, who said:

"These forms of service at the Ministry of Religious Affairs are like independent hajj manasik every week for four months before departure because North Bengkulu does not have KBIH, and this activity is carried out at the Office of the Ministry of Religious Affairs of North Bengkulu Regency. The second is the Hajj management at the Regency / Regency level of North Bengkulu by the Ministry of Religious Affairs Office 2 times. The three sub-district level Hajj pilgrimages were held at the sub-district mosque eight times." (Source: interview dated June 3, 2023)

In carrying out the formation of pilgrims, the Office of the Ministry of Religious Affairs of North Bengkulu Regency certainly has a strategy carried out to improve the quality of Hajj guidance services, as the author interviewed Mrs. Nita Nagsari, saying:

"The trick is to find a Hajj guide who must have left for Hajj and only returned from Hajj 2-3 years ago. Preferably a minimum education of S1 or have studied in Saudi Arabia, so he knows the areas there. In addition, Hajj staff also always attend workshops and training on Hajj guidance in the province every year." (Source: interview dated June 3, 2023)

Based on the explanation above, the Hajj management guidance carried out by the Hajj and Umrah Organizing Section is divided into three, namely independent Hajj management, Sub-District level Hajj management, and Regency / Regency level Hajj management. In addition, the Hajj and Umrah Organizing Section also has a strategy to improve the quality of guidance services by looking for Hajj guides who are not careless.

2) Formation of Squad Groups and Entourage Groups

Before prospective pilgrims departed for Saudi Arabia, the Office of the Ministry of Religious Affairs of North Bengkulu Regency first formed a Team Group and a Group of Entourages. Based on the results of an interview conducted by researchers with Mrs. Hamidah Sri Rahmi as Head of Hajj and Umrah Organizer, said that:

"The formation of these squads and groups is important to facilitate coordination, especially later in the holy land. Even so, independence is still prioritized, and the ability to carry out the entire series of Hajj as a whole feel very useful in supporting the solemnity of worshiping there." (Source: interview on June 3, 2023)

Almost the same statement was conveyed by Mr. Hanura Meignairi, the Finance Staff of the Hajj and Umrah Organizing Section, who said:

"After the pilgrims complete the registration process, the pilgrims carry out the guidance of Hajj manasik. In this management guidance, the pilgrims are divided into several groups or groups. One group or group will be led by one group leader and one Hajj guide". (Source: interview on June 3, 2023)

In addition, the results of the researcher's interview with Mrs. Nita Nagsari, the Hajj Information Implementation Staff, said that:

"Bengkulu Province is divided into 17 lotteries. Departures are expected to start from the 17th to the 29th. Currently the Province is regulating the Lottery. One batch consists of 3 groups. One group will consist of 45 pilgrims and be led by one person called the head of the group. In one group, it will be further divided into four teams so one team consists of 10 pilgrims and is led by one person called the team leader. North Bengkulu is divided into three groups, and the last group consists of 35 people, so there are additional from other regions." (Source: interview on June 3, 2023)

Based on the results of a researcher interview conducted at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, researchers concluded that the Hajj and Umrah Organizing Section carried out the formation of team groups and group groups. The distribution of members is done relatively in each squad, some old and some young, so that the young can guide the old. In addition, the formation of team groups and groups of groups is essential to make it easier for pilgrims to carry out the Hajj pilgrimage so that it runs smoothly, safely, and without any obstacles.

3) Protection of Hajj pilgrims

Based on the results of an interview that the author conducted with Mrs. Hamidah Sri Rahmi regarding the protection of Hajj pilgrims, he said:

"Protecting here in the sense of accompanying, coordinating pilgrims with related agencies that help protect pilgrims, including the Kesra Section of local government, health offices, transportation offices, police, and immigration." (Source: interview on June 3, 2023)

Almost the same statement was conveyed by Mr. Hanura Meignairi, the Financial Staff of the Hajj and Umrah Organizing Section, who said:

"Protect by coordinating between the district/regency and sub-district Hajj sections/committees. Coordinate with Local Government Offices. Coordinate with the Immigration Office for the preparation of pilgrims' passports by inviting the Immigration to come to the area. Coordination with the Police for the security process on the road. Coordination with the Department of Transportation for the smooth process of departure and return of pilgrims." (Source: interview on June 3, 2023)

Based on the results of an interview that the author conducted at the Office of the Ministry of Religious Affairs of North Bengkulu Regency

regarding the protection of Hajj pilgrims, the author concluded that the protection process carried out by the Hajj and Umrah Organizing Section was carried out by accompanying pilgrims from the beginning of registration to the departure and return process. This can be seen from the efforts of the Office of the Ministry of Religious Affairs of North Bengkulu Regency in providing protection as much as possible by coordinating with all relevant Government Agencies for the implementation of a safe, smooth, and orderly Hajj.

d. Controlling

Supervision is one of the management functions needed to ensure that all decisions, plans, and implementation of activities achieve goals with excellent and efficient results. The maintenance or *controlling* process is carried out directly by the Head of the Hajj and Umrah Organizing Section, as he said:

"During the Hajj management activities, I directly observed the activities that were being carried out to see the process of carrying out activities. In addition, staff are also given the responsibility of making daily performance reports in each section, and these reports are then collected and signed every three months. If we have an evaluation problem every month or sometimes if there is a problem that must be handled quickly, we have an impromptu meeting." (Source: interview dated June 3, 2023)

Based on the observations of researchers in the field, researchers argue that:

"Supervision of activities is carried out directly by the Hajj and Umrah Kasi. Not infrequently, he also participates in activity services. In several Hajj management activities, researchers saw that monitoring was also carried out by the Head of the Office of the Ministry of Religious Affairs of North Bengkulu Regency, Mr. H. Nopian Gustari. At the same time, if he could not attend, the milieu delegated his duties to the Head of the TU Sub. Section, Mr. H. Santoso, even during the Hajj Management activity at the Regency / Regency level of North Bengkulu, was attended by the Head of the Regional Office of the Ministry of Religious Affairs of Bengkulu Province, Mr. H. Muhammad Abdu." (Source: interview dated June 3, 2023)

Based on the results of interviews and observations conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, researchers concluded that superiors carried out the supervision process to subordinates to ensure that the planned activities were carried out correctly. This can be proven by not only the Head of Hajj and Umrah Organizers who directly monitor the process of Hajj activities but also by the Head of the Office of the Ministry of Religious Affairs of North Bengkulu Regency and even the Head of the Regional Office of the Ministry of Religious Affairs of Bengkulu Province.

In addition, regarding the Management of Hajj Services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, the author also conducted interviews with several prospective pilgrims who departed in 2023 and pilgrims who had left in previous years. The following is the response of pilgrims

to the services provided by the Office of the Ministry of Religious Affairs of North Bengkulu Regency:

Based on an interview with Ibu Sri Wahyuni as a pilgrim departing in 2023, he said:

"Alhamdulillah, it has been good, and I am satisfied with the services provided because the security of Hajj pilgrims has been guaranteed both from embarkation to Saudi Arabia later. In addition, the staff provided good service, and it seemed that the team who provided Hajj services was senior. So, from the beginning of the Hajj until now, there have been no obstacles faced, everything is good, and there are no more shortcomings. (Source: interview on June 4, 2023)

Almost the same statement was also conveyed by Mr. Chandra Andalas, who said that:

"I think it has been good; the staff gave good service, and I feel satisfied with the service provided. The staff gave friendly service and responsibility to pilgrims. Because many pilgrims are elderly and confused about coaching and here the staff helps". (Source: interview on June 4, 2023)

Almost the same statement was also conveyed by Mrs. Marfu'ah Safitri, who said that:

"In my opinion, the service has gone well, the way the staff serves pilgrims is good, there is any information that pilgrims are quickly informed, then sometimes the team provides material explanations using regional languages so that pilgrims can understand the material well. Obstacles before leaving for Hajj, thank God, do not exist, and the activities continue smoothly. (Source: interview on June 4, 2023)

Based on the results of interviews conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, researchers concluded that the Management of Hajj Services carried out by the Office of the Ministry of Religious Affairs of North Bengkulu Regency Hajj and Umrah Organizing Section can be said to be good, because the four management functions, namely planning, organizing, implementing and supervising have been carried out and run systematically. This can also be seen from the responses of both pilgrims who have just departed in 2023 and pilgrims who have passed in previous years that they are satisfied with the services provided by officers from the Office of the Ministry of Religious Affairs of North Bengkulu Regency.

SUPPORTING AND INHIBITING FACTORS FOR HAJJ SERVICE MANAGEMENT AT THE OFFICE OF THE MINISTRY OF RELIGIOUS AFFAIRS OF NORTH BENGKULU REGENCY

The implementation of services for Hajj pilgrims at the Office of the Ministry of Religious Affairs of North Bengkulu Regency is inseparable from supporting and inhibiting factors in carrying out the Hajj in 2023. Based on the results of an interview conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency regarding the supporting and inhibiting factors of Hajj Service Management at the Office of the Ministry of Religious Affairs of North

Bengkulu Regency Hamidah Sri Rahmi, as the Head of Hajj and Umrah Organizers stated:

"The support is the availability of facilities and infrastructure such as the Integrated Hajj Computerized System, which is very helpful in-service delivery and adjustment of new policies. If the pilgrims are prospective, most do not have a marriage certificate. Prospective pilgrims do not know the date and month of birth. Transfer of domicile of prospective pilgrims after registering. Inequality of documents of prospective pilgrims between Identify cards, Family Cards, Marriage Books and birth certificates". (Source: interview on June 3, 2023)

Another statement was also conveyed by Mrs. Nita Nagsari, the Executive Staff of the Hajj Information System, who said:

"The forms of supporting factors are in the form of funds that are already available from the central budget—the full protection for pilgrims. There are expert staff who are experienced in carrying out services for prospective pilgrims at the Ministry of Religious Affairs of North Bengkulu Regency. Prospective pilgrims are increasing every year. The obstacle is that many pilgrims are elderly, so they lack an understanding of Hajj procedures. The level of education of each pilgrim varies so that the level of understanding of Hajj procedures also varies". (Source: interview on June 3, 2023)

Mr. Hanura Magneiri, the Finance Staff of the Hajj and Umrah Organizing Section, delivered the same statement at different times:

"The supporting factors seen from the geography of North Bengkulu Regency are only five sub-districts, and all of them are easy to reach. Facilities and infrastructure are adequate. Hajj operational personnel are quite available. The inhibiting factor is that pilgrims move their domicile so that it is difficult to contact while the contact person is no longer active. Many pilgrims are elderly or senile. The PLN network was shut down/went out during the registration service process, so pilgrims had to wait. The internet network is disrupted." (Source: interview on June 3, 2023)

Based on the results of interviews conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, researchers concluded that the supporting and inhibiting factors in the Office of the Ministry of Religious Affairs of North Bengkulu Regency can be classified as follows:

- a. Supporting Factors
 - 1) Funds are already available from the central budget, and complete protection for pilgrims from the Government
 - 2) The geographical location of North Bengkulu Regency is divided into five districts, and all of them are easy to reach.
 - 3) The majority of people in North Bengkulu Regency are Muslims, so the religious community environment is very supportive of the service process of organizing the Hajj.
 - 4) The number of service implementation staff or Hajj operational personnel at the Office of the

Ministry of Religious Affairs of North Bengkulu Regency is sufficient in providing services to pilgrims by having an average academic level of undergraduate and experience in their fields.

- 5) Coordination and cooperation between government agencies are good enough so that Hajj services can be optimized.
- 6) The availability of facilities and infrastructure that support the service process, such as rooms, tables, chairs, laptops, printers, and the Integrated Hajj Computerized System, which is very helpful in providing services and adjusting new policies.

b. Inhibiting Factors

- 1) Many elderly pilgrims do not understand the Hajj Guidance process due to elderly factors, thus affecting the level of understanding of the Hajj guidance material provided.
- 2) The level of academic quality of the people of North Bengkulu Regency is middle to lower, so in serving pilgrims, extra, simple, straightforward, and easy-to-understand explanations are needed in explaining the process of Hajj services.
- 3) Hajj pilgrims do not have core or supporting documents such as Identity cards, Family Cards, Birth certificates, diplomas, or Marriage books. In addition, the inequality of core records or supporters of Hajj pilgrims is also an inhibiting factor for Hajj services in North Bengkulu Regency.
- 4) The domicile of pilgrims changes after registering, while the contact person is no longer active, so it isn't easy to contact.

DISCUSSION

Analysis of Hajj Service Management at the Office of the Ministry of Religious Affairs of North Bengkulu Regency

The author defines management in this study as a process of planning, organizing, mobilizing, and supervising an organization to provide services to prospective pilgrims. The Office of the Ministry of Religious Affairs of North Bengkulu Regency is the institution in charge and responsible for the successful implementation of Hajj in North Bengkulu Regency. The management of services carried out by the Office of the Ministry of Religious Affairs of North Bengkulu Regency to prospective pilgrims is as follows:

a. Planning

Based on interviews and observations conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, Hajj service management starts from planning the preparation of Hajj service programs. Several service plans carried out by the Office of the Ministry of Religious Affairs of North Bengkulu Regency start from registration, cancellation of Hajj for sick and dead pilgrims, proposing elderly pilgrims, merging mahram who register separately, guidance on Hajj management, division of team groups and groups of groups and protection of pilgrims by coordinating with related agencies that help protect pilgrims.

b. Organizing

After the planned service areas, the staff of the Ministry of Religious Affairs of North Bengkulu Regency organized the Hajj and Umrah Organizing Section. Organizing is intended to provide a division of work tasks that are the responsibility of each staff and establish a working mechanism for conformity between areas of expertise and work. The organizers carried out in the Hajj and Umrah organizing section of the Office of the Ministry of Religious Affairs of North Bengkulu Regency are Hamidah Sri Rahmi (as Section Chairman), Nita Nagsari (Hajj Information System Implementer), Ibnu Rusydi, (Hajj Document Compiler), Hanura Meignairi, (Finance) and Seruni Fuad (Auxiliary staff).

c. Actuating

After planning and organizing the implementation of services. Services provided by the Office of the Ministry of Religious Affairs of North Bengkulu Regency include registration, cancellation of Hajj for sick and deceased pilgrims, proposal of elderly pilgrims, merging of mahram who register separately, guidance on Hajj management, division of team groups and groups of groups and protection of pilgrims by coordinating with relevant agencies that help protect pilgrims.

Based on interviews and observations that researchers have conducted regarding Hajj services at the Ministry of Religious Affairs of North Bengkulu Regency, researchers concluded that the services provided directly to prospective pilgrims at the Office of the Ministry of Religious Affairs of North Bengkulu Regency are registration services, Hajj cancellation services, proposing services for elderly pilgrims, merging mahram services that register separately, Hajj management guidance services, Karu and Karom formation services.

Meanwhile, indirect services are protection services for pilgrims such as payment of Hajj fees, passport making, and meningitis vaccine health services/injections in coordination with government and private institutions such as Deposit Receiving Banks, Immigration Offices, Health Offices, and the police in order to organize Hajj in 2023 successfully.

In addition, looking at the theory of the forms of service discussed in the previous chapter, there are three forms of service applied by the Office of the Ministry of Religious Affairs of North Bengkulu Regency in the implementation of the Hajj, namely oral services, written services, and deeds services. The form of oral services provided by the Office of the Ministry of Religious Affairs of North Bengkulu Regency is manifested in giving explanations or information to prospective pilgrims regarding requirements procedures for managing registration, cancellation, or regulations on the latest Hajj issues to prospective pilgrims directly using words.

Oral services are provided to prospective pilgrims or certain interested parties face-to-face directly at the Office of the Ministry of Religious Affairs of North Bengkulu Regency or outside the office or at the Office of Religious Affairs in a meeting. In providing this oral service, staff of the Office of the Ministry of Religious Affairs of North Bengkulu

Regency are required to understand the issues surrounding Hajj, both regarding requirements and implementation procedures. In addition, staff on duty are also required to be able to provide explanations smoothly, briefly, and clearly, as well as behave politely and kindly in delivering services.

Written service is service through writing or pictures as a guide to service. The writing ministry consists of two groups. First, services in the form of instructions, information, and the like are submitted to interested persons. Writing services are realized by writing brochures and banner notifications of registration requirements and procedures contained inside and outside the room of the Umrah Hajj Organizer Office of the Ministry of Religious Affairs of North Bengkulu Regency. Second, service in the form of written reactions to requests, reports, giving / submissions, and notifications. This service is carried out with government institutions that have a role in organizing Hajj in North Bengkulu Regency, such as the Immigration Office, Health Office, Religious Affairs Office, Regional Office of the Ministry of Religious Affairs of Bengkulu Province, Police, and so on.

However, regarding the service of complaints in the form of writing, it has not been available at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, such as the Regency of service suggestions. It is essential to know the shortcomings or advantages of the services provided. It can be used as one of the evaluation materials in an effort to improve the quality of services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency. In addition, the Office of the Ministry of Religious Affairs of North Bengkulu Regency also does not have a writing service in the form of a website of the Ministry of Religious Affairs of North Bengkulu Regency. Even though considering the Science and Technology that has been significantly developed today, it is very much needed for the community as a source of information.

Service deeds are service through action on a job. This service requires a factor of expertise and skill of the applicant because it will significantly determine the results of activities or work. The benefit of the office of the Ministry of Religious Affairs of North Bengkulu Regency, in this case, can be seen from the operation of the Integrated Hajj Information and Computerization System in terms of registration.

In the implementation of deeds services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, there are several cases in the provision of services. The registration service through the Integrated Hajj Information and Computerization System sometimes experiences long loading caused by a problematic internet network that results in a long service process, and this creates the impression that the services carried out by the Office of the Ministry of Religious Affairs of North Bengkulu Regency are slow.

d. Controlling

Oversight means that the chairman seeks to ensure that he moves toward his goals. Supervision at the Office of the Ministry of Religious Affairs of North

Bengkulu Regency can be carried out in two ways, namely directly and indirectly. Direct supervision is supervision carried out by the chairman when activities are running, while indirect supervision is supervision through reports submitted by subordinates.

The direct supervision process is carried out by the Head of the Hajj and Umrah Organizing Section of the Office of the Ministry of Religious Affairs of North Bengkulu Regency to his staff by interacting and seeing the performance of the team in accordance with their performance and responsibilities. Meanwhile, indirect supervision applied at the Office of the Ministry of Religious Affairs of North Bengkulu is to use performance reports for each staff. This report is collected and signed every three months.

Analysis of Supporting and Inhibiting Factors for Hajj Service Management at the Office of the Ministry of Religious Affairs of North Bengkulu Regency

In carrying out Hajj services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, Hajj and Umrah Organizer staff experience obstacles in the process of serving pilgrims. Based on interviews that have been conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, these obstacles are in the form of problems experienced by pilgrims such as pilgrims who are primarily elderly so that they are easily senile, the level of education of pilgrims is different so that the level of understanding of Hajj procedures is also different, some are easy to understand, some are difficult and must be repeated so that they know. In addition, there are also obstacles in the problem of pilgrims' documents because they are elderly. Sometimes, pilgrims do not have supporting documents such as Birth Certificates, Marriage Certificates, or Ijaza.

The inhibiting factors faced by the staff of Hajj and Umrah organizers can be overcome by supporting elements for pilgrim services. Based on interviews that have been conducted by researchers at the Office of the Ministry of Religious Affairs of North Bengkulu Regency, in serving Hajj pilgrims, Hajj and Umrah Organizer staff are supported by Hajj operational personnel who are sufficient in providing services to pilgrims by having an average academic level of undergraduate and experienced in their fields, there are facilities and infrastructure that support the service process such as rooms, tables, chairs, laptops, printers, and the Integrated Hajj Computerized System are very helpful in service delivery and adjustment of new policies. Most importantly, coordination and cooperation between government agencies are good enough so that Hajj services can be optimized.

Based on the discussion above, researchers concluded that the inhibiting factors faced can be overcome by supporting elements in providing services to prospective pilgrims.

CONCLUSION

1. The management of Hajj services carried out at the Office of the Ministry of Religious Affairs of North Bengkulu Regency starts from the process of planning, organizing, implementing, and supervising. The forms of services provided by the Office of the Ministry of Religious Affairs of North Bengkulu Regency include

registration services, cancellation of Hajj for sick and deceased pilgrims, proposal of elderly pilgrims, merging of mahrom who register separately, guidance on Hajj management, division of team groups and groups of groups and protection of pilgrims by coordinating with relevant agencies that help protect pilgrims. Overall, the management process of pilgrim services carried out at the Office of the Ministry of Religious Affairs of North Bengkulu Regency was carried out well. This I proved from the results of interviews with three prospective pilgrims in 2023 that all said the services provided by the Office of the Ministry of Religious Affairs of North Bengkulu Regency were as expected, and pilgrims were satisfied with their services.

2. Supporting factors for pilgrim services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency include sources of funds that are already available from the central budget, availability of facilities and infrastructure that support the service process, sufficient Hajj operational personnel by having a high level of education and experience in their fields, coordination and cooperation between government agencies is good enough so as to optimize services, The geographical location of North Bengkulu Regency which is divided into five sub-districts is easy to reach, the community environment of North Bengkulu Regency which fully supports the implementation of Hajj. The inhibiting factors of service are the diversity of pilgrims seen from different ages, education, economic and social factors that cause different levels of understanding as well, pilgrims not having supporting documents for Hajj requirements, the dissimilarity of pilgrims' identity between supporting papers and the primary documents of pilgrims, the transfer of domicile of pilgrims after registering is also one of the inhibiting factors for service.

SUGGESTION

1. The Hajj organizing section of the Ministry of Religious Affairs office of North Bengkulu Regency should continue to coordinate with pilgrims who have carried out the Hajj so that they can influence other prospective pilgrims who have not yet performed the Hajj to be enthusiastic about registering for Hajj.

2. The improvement of writing services at the Office of the Ministry of Religious Affairs of North Bengkulu Regency in the form of service flows, service requirements, and service procedures needs to be improved considering the regulations for the implementation of the Hajj pilgrimage, which constantly change every year.

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