

PERFORMANCE MANAGEMENT OF HAJJ SERVICES AT THE OFFICE OF THE MINISTRY OF RELIGION OF KUBU RAYA REGENCY

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Abstract:

Effective and efficient Hajj services require a structured performance management system. This study aims to identify and analyze the stages of performance management, including planning, management, evaluation, and appreciation, in the Hajj services at the Office of the Ministry of Religious Affairs of Kubu Raya Regency. A qualitative approach with a descriptive method was employed. Data were collected through observation, interviews, and documentation, and analyzed using data reduction, data display, and conclusion drawing techniques. Data validity was ensured through triangulation. The findings indicate that Hajj services have been implemented systematically in accordance with performance management stages, beginning with the preparation of a Performance Agreement (PERKIN) as the planning stage, routine management by the head of the organizer supported by the Integrated Hajj Computerization Information System (SISKOHAT), and structured evaluations for continuous improvement. Employee performance is appreciated through awards in the form of certificates or plaques. These findings imply that a comprehensive performance management implementation can enhance the quality of public services, particularly in the administration of Hajj and Umrah. The novelty of this study lies in the integration of digital information systems throughout all stages of Hajj service performance management at the regency level.

Keywords: Performance management, services, hajj pilgrimage, Ministry of Religion Office.

INTRODUCTION

Management is the process of achieving organizational goals through group work, involving subjects (organizers) and objects (organizers). Management is important in various organizations, including households, schools, and government agencies, to achieve goals effectively and efficiently. The success of organizational performance is highly dependent on human resources, both leaders and staff, who carry out management well (Nursam, 2017).

In performance management, human resources are a dizzying element. Employees are an important part because it is hoped that maximum performance can help the institution in achieving its goals. In addition, employees are also a factor in failure in an institution if it is not managed properly. Therefore, performance management is a factor in the success and failure of an institution.

One of the government agencies that implements performance management in order to achieve goals is the Ministry of Religion of Kubu Raya Regency, which is an agency engaged in the religious field which has several fields, including the field of Hajj and Umrah which takes care of affairs related to Hajj and Umrah. The existence of the implementation and service of the Hajj pilgrimage as stated in Law No. 13 of 2008 aims to provide good service and protection to pilgrims through the system and service of the implementation so that the Hajj can run safely, comfortably, orderly and smoothly so that the Hajj pilgrimage carried out can obtain a prosperous Hajj.

The implementation of Hajj and Umrah (PHU) is one of the main services in managing registration, coaching, and supervision of prospective pilgrims. There are several processes for organizing Hajj and Umrah at the Office of the Ministry of Religion of Kubu Raya Regency. The first is the registration process for pilgrims, the second is the input of pilgrim data, the third is the provision of hajj manasik, and the fourth is the departure and return of pilgrims.

In order to improve the quality of service, the office of the Ministry of Religion of Kubu Raya Regency has implemented a performance management system that includes the stages of planning, implementation, evaluation, as well as awarding awards and sanctions. Although various efforts have been made to improve the quality of service, there are still challenges faced, such as technical obstacles in the network system, limited facilities, and efficiency in

coordination between employees. Therefore, evaluation of the implementation of performance management is very important to ensure that every program that is carried out can run effectively and provide maximum benefits to the community.

METHOD

This study uses a qualitative approach with a descriptive type. This research was conducted at the Office of the Ministry of Religion of Kubu Raya Regency which is located in Kuala Dua, Sungai Raya District, Kubu Raya Regency, West Kalimantan, this research was conducted from April to January 2025. This research allows researchers to conduct in-depth and thorough research on how performance management in providing services to pilgrims in Kubu Raya district. Regarding metode, in this study the source of data obtained is primary and secondary data, namely the researcher conducts interviews with the purposive sampling technique, which is a technique for determining informants which is carried out by selecting research subjects based on certain criteria that have been set by the researcher. And the researcher also carried out social media observations such as the website, Instagram, Facebook of the Ministry of Religion office of Kubu Raya Regency. The informants in this study are the Head of the Office of the Ministry of Religion of Kubu Raya Regency, the Head of the Head of the Hajj and Umrah organizers, the SISKOHAT operator of the Ministry of Religion of Kubu Raya Regency and two other staff, and finally the researcher also conducted interviews with three prospective pilgrims of Kubu Raya regency. The data collection techniques used were observation, interviews and documentation. The list of interview questions for researchers with the resource persons is as follows:

Table 1
List of Interview Questions for Interviewees

No	List of Interview Questions for Interviewees
1.	What is the performance management process in the Hajj service at the Office of the Ministry of Religion of Kubu Raya Regency?
2.	What are the hajj services provided by the Office of the Ministry of Religion of Kubu Raya Regency for prospective pilgrims?

3. Who is responsible for managing performance management?

4. What is the strategy in providing services to pilgrims at the Office of the Ministry of Religion of Kubu Raya Regency?

5. What are the obstacles or obstacles in providing hajj services at the Office of the Ministry of Religion of Kubu Raya Regency?

6. How is the service that has been provided by the office of the Ministry of Religion of Kubu Raya Regency to pilgrims?

RESULT AND DISCUSSION

Success and failure in an organization are seen from the extent to which an institution implements performance management and carries out its duties. The success of a performance will have a positive impact on more effective work results and can achieve organizational or company goals, for that performance management is needed to achieve goals. Performance management is closely related to service, as effective performance management can improve the quality of service, Both contribute to the achievement of organizational goals and customer satisfaction. The office of the Ministry of Religion of Kubu Raya Regency has implemented performance management that makes services better. Performance Management includes planning, management, assessment and rewards.

Planning is the stage of planning the targets to be achieved which begins with clarifying the goals and targets in a year, the human resources skills needed. Furthermore, setting individual performance standards and competency standards is then made a performance plan. At the office of the Ministry of Religion of Kubu Raya Regency at the planning stage, starting from the creation of a performance agreement (PERKIN) which is still centralistic, namely all authority is in the Office of the Ministry of Religion of the Republic of Indonesia. The preparation of perkins is prepared by the Ministry of Religion of the Republic of Indonesia and distributed hierarchically from the center to the district level.

A Performance Agreement (PERKIN) is a formal document that contains an annual plan, includes programs, and a budget with available resources. The main function of this document is as a work guideline that contains the Standard Operating Procedures (SOP) and

the main duties and functions (tupoksi) of each employee. This ensures that each employee understands his or her role in achieving the organization's goals. The contents of the Perkin part of the implementation of the hajj pilgrimage are as follows:

1. Improving the quality of coaching and supervision of implementation. Umrah Hajj and the Implementation of Special Hajj.
2. Improving the quality of Hajj registration services.
3. Increasing the quality of service of pilgrims in the hajj dormitory.
4. Increasing the development of hajj pilgrims.
5. Improving the quality of data management and integrated hajj information systems.

After making a performance agreement, the implementation of the contents of the perkin is carried out. The implementation of the Hajj and Umrah organizers at the Ministry of Religion of Kubu Raya Regency was chaired by the head of the Hajj and Umrah organizing section named Abdul Karim, SHI was continued by 3 other members.

Table 2
Data of Hajj and Umrah Organizers of the
Ministry of Religion Office of Kubu Raya Regency

No	Name	Position
1.	Abdul Karim, SHI	Head of Hajj and Umrah Organizer
2.	Endang Tri, SE	Treasurer
3.	Eka Jomantara, SHI	SISKOHAT Operator Staff
4.	Sukeh Abdullah	Hajj and Umrah Organizing Staff (Preparation of Hajj documents)

Source : interview with the head of the kasi (June 10, 2024)

In its implementation, the head of the head is in charge of leading the implementation of Hajj and Umrah and all matters related to Hajj and Umrah, the treasurer is responsible for financial management, the Operator staff is in charge of running SISKOHAT, the staff organizing the preparation of Hajj documents is in charge of assisting the SISKOHAT operator in compiling and managing pilgrim data. In the implementation of PHU, the Ministry of

Religious Affairs of Kubu Raya Regency focuses on the implementation of perkin. Improving the quality of coaching and supervision of the implementation of the hajj, PHU of the Ministry of Religion of Kubu Raya Regency conducts routine supervision on a daily basis, so that there are no obstacles when providing services. The obstacles that are often faced are technical problems such as network disruptions, to prevent service delays due to technical obstacles PHU The Ministry of Religious Affairs of Kubu Raya Regency collaborates with the Telkom office so that when this problem occurs it is immediately handled.

Improving the services of pilgrims is always carried out by the PHU of Kubu Raya Regency. Registration of pilgrims is fast with the existence of SISKOHAT, prospective pilgrims who register by coming directly to the office of the Ministry of Religion of Kubu Raya Regency will be served by employees who serve as registration recipients in the SISKOHAT System. Pilgrims must fill out the registration form and complete all the requirements. Prospective pilgrims are included to register directly in the SISKOHAT room, by entering (input) information data of the prospective pilgrims concerned, both in the form of name, place of birth, address, ID card number and other data. Pilgrim registrants get a portion number after the initial deposit of BPIH of Rp.25,000,000 (twenty-five million rupiah) through the BPIH deposit-receiving bank (BPS) which is connected on-line with SISKOHAT Kubu Raya Regency.

The role of SISKOHAT is very important in supporting the achievement of service improvement. In addition to speeding up the registration and input process. SISKOHAT also assists in the process of organizing the hajj pilgrimage before departing until the pilgrims return to the country. In its implementation, the Kubu Raya Regency Ministry Office collaborates with local and central government institutions, starting from transportation from departure to repatriation, accommodation of pilgrims at each embarkation and in Makkah, to hajj health checks.

The next service provided by the PHU office of the Ministry of Religion of Kubu Raya district is to provide guidance on the hajj manasik which is carried out before the departure of the pilgrims. For this activity, the PHU of the Ministry of Religion of Kubu Raya Regency collaborated with the KUA of each sub-district in Kubu Raya to help provide information about the implementation of the hajj manasik. Prospective pilgrims who have been registered in

SISKOHAT in the year of departure will be contacted one by one at this stage PHU of the Ministry of Religion of Kubu Raya Regency in collaboration with the KUA of each registered sub-district, then prospective pilgrims will join the whatsapp group to find out the schedule for hajj guidance. The place where the langsung hajj manasik takes place is at the PHU Office of the Ministry of Religion of Kubu Raya Regency which is located on the second floor.

After monitoring the content of the perkin, continuous coaching is carried out to provide feedback on performance achievements and to review and update targets. The coaching activities carried out by the PHU of the Ministry of Religion of Kubu Raya Regency are internal and external. Internal coaching is carried out by the head of the office to improve skills and performance productivity. This coaching is also carried out in order to create a positive and collaborative work environment. This coaching is carried out every month. External coaching is carried out by providing training every year. This activity was held directly by the West Kalimantan Regional Office of the Ministry of Religious Affairs.

The next stage of performance management is performance *appraisal*. At this stage, an assessment is carried out and the performance of the officers is evaluated. Performance assessment at the Office of the Ministry of Religion of Kubu Raya Regency is carried out on a scale, namely once every 3 months and once a year. At the time of evaluation, the head of office is responsible as an evaluator. The evaluation process once every three months discusses how the program for three months takes place, the Organizational Meeting (RAKOR) is an evaluation legiate that is carried out at the end of the year, in this activity an evaluation of the performance and targets that have been set in the perkin. The results of the staff's performance during the year are documented in the form of document notes, photos, and videos containing details of the implementation of tasks. As well as details of budget accountability for a year This documentation is used as material to review the extent of the success rate of the program that has been implemented, identify improvements.

After an evaluation of employee performance, then an evaluation is carried out on the services that have been provided to the candidates. At this stage, there are five dimensions that can be used to measure the quality of service, namely: direct evidence, realism, responsiveness, guarantee, empathy, and physical evidence. Based on the results of observations and interviews, the following results were obtained: 1) Direct evidence (*tanglibes*) at this point PHU of the

Ministry of Religion of Kubu Raya Regency has provided adequate facilities for prospective pilgrims, only there are still some shortcomings in the facilities, namely there is no special parking for guests which causes some pilgrims to be confused to store vehicles and also makes the yard look untidy, 2) Reliability (*realiness*) PHU of the Ministry of Religion of Kubu Raya Regency has provided effective services to prospective pilgrims by using SSKOHAT as a service medium, so that the use of SSKOHAT runs smoothly PHU The Ministry of Religion of Kubu Raya Regency has clear SOPs and reliable SSKOHAT operators in operating the SSKOHAT application, 3) Responsiveness Based on interviews conducted by researchers with several prospective pilgrims, it shows that in serving the Hajj process, pilgrims no longer wait for hours, it is enough with less than 15 minutes for the Hajj administration process to be completed 4) Assurance at this point to create a sense of security for the data of PHU pilgrims of the Ministry of Religious Affairs of Kubu Raya Regency in addition to storing pilgrim data in the form of a soft file that has been automatically stored in the SSKOHAT application, pilgrim data is also neatly arranged in the form of a hard file which is useful if when prospective pilgrims lose their data or request their data again, staff can easily find it, 5) Empathy on this point PHU The Ministry of Religious Affairs of Kubu Raya Regency has provided good service, but there are several problems, namely when pilgrims want to meet with the Head of the Hajj and Umrah Organizing Division, several times their presence is not at the office due to several overlapping tasks that cause the service to become ineffective.

The last stage of performance management is the awarding of rewards. *These rewards* are in the form of praise, promotion, joint meals, and others, this aims to be able to encourage the performance of a person and the organization as a whole. At the Office of the Ministry of Religion of Kubu Raya Regency, performance awards are carried out by giving certificates or award plaques to diligent and diligent employees on a regular basis every year. This award is intended to increase staff morale, as well as encourage employee motivation, increase their sense of responsibility for their duties, and create an incentive to continue to excel.

In addition to awards, the Kubu Raya Regency Ministry of Religion office also implements a light punishment system, such as reprimands or warning letters, to control poor staff performance. This system is part of the principle of balanced performance management, where evaluation focuses not only on success but also on correcting shortcomings.

CONCLUSION

Based on the findings and discussion, it can be concluded that the implementation of performance management by the Office of the Ministry of Religious Affairs of Kubu Raya Regency has significantly contributed to improving the quality of Hajj and Umrah services. The planning stage is carried out through the preparation of a Performance Agreement (PERKIN), which outlines resource allocation and annual targets, providing direction and a clear reference for achieving service goals. The management stage involves the consistent implementation of these targets, along with large-scale coaching for employees, which has proven effective in preventing delays and ensuring smooth service delivery. Performance is assessed through regular evaluations conducted quarterly and annually, serving as a basis for awarding outstanding employees. The main finding of this study is that a structured and systematic performance management approach positively impacts the efficiency and effectiveness of public services in the religious sector. The key benefit of this implementation is the establishment of a more focused, accountable, and responsive work culture that aligns with the needs of the pilgrims. However, the study also identifies certain limitations, particularly the lack of in-depth evaluation regarding pilgrim satisfaction and the effectiveness of employee training, which should be considered for future service improvements.

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