OPERATIONAL MANAGEMENT OF THE UMROH PLUS TOUR PROGRAM IN PT. ALAMIN AHSAN TRAVEL

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ABSTRACT
This article discusses the operational management of Umrah plus tour packages at PT. Experience Ahsan Travel. The discussion described is the programs owned by Alisan Tours & Travel, preparations by Alisan Tours & Travel in undergoing the operational process of organizing Umrah plus tours, obstacles experienced by Alisan Tours & Travel in organizing Umrah plus tours, and analysis of the implementation of operational management in Umrah plus tour activities at PT Alamin Ahsan Travel. The data collection carried out by the author is based on direct observations in the field and literature studies, in a process carried out from the beginning of the internship to the end. This research is useful as a source of information on the management of plus tour packages.

Keywords: Management, Operations, Umrah Plus Tour

INTRODUCTION
The development of the tourism industry in Indonesia has grown and is growing. The millennial generation has witnessed the continuous growth of interest in spending their free time, especially when they have free time or when they are not working, they will choose to take a vacation or can be called a trip. Tourism activity itself has become commonplace in society and has developed into an industry.

The concept of the Tourism industry according to Law no. 10 of 2009 concerning Tourism is a collection of interrelated tourism businesses in order to produce goods or services to meet the needs of tourists. The perspective that understands the tourism industry is a service industry engaged in travel (travel industry), or service industry that sells hospitality (hospitality industry), and produces products that are specific and intangible (intangible).

To satisfy the needs and tastes of tourists, a new and important element was born that must be considered by people who are engaged in the tourism sector, namely the service element. Provision and preparation, in the form of services and products, must be following the
demands of tourists' needs. This resulted in the emergence of service specialization and then tourism occurred, namely basic facilities, complimentary facilities, and supporting facilities that require important attention in the travel component.

One of the drivers in the development of the tourism industry is certainly inseparable from the role of the private sector including visitor accommodation, food, and beverage service activities, passenger transportation, cultural activities, sports and entertainment activities, and one of them is Tour and Travel or Travel Agency. The role of Tour and Travel is certainly very vital for domestic tourists and foreign tourists who need assistance in their travels.

A travel company or travel agency is a company that has a purpose to prepare (tour) someone. Travel destinations are usually summarized in a travel package called a package tour. Tourism products are produced by various companies, communities, and nature. Transportation services, lodging, and organizing tours are services provided by various companies. Services such as road conditions, the hospitality of residents, security, and comfort, are services provided by the community. The beauty of natural scenery, beaches, forests, seas, and so on are services provided by nature. In this connection, of course, it cannot be ignored that various kinds of tourism products in the form of objects such as various types of food, beverages, or souvenirs are needed by tourists. All goods and services or some of them are things that can be offered by the local community to tourists (Spillane, 1989: 88-89).

Umrah and Hajj are the dreams of all Muslims. Performing the pilgrimage is one of the obligations of Muslims in carrying out the pillars of Islam. All Muslims are obliged to perform the pilgrimage if they are able; If a Muslim has not been able to perform the pilgrimage but wants to visit the holy land then he can perform Umrah. Indonesia is the world's largest Muslim country. Based on data from Globalreligiousfuture, Indonesia's Muslim population in 2010 reached 209.12 million people, or about 87% of the total population. Then in 2020, Indonesia's Muslim population is estimated to reach 229.62 million people. The number of Indonesian pilgrims who perform Umrah to the Holy Land is in the 2nd highest list, starting from the beginning of 2020 or 1 Muharram 1441, which reached 537,894 pilgrims.

It's no wonder that Indonesia is one of the largest congregants. This is thought to be a factor in the increasing need for the community for Hajj and Umrah. Due to the high increase in people's needs for Hajj and Umrah, Umrah Travel is increasingly widespread in various parts of Indonesia. By managing a trip that aims to realize the wishes of the congregation in performing the pilgrimage and Umrah so that it is carried out properly and satisfies the congregation.

Organizing Umrah Worship Travel is a series of Umrah pilgrimage activities outside the Hajj season which includes guidance, service, and protection of pilgrims, which is carried out by the government and/or organizers of Umrah pilgrimages. For Umrah Worship Travel, the travel agency must have an operational permit as an Umrah Worship Travel Organizer (PPIU) as stipulated in the Minister of Religion Regulation Number 8 of 2018 concerning the Implementation of Umrah Worship Trips. To obtain an operating permit as a PPIU, a travel agency must meet the requirements that have been set, one of which is to have operated for a minimum of 2 (two) years as a travel agency as evidenced by a business activity report.

Operational management according to Jay Heizer and Berry Rander is a series of activities that generate value in the form of goods and services by converting inputs into outputs (2009:4). These systems take inputs – people, technology, capital and equipment, materials and information – and transform them through processes, procedures, work activities, and so on into finished goods and services. Operations management is important to organizations and managers for three reasons: (1) It encompasses both services and manufacturing, (2) it is important in managing productivity effectively.
and efficiently, and (3) it plays a strategic role in an organization's competitive success.10

Production activities will involve converting and processing various sources into goods and services for sale.11 Operational management is the main function in a Tour and Travel company, because it does not produce physical products but is not visible. The resulting product is a service. The products in question can be in the form of service providers to obtain visas and travel documents, provide information about tour packages, arrange trips, sell airline tickets, hotel reservations, and lead trips.

PT. Alamin Ahsan Travel or Alisan Travel is a service company engaged in Tour and Travel. Alisan Travel has activities in matters such as:

1. Providing Domestic and International travel tickets.
2. Manage and serve Umrah and Hajj trips.
3. Serving booking accommodation and travel tours.

In addition to domestic and international ticket sales, Alisan Travel in certain events also provides service packages, especially for customers who hold Umrah and Hajj activities to the holy land of Mecca. Therefore, the author will conduct observations and research on operational management at PT Alamin Ahsan Travel.

LITERATURE REVIEW

Operation management

Operations management is a management function other than marketing, finance, and human resource management which is very important for an organization or company. This field is developing very rapidly, especially with the birth of innovations and new technologies applied in business practices. Therefore, many companies have looked at and made aspects of operations management as one of the strategic weapons to compete and outperform their competitors.

Hajj and Umrah Travel

Hajj and Umrah Travel is a travel agency that specifically helps and provides services to pilgrims to perform the Hajj and Umrah pilgrimages to the holy land. The organization of the Hajj and Umrah is an activity of planning, organizing, implementing, monitoring, evaluating, and reporting the Hajj and Umrah services. The implementation of Hajj and Umrah is regulated in the Law of the Republic of Indonesia No. 8 of 2019.

Hajj is the fifth pillar of Islam for Muslims who can carry out a certain series of worship in the Baitullah, master, as well as certain places, times, and conditions. Umrah worship is a visit to the Baitullah outside the Hajj season to perform Umrah followed by performing tawaf, sai, and tahalul. 33

METHODOLOGY

This study uses a qualitative method. Collecting data using the method of observation, interviews, and literature studies. This observation was carried out by the author who involved himself and observed directly at PT Alamin Ahsan Travel as the focus of the research. Interviews in this study were conducted on several employees and staff at PT Alamin Ahsan Travel.

Secondary data through this method is obtained by browsing the internet, reading various literature, study results from previous researchers, lecture notes, and other relevant sources. As well as documentation from PT Alamin Ahsan Travel which is used as supporting information for this research.

RESULT AND DISCUSSION

Umrah Plus Tour Packages at PT Alamin Ahsan Travel

From the data I got, Alisan Travel has two Umrah Plus Tour packages, namely Umrah Plus Turkey and Umrah Plus Dubai. Now Alisan Tours & Travel is planning a new Umrah Plus Tour program and is still in the process of being launched namely the Spanish Umrah Plus Program. Turkey and Dubai are destinations that are in great demand by pilgrims. These two
programs have advantages and disadvantages from different perspectives. The following are the advantages and disadvantages of each package, namely:

**Figure 1. Umrah Plus Turkey Activities**  
Source: Alisan Tours & Travel

**Strength**

a. **Has Islamic history**

Islamic history is a supporting factor in the implementation of Umrah Plus Tour activities because it is related to Islamic historical pilgrimages. In this case, resource 1 stated as follows:

"In Turkey, we really enjoy having Muslims, there are Muslim pilgrimages, there are places that we stop at, such as the Hagia Sophia. There is a church that was once a church and then a mosque again, now a museum. Then, Topkapi Palace where there is a legacy of the Prophet Muhammad, the legacy is here." (Informant 1, Monday 24 February 2020)

From the statement of the sources above, it can be concluded that the selection of destinations to Turkey has advantages in terms of its Islamic history. Tourist attractions in Turkey are filled with Islamic history such as Topkapi Palace, Hagia Sophia Mosque, Blue Mosque, and so on. As well as the relics of the apostle who became the choice of the congregation to make a pilgrimage.

**Figure 2. Umrah Plus Turkey 2016**  
Source: Alisan Tours & Travel

b. **Not out of the context of Islam**

Alisan Tours & Travel is engaged in Hajj and Umrah travel services which are religious tourism for Muslims. The Turkish Umrah Plus program is considered because Turkey is considered to still have a religious element and can be used as an additional destination for Umrah activities that cannot be separated from the Islamic context. In this case, resource 1 stated as follows:

"That's the history of Islam. So we're not going out of context. Anyway, everywhere we go, there are pilgrimages to this place, to the Ayub Mosque, where it's just not out of context. If it's in Turkey." (Informant 1, Monday 24 February 2020)

From the statement of the source, it can be concluded that Turkey is not out of the context of Islam because the destination country is still related to the context of Alisan Tours & Travel which provides religious tourism services.

c. **Middle Eastern European feel**

Turkey is synonymous with Middle Eastern European nuances because it is located between the continents of Asia and Europe. In this case, resource 1 stated as follows:

"Because Istanbul already has Europe, Middle Eastern Europe. There are already the buildings, the buildings, everything is
beautiful. The looks are still European.” (Informant 1, Monday 24 February 2020)

From the statement of these sources, it can be concluded that Turkey is famous for its rich culture which combines western culture from Europe and East from Asia. Apart from the unique tourist objects with Islamic nuances, the congregation will also be pampered with the beauty of the landscape in Turkey, namely with its typical European-style buildings.

**Weakness:**

Turkey, which is a Eurasian country, has four seasons, one of which is winter. The cold weather is one of Turkey’s shortcomings, especially for the lower to the middle-class congregation. In this case, resource 1 stated as follows:

“Turkey doesn't have any drawbacks, I think. Okay - okay, I just feel sorry for the congregation if the season is winter. We automatically bring clothes that are really for winter. Most of our congregations are not all rich people. There are also people - people who are lower middle class. At that time we had an Umrah gardener. I asked, sir, do you want to go on Umrah to Turkey? But at this cost, you just have to pay this way. He wanted to, and he didn't know the clothes, he didn't really prepare well. So I gave my clothes, my long john to him. I can use another long john. It's different if we want to go anywhere. Like Turkey, how many degrees? Oh, this, so what we have to prepare is this, this, and this. If it's the lower middle class, it's different, sometimes you think about getting there. So sometimes I pity, he was cold, even when he got on the bus he was really cramped. Turkey has extraordinary weather, but that's all. We have to really appeal to the congregation. From myself, this is it. I have told them myself. I understand, maybe they are ordinary people so maybe it's okay, it's the coldest – how cold. There must be someone who thinks so. Even though I told you, please bring this, please, take that, bring this. We really have to optimize people - people who are lower middle class. Tomorrow, you have to bring this, yes, you have to bring thick clothes.” (Informant 1, Monday 24 February 2020)

From the statement of the informants above, it can be concluded that in general Turkey does not have significant shortcomings. However, the cold weather is one of the drawbacks. Especially for the lower to the middle-class congregation who may still be unfamiliar with this matter.

The informant also said that the importance of education was very helpful. Therefore, Alisan Tours & Travel will provide optimal advice and education for all congregations, especially the lower middle class as the best form of service.

**Umrah Plus Dubai**

**Strength:**

a. **Trends in the community**

Dubai is one of the destinations that are quite well known among people with rapid development. One of them in terms of tourism is the trend where people want to do Umrah Plus Tour with Dubai as their next destination. Dubai itself is considered to still have an Islamic concept, although it has started to lead to modern tourism.

**Figure 3. Dubai Umrah Plus Activities 2015**

Source: Alisan Tours & Travel

Alisan Tours & Travel chose Dubai as the destination of choice because it was considered to have a trend as an extraordinary destination among the public. Dubai’s rapid development is one
of the supporting factors so that it can attract people to visit the country.

b. View of skyscrapers
Dubai is famous for its buildings, one of which is the tallest in the world. In this case, resource 1 stated as follows:

"In Dubai, he is more focused on skyscrapers like the Emirates Tower, there are many. You can find it." (Informant 1, Monday 24 February 2020)

From the statement of the sources above, it can be concluded that the view of skyscrapers in one of Dubai's attractions. One of them is the Burj Khalifa which is the tallest building in Dubai with a height of 828 meters. This is also one of the factors supporting the interest of the congregation in choosing Dubai as an additional destination in the Umrah Plus Tour Program.

c. Transit Time Utilization
One of the factors in choosing Dubai as the destination of choice is that in addition to the trend and beauty of the buildings, it can be used as a destination visited during transit. In this case, resource 1 stated as follows:

"Only plus, closer to him. So while diving drink water. So, if we come from Indonesia to Dubai, we leave for 8 hours, we get off, and then transit there. We just cut the time, who was going to go straight to Mecca, we have to transit there and get off there, we take 2 days or 3 days in Dubai. So, not too tired, too tired than us from Jakarta to Dubai but not getting Umrah, right, dear. If this is the way from Jakarta to Dubai, then go on Umrah. Or Jakarta continues Umrah, returning home for a walk. Like that." (Informant 1, Monday 24 February 2020)

From the statements of the informants above, it can be concluded that by visiting Dubai, you can take advantage of transit time properly and efficiently by walking and exploring the beauty of modern Dubai with skyscrapers. Besides, the distance from Dubai to Saudi Arabia is closer than from Turkey to Saudi Arabia.

Weakness:
Lack of Historical Value
Dubai is quite synonymous with modern destinations with towering buildings. In this case, resource 1 stated as follows:

"If it's in Dubai. Yes, we're just going for a walk. The values of worship are not there. Yes, if the worship is less than in Turkey. Frankly, if I choose I prefer to travel to Istanbul. Because if Istanbul already has Europe, Middle Eastern Europe. There are already the buildings, the buildings, everything is beautiful. The looks are still European. For those in Dubai, he is more into skyscrapers like the Emirates Tower, there are many. You can find it." (Informant 1, Monday 24 February 2020)

From the statements of the sources above, it can be concluded that Dubai has less historical value compared to Turkey. Attractions in Dubai are more inclined to modern 'traveling' than religious tourism. Because in terms of culture, Dubai is considered less holding the concept of Islam and more towards modern tourism.

Operational Process of Organizing Umrah at PT Alamin Ahsan Travel
Umrah Worship Guidance
Manasik
Worship GuidanceUmrah obtained by the congregation includes two parts, namely ritual activities carried out before departure and guidance during Umrah activities. The ritual activities carried out by Alisan Tours & Travel
are generally carried out in hotels, due to a large number of pilgrims. One of the hotels often used by Alisan Travel is the Harris Hotel. Alisan Tours & Travel parties usually bring in a cleric who guides the congregation by giving spiritual showers and explaining the technique of departure for Umrah.

According to the exposure of the Alisan Tours & Travel Commissioner, the most ideal ritual activity is held two weeks before the departure date. However, because Alisan Tours & Travel still open registration two weeks before departure, the time often used for ritual activities at Alisan Tours & Travel is a week before the departure date.

Manasik activities have also been carried out at the head office of Alisan Tours & Travel. This is done by the travel agency to make it easier for the congregation when several pilgrims are unable to attend the implementation of joint ritual activities at the hotel.

**During Umrah Activities**

During the Umrah activity, the congregation will be guided by a Muthawif who has worked with Alisan Tours & Travel for years. The number of Muthawifs who will guide the congregation is tentative, so it can increase according to the number of congregations who will be mentored.

**Congregational Transportation**

Each travel has its policy in handling transportation. One of the policies of Alisan Tours & Travel is to always use direct flights and without transit.

Alisan Tours & Travel provides AC buses that are used as congregational transportation while in Saudi Arabia and coordinates with the bus. Alisan Tours & Travel has provided a schedule and activities that will be carried out before the activity takes place, namely while still in the country. This is done with the hope that the Umrah Plus Tour can run smoothly from the initial departure to the congregation's return.

Alisan Tours & Travel also has criteria for selecting the buses that will be used during the Umrah activities. In this case, resource 2 revealed the following:

"Alhamdulillah, every year the bus changes, Ms. In 2020, we will use the 2020 bus. Likewise in 2019, the bus will be in 2019. Alisan's criteria are to use the newest bus. For seats, the maximum is 45. There are also 47. But our congregation usually never exceeds 40. Sometimes it's 30 or 35. So the congregation feels good and the bus is not too full. We've never been like that, definitely more relieved. Maximum heads are 40 and that's rare. We'll take the big bus, Ms. Every company is different, yes, there may also be 49 seats. If we always use the latest buses, every trip is different. Because based on the year, the price of the bus is different. More expensive the latest year. For Hajj too we always use the newest one.” (Informant 2, Friday 3 April 2020)

From the statements of the informants above, it can be concluded that Alisan Tours & Travel always uses the latest buses according to the latest year and buses with a seating capacity that exceeds the number of congregations. This is done to provide comfort for the congregation and so that the congregation feels more spacious during the trip.

**Accommodation and Consumption**

Like travel in general, the accommodation chosen by Alisan Tours & Travel is the closest to the destination tourist attraction. One of the policies implemented by Alisan Tours & Travel is to always use the same hotel for Mecca and Medina. The hotel level used is five stars. Alisan Tours & Travel also uses four-star hotels if there are special requests from the congregation. However, the four-star hotel used still meets the criteria, namely not far from the Grand Mosque and the Prophet's Mosque.

Alisan Tours & Travel continues to set the same standard for accommodations in Turkey and Dubai i.e. being the closest to tourist attractions. The difference lies in the level of the hotel. In this case, resource 2 revealed the following:

"We still use five stars for everything. Automatically closest to the tourist attraction. Sometimes the hotels in Turkey and Dubai
change too. If we have the same standard, the difference doesn't have to be five stars. Because the main thing is how to get close to the destination to be addressed. Maybe the grade was lowered a bit or they got a pretty strategic location. Indeed, in Turkey, Dubai, Europe for five-star hotels, most of them are outside the center. It is in the center, but the price is already unreasonable, already above 10 million. So what we take is the closest but convenient four-star hotel. That's roughly what we decided.” (Informant 2, Sunday 5 April 2020)

From the statements of the sources above, it can be concluded that Alisan Tours & Travel does not always use five-star hotels in Turkey and Dubai. The main thing that becomes the most important value is the location of the hotel which is close to tourist attractions. Because most five-star hotels are located outside the city center. And those located in the city center on average have quite expensive prices so that it will cause high costs. Alisan Tours & Travel chooses to use a four-star hotel but still meets the criteria, namely being comfortable and close to tourist attractions.

Protection of Pilgrims and Umrah Officers
Alisan Tours & Travel uses Umrah travel insurance as a form of protection for the congregation. Travel insurance will protect pilgrims from the beginning of departure to return. Each departure will be insured and registered based on the name of each congregation.

The insurance used by Alisan Tours & Travel was previously conventional. Since the new policy implemented by the Ministry of Religion in 2019, Alisan Tours & Travel switched from conventional insurance to sharia insurance at the end of 2019. The sharia-based insurance used is Pan Pacific. The insurance company has provisions for its clients. In this case, resource person 3 revealed the following:

"There are no provisions. So regardless of the congregation, usually if the number is 1-10 people, the price is different from the usual price. Usually, it's a minimum of 10, if it's under 10 people the price is a little more expensive. For groups, usually above 10 people will be priced per head for 75 thousand rupiah. For the individual, it is around 90 thousand rupiah, approximately 100 thousand rupiah. However, the system is the same if something is lost or baggage is lost, the claim remains the same. Even though the price was different from the start.” (Informant 3, Friday 3 April 2020)

From the statement of the sources above, it can be concluded that there is a difference in the price given by the insurance company to the Alisan Tours & Travel congregation. The difference can be seen from the number of pilgrims who follow the Umrah program. A congregation of more than 10 people will be charged a cheaper fee when compared to those of less than 10 people. However, there is no provision regarding the minimum limit for pilgrims who depart and will still have the right to protection from insurance regardless of the number of pilgrims.

Community Health
Alisan Tours & Travel conducts coaching activities regarding the health of the congregation. This activity is manifested in the form of ritual guidance which is held a week before the departure of Umrah. In this case, resource person 3 stated as follows:

"If the coaching is all from the Ministry of Religion. When the congregation was about to leave, there were rituals beforehand. Later in the ritual, the guidance we will provide is that to enter Saudi Arabia, meningitis and influenza vaccines must be injected. And we also provide direction. Usually, the Health Service from the Ministry of Religion comes and gives directions. But usually, it's for Hajj, but not for Umrah. Umrah is only for nine days and the directions are usually from us as a travel agent. We also urge you to bring medicines and those who have congenital diseases are expected to bring personal medicine. We have also prepared general medicines from us, but we still urge the congregation to bring personal medicines if necessary.” (Informant 3, Friday 3 April 2020)

From the statement of the sources above, it can be concluded that Alisan Tours & Travel urges pilgrims to inject meningitis and influenza
vaccines because it is something that pilgrims must do before entering Saudi Arabia. As well as urging the congregation that the travel agency has provided medicines that are general in nature and it is recommended for pilgrims who have a history of certain diseases to bring personal medicines. Health briefing for Umrah pilgrims is carried out by Alisan Tours & Travel itself. The briefing was also carried out by the Health Service of the Ministry of Religion which was devoted to pilgrims.

**Administration and Documentation**

**Jama'ah Visa Management**

Alisan Tours & Travel is a visa service provider and has collaborated with Saudi Arabia. Umrah visa processing is easier because it uses an online system. Documents needed in making visas are passports and yellow cards from meningitis injections. In this case, resource person 4 will explain as follows:

“...The first step is to enter passport data along with uploading photos of the congregation through the muassasah system such as babalumrah, way to umrah, tawaf, and so on to get a registration number. Next, open the enjaz system which is the system of the Saudi Arabian Embassy in Indonesia, and enter the registration number earlier. Check the data according to the congregation's passport and upload the scanned passport and yellow card. After that, the visa can be printed.” (Informant 4, Saturday 11 April 2020)

From the statements of the informants above, it can be concluded that in the processing of congregational visas, the steps that must be taken are to enter the congregation's data through the muassasah system to get a registration number. The travel party will enter the registration number and upload the passport and yellow card results that have been reviewed so the visa can be printed.

Management and yellow cards will be carried out by the congregation personally and are not included in the program. Alisan Tours & Travel will help direct if the congregation wants to be guided. Alisan Tours & Travel will also serve if there are pilgrims who want the travel party to take care of the document and will add costs. And the congregation only needs to come and take photos for passport processing.

**Lost Item Management**

The travel party carries out several stages in handling the management of pilgrims who lost their goods during the Umrah activity. The following is an excerpt from the interviewees 3:

“For lost items, it depends on us when submitting if there are lost items to JAS Airport. We will automatically submit a report. We submit the report using a passport and boarding pass. If needed, usually a receipt for the purchase of goods for valuables. Later all the items will be detailed by people from JAS Airport. Ok, we will inform JAS Airport to help us follow up. Until we submit the report, we have received a letter. Then we submit the letter to the insurance company to claim the goods. If the item turns out to be lost, it will be able to be claimed and replaced based on the agreed MOU. If the item has been found, it will not be claimed. The claim cannot be based on the price of the goods. From the initial MOU, we already have an agreement. For example, in one suitcase it is only replaced by a few million. So because we use sharia insurance which pays a small amount, the income is also small. For example, the price of the missing item is 10 million but in the MOU the insurance only provides 5 million. So the maximum is only 5 million.” (Informant 3, Friday 3 April 2020)

From the statements of the informants above can be concluded that the travel party will submit a report to JAS Airport as a Lost and Found service to take care of lost items. Jama'ah will apply for a passport and boarding pass as evidence to strengthen the report of loss. Purchase receipts of goods can also be submitted as supporting evidence if any. JAS Airport will provide detailed information regarding the lost items and will provide a letter of loss reporting to the travel party. The letter will be given to the insurance company to claim.

Insurance claims cannot be replaced according to the actual price of the goods but will be replaced based on a pre-agreed agreement. If the
items previously declared lost have been found, the claim will not proceed.

Management of Jama'ah Missing During Umrah Activities

Jama'ah missing or separated from the group often occurs in a travel program. In this case, resource 3 will explain as follows:

“Alhamdulillah, so far Alisan has never experienced a missing congregation. From our side, what we have to anticipate is that the congregation must really go home. We have to report to the ambassador there and the muasassah there if a congregation is missing. If later, for example, the congregation has not met, then we have to arrange the return ticket for the congregation to be refunded first or reschedule until the congregation is found. We will be in touch with the Indonesian Embassy in Saudi Arabia.” (Informant 3, Friday 3 April 2020)

From the statement of the informants above, it can be concluded that Alisan Tours & Travel has never experienced an incident of missing congregations during the program. The travel party always tries their best so that all pilgrims who take part in the program can return to their homeland safely.

As a travel service company, Alisan Tours & Travel understands the procedures that must be followed if there is a possibility of missing pilgrims. The thing that must be done is that the travel party submits a report to the Indonesian Embassy and the Muasassah in Saudi Arabia. If the missing pilgrims have not been found after the process is carried out, the travel party must take care of the pilgrims' return procedures, either rescheduling the return ticket or refunding money from the airline. These efforts will continue until the missing congregation is found.

Management of Pilgrims who Died During Umrah Activities

Jama'ah who died in the travel program had happened to the travel agency for Umrah and Hajj. In this case, resource 3 will explain as follows:

"From the side of the family, the congregation wants to be buried there and from our side to help in the burial process, it happened during Hajj." (Informant 3, Friday 3 April 2020)

In the quote above it can be concluded that Alisan Tours & Travel has never handled pilgrims who died during Umrah activities. However, this has happened in the Hajj activities.

“And there is also one congregation who died but asked to be sent home. The evacuation process is quite long because the bureaucracy between countries is more complicated. However, in the case of the pilgrims who died, they considered burying them there because the bureaucracy was very long and it was a pity for the bodies. So a member of the congregation's family came to Saudi Arabia to witness the funeral of the congregation, so they waited. The repatriation process for the deceased congregation is related to handling insurance. Incidentally, we have never experienced that. I once knew from other travelers who had transported the bodies of the congregation and the bureaucracy could take a week. Because insurance takes care of all that and insurance will be responsible for starting from the coffin, everything is flown to Indonesia. About a week because maybe they also interpret that the corpse should not be too long. And it must have a letter and permission from the muasassah, the kingdom, and the Indonesian Embassy there. So it is not arbitrary to issue a permit to carry the corpse. Because on the plane there must also be a permit.” (Informant 3, Friday 3 April 2020)

In the quote above, it can be concluded that Alisan Tours & Travel has never handled a congregation who died during the activity. However, as a travel service company, Alisan Tours & Travel understands the procedures that must be carried out and learns about them from other travelers.

The procedure for the congregation whose bodies are brought back to their homeland will take time because they have to go through a bureaucratic process between countries. The process will be covered by the responsible insurance until the body is flown to Indonesia.
Management of Sick Pilgrims During Umrah Activities

Alisan Tours & Travel has handled the process of managing sick congregations. In this case, resource 3 will explain as follows:

“There was a case in the past that our congregation was sick. Then he separated from the group. Our guide really stands by there, he will take care of it. Later the ticket division from our side will reschedule the return tickets for this congregation. We'll have to wait to hear when he's out of the hospital there. The costs have been taken care of by the insurance company and those who pay for the hospital fees.” (Informant 3, Friday 3 April 2020)

From the statement above, it can be concluded that the sick congregation will be taken care of by Alisan Tours & Travel who are waiting in Saudi Arabia. The ticket division of Alisan Tours & Travel will reschedule the return ticket for the sick congregation and will wait until the congregation can be returned to their homeland.

Management of Lost Jama'ah Documents

Passports and Visas are important documents that must be brought every time you visit another country. The travel party will carry out stages in handling the management of pilgrims’ documents lost during the Umrah activity. In this case, resource person 3 will explain as follows:

"So they immediately reported it to the muasassah, to the bureaucracy section of the Indonesian Embassy and tracked where the passport was so they would be intimidated as to where it was tucked away. Incidentally at that time I immediately met because it was tucked away during check-in at the Medina counter. So when he left Medina, his passport was handed over and at check-in, he forgot to give it. But if it is really lost, there must be a permit issued by the Indonesian Embassy which will provide information and that is equivalent to a passport for this congregation's return. After arriving in Jakarta, immigration will take care of it if the congregation loses their passport by holding a letter from the Indonesian Embassy.” (Informant 3, Friday 3 April 2020)

From the statement sources above it can be concluded that the travel party will report to the muasassah for tracking. And proceed with the management to the Indonesian Embassy to provide a certificate equivalent to a passport as a document held by the congregation for the return process.

The management of lost documents must be carried out immediately before the return of the congregation. The congregation will be able to return home after receiving a certificate from the Indonesian Embassy in Saudi Arabia. If the certificate has not been obtained, the travel party will arrange to reschedule the return of the congregation and the lost congregation will return separately with the rest of the group.

Analysis of Operational Management Implementation on Umrah Plus Tour Activities at PT Alamin Ahsan Travel

Goods and Services Design

The technique used by Alisan Tours & Travel in designing the Umrah Plus Tour package is to conduct research on the potential possessed by the country to be addressed. Aspects that are considered in the selection of countries are historical values and religious elements because Umrah and Hajj activities cannot be separated from the Islamic context.

For the Umrah Plus Tour Program, the packages owned by Alisan Tours & Travel are Umrah Plus Turkey and Umrah Plus Dubai. Turkey itself is considered superior with its attractiveness in the form of a very thick Islamic history which is the main focus in religious tourism. Dubai is considered for having an extraordinary trend among a society where people want to perform Umrah and travel to Dubai in one go.

One of the destinations that will be planned as an Umrah Plus Tour product that is currently in
the design process is Umrah Plus Spain. Spain is highly considered because it has almost the same potential as Turkey, namely a country on the European continent that has an Islamic history such as in Granada, Belgium, Cordoba, and so on. This is the main thing to consider in designing an Umrah Plus Tour package, namely a country that cannot be separated from the context of Islam.

Quality

Quality Standard
The quality standards used by Alisan Tours & Travel are the same as travel in general, namely by providing the best service for each congregation. Quality will produce appearance. So to create good quality will be related to cost. For example in the quality of accommodation selection. With a commensurate cost, you will get accommodation closest to the destination tourist attraction.

For the Umrah Plus Tour, the Grand Mosque and the Prophet's Mosque are the main values in choosing the closest accommodation for pilgrims when carrying out Umrah. This also applies when carrying out tour activities to Turkey and Dubai.

warranty
Alisan Tours & Travel also provides guarantees for pilgrims who have been included in the itinerary, both planes, buses, and hotels that will be used during the program as well as information related to operations management such as meeting points at airports and immigration processes and so on.

For hotels, Alisan Tours & Travel chose to include the name of the hotel in the itinerary and did not use equivalent terms. Alisan Tours & Travel is professional in providing facilities to the congregation because equivalent cannot be connoted as being the same thing or being at the same level.

The reason is to reduce the risk of complaints from the congregation if the hotel they are staying at does not match what is listed in the itinerary. Because with a detailed description, it can reduce the occurrence of things that are not desired. Because all the facilities provided are in accordance with what is stated in the itinerary.

Process Design

Jama'ah Registration Procedure
In general, prospective pilgrims will come directly to the head office located in Jakarta and Alisan Tours & Travel representative offices located in 13 major cities in Indonesia, namely Pati, Batam, Malang, Bondowoso, Banyuwangi, Surabaya, Banyuwangi, Surabaya, Sumbawa, Pasuruan, Sidoarjo, Yogyakarta, Jember, Pangkal Pinang and Solo. The congregation will be served directly by the travel party and will be explained about the programs owned by Alisan Tours & Travel. The travel party can also help design travel packages according to the requests desired by the congregation.

Besides registering directly at the head office and representative office of Alisan Tours & Travel. The travel agency stated that the majority of pilgrims who registered at Alisan Tours & Travel came from alumni or people who had used the services of Alisan Tours & Travel and used their services again, which was approximately 50%. The alumni congregation usually refers Alisan Tours & Travel to their closest people. This can also be another alternative in the congregational registration process, namely through alumni. Alisan Tours & Travel also carry out promotions in national media and on social media to attract the interest of the congregation, especially through platforms on social media.

Standard Operating Procedure
Alisan Tours & Travel already has standard operating procedures and every employee is required to implement and obey the regulations written there. This has become the obligation of every employee who joins Alisan Tours & Travel, namely by complying with the procedures there. Alisan Tours & Travel also provides sanctions for anyone who violates the procedural policies at Alisan Tours & Travel.

Auxiliary Tools for Umrah Activities
One of the facilities used by Alisan Tours & Travel is to utilize Bluetooth technology as a tool for the process of carrying out Umrah activities. The travel party admits that the use of
this technology has advantages and disadvantages. The advantage is that this technology can help convey information to the congregation so that it is not scattered. But on the other hand, not all congregants feel comfortable with the use of this technology.

Travel parties usually give prior consideration to using the technology in accordance with the conditions in the field if it is possible to use it. Basically, the condition when using the tool becomes less efficient when the situation is full and crowded because it will affect the frequency, especially in the Grand Mosque which is always crowded with visitors from various countries. When the condition of the congregation is scattered or separated from the group, it will be difficult to put them back together. Prayer readings will also be different when the congregation is undergoing a different round of tawaf.

Alisan Tours & Travel always gives briefings to the congregation not to get hung up on having to read what the group is reading when they are scattered. The procedure is already in the pocketbook of what to read. If the congregation is in a scattered condition, the travel party urges the congregation to continue reading but stick to the pocketbook as a guide. The travel party will automatically wait for the congregation who is separated from the group after the congregation has completed the tawaf at a previously agreed place as a gathering point. The determination of the gathering cannot be stated in writing on the itinerary because it will be determined according to the conditions that occurred at that time.

The use of technology has its own advantages and disadvantages in the process of Umrah activities. Alisan Tours & Travel admit that they prefer to submit it manually rather than using auxiliary tools.

Location
Alisan Tours & Travel's policy in determining the location of hotels in Mecca and Medina is to have the same standards in each program, namely using five-star hotels with positions closest to the intended object.

This also applies in determining the location of hotels in Turkey and Dubai. The difference is that the standards set are not always five stars because most hotels located in the center have a fairly high cost. So that the selection of four-star hotels with criteria that meet the standards becomes an option in determining the location of hotels in Turkey and Dubai. Alisan Tours & Travel also serves the requests of pilgrims in the form of groups who want to use a standard four-star hotel.

Layout
How to Organize the Jama'ah
The coordinator of Alisan Tours & Travel will provide guidance to the congregation regarding the implementation of activities such as gathering hours at hotels, departures for pilgrimages, and all forms of Umrah worship activities while in the holy land as well as tour activities in Turkey and Dubai.

Jama'ah Service Form
Jama'ah who register will be departed based on the agreement made at the time of registration. They will be placed in a group series and everything is arranged until the time of departure arrives.

Alisan Tours & Travel's criteria in choosing the time of ritual are carried out approximately a week before departure so that the material explained is still remembered clearly and by the congregation. Jama'ah will be guided about the law, prohibitions, and what will be done during the program. The congregation also got the same thing when they arrived in Saudi Arabia. Jama'ah will receive guidance in the form of tausiyah and so on. This was done by Alisan Tours & Travel in order to provide the ideal service so that the congregation felt accompanied during the program.

Alisan Tours & Travel believes that services cannot only be seen in terms of facilities because facilities can be obtained anywhere by using money. But the most important thing is how Alisan Tours & Travel provides facilities regarding worship itself. The provision of information, as well as good communication,
are the main factors in regulating the congregation. With the hope that the congregation can feel satisfied with the guidance, they get during their Umrah activities. Alisan Tours & Travel places great emphasis on hospitality in managing the congregation by providing excellent guidance and service. Jama'ah is also ensured to get facilities in accordance with those listed in the itinerary, both accommodation, and transportation as well as other components.

**Human Resources and Job Design**
Alisan Tours & Travel implements work planning by dividing the work based on responsibilities in their respective fields, both those responsible for billing, equipment, responsible while at the airport or on duty in the program during Umrah or the tour takes place. Employees already have standard operating procedures in each field and still, coordinate with each other to create teamwork. By implementing good cooperation it will produce a good working relationship. This is well maintained in accordance with applicable operational standards.

**Supply Chain Management**
As a company engaged in services, Alisan Tours & Travel cooperates with other parties in providing facilities and necessities. Alisan Tours & Travel handed over the responsibility to the equipment division in managing the supply. The supplies needed are in the form of Umrah equipment such as suitcases, ihram cloth, small bags, mukena, prayer books, name tags, label tags, and others.

**Supply**
Alisan Tours & Travel assigns responsibility to the equipment division to manage incoming and outgoing supplies. If supplies run low, the equipment division will be responsible for inventory management and will automatically report to the finance division to carry out the supply order process. Alisan Tours & Travel support supplies in terms of Umrah equipment.

Alisan Tours & Travel does not apply special rules in setting the maximum and the minimum number of pilgrims on each departure. The travel party already has a standard, namely the group series that has been determined along with the number of tickets. If several possibilities occur such as excessive tickets, the travel party will take other alternatives such as selling tickets or negotiating with the airline. Alisan Tours & Travel believes that when a program has been implemented, any number of congregations must be dispatched and the program must continue because it is a form of responsibility and commitment of the company as the organizer.

**Scheduling**
The departure scheduling system implemented by Alisan Tours & Travel is a group series of existing programs and the company can sell for the next one year. Each group on a certain date will continue to run and the schedule will be monitored in the future until the end of the Umrah period.

**Maintenance**
All parts of Alisan Tours & Travel will be responsible for the maintenance of the congregation, especially those who are in direct contact with and interact with the congregation. Alisan Tours & Travel has also held thanksgiving and hospitality through the Alisan Milad Umrah program which was held in the context of Alisan Tours & Travel's birthday which falls on every month of Rabiul Awal, which is in March.

Alisan Tours & Travel maintains good relations with the congregation through communication forums. The travel party often conveys information to the congregation about the nearest Umrah and departure programs and the successes obtained. One of the newest programs in the Umrah Plus Tour package is the Umrah Plus Tour to Spain. With good communication, the congregation will feel happy and will use the service again.
Obstacles During the Umrah Plus Tour Management Process at PT Alamin Ahsan Travel

Block Seat

The block seat process is sometimes one of the obstacles experienced during the process of managing the Umrah. In this case, informant 1 stated as follows:

“Block Seats. Suppose we block 30 seats. We have to play really - really 30. We have to prepare, do we was...” (Informant 1, Monday 24 February 2020)

From the statements of the informants above, it can be concluded that the process of blocking seats is carried out approximately one month and a half before departure. However, due to the presence of several pilgrims who just registered in the last weeks before departure, this has become one of the obstacles experienced during the management of the Umrah Plus Tour.

“Actually, if we could, we would want to go, a month before the congregation did not register with us. That's what really makes our lives calm. If it's like this, sometimes someone will come again. Block seats, let's enter the name a month before. But a month before, sometimes there are still three, there are ten. Not many congregations. The arrival of the congregation is sometimes the last minute. It's like now we're leaving on the 11th, there are two more people. Like yesterday, for the Milad Umrah, I was about to leave at 8 pm and I was just informed. This is one additional person. It's 8 o’clock, he wants to leave tomorrow morning.” (Informant 1, Monday 24 February 2020)

The resource person explained that the number of pilgrims who registered greatly influenced the block seat process because it would cause problems if the number of worshipers did not match or was less than the number of seats that had been ordered. The informant also said that the large number of pilgrims who had just registered two weeks or three weeks before departure was one of the factors that supported the emergence of obstacles in the block seat process. According to the presentation from the resource person as Alisan Tours & Travel, the ideal block seat time is one month before departure so that you are calm and minimize the possibility of problems arising.

Abandoned Items

Congregational goods left behind usually occur due to negligence of the congregation itself. One of the cases that happened to the Alisan Tours & Travel congregation was that the congregation forgot to attach the Alisan label to their carry-on bag. The Alisan Tours & Travel label itself is useful as an identification for the congregation. In this case, informant 1 stated as follows:

"Like yesterday, there was one bag left behind. Yesterday's Umrah. There were a lot of us yesterday. Then I ask, how come this bag is left behind? There's no Alisan tag, that's why I was excited. Where are you? Please try to search. How come this bag is not labeled with Alisan? Turns out he didn't run to Alisan. He also did not go to airport handling. So it's the congregation itself who enters the item directly into the check-in counter. Check-in myself, I'm confused too.” (Informant 1, Monday 24 February 2020)

Based on the presentation of the speakers, the obstacles that arise when the Umrah Plus Tour management process is the negligence of the congregation. The case that has happened is the negligence of the congregation who handed over their luggage to the check-in counter, without using airport handling. Airport handling is a facility that is included in the price of the Umrah package that has been prepared by Alisan Tours & Travel for the congregation.

"Yes, it was because of his own negligence. He doesn't use Alisan’s attribute. So if something goes wrong, Alisan's attribute must be there. At least, the identifier, tag label, we will automatically recognize. Even if it is not ours,
we will also attract it. Later they will choose - choose.” (Informant 1, Monday 24 February 2020)

The resource person also added that the use of Alisan's attributes was very helpful for Alisan Tours & Travel in the management process. If the case of lost items occurs again, if the congregation uses Alisan Tours & Travel attributes such as label tags, it will make it easier for Alisan Tours & Travel to handle these problems.

Lack of Jama'ah Preparation
The congregation's lack of preparation was caused by the congregation's lack of knowledge regarding the preparation of the equipment brought to the destination country. The case that happened was that one of the Alisan Tours & Travel congregation did not bring warm clothes when the destination country was experiencing winter.

Corona Outbreak
The current Corona outbreak is also one of the obstacles in implementing the program at Alisan Tours & Travel and all other Umrah and Hajj companies. Currently, Saudi Arabia provides a policy for all forms of worship, including Umrah. In this case, resource person 3 stated as follows:

"We just pray that this epidemic will pass quickly. His illness was lifted by Allah SWT and thrown away so that his friends could work again. Because we are still at home because we are following the government's advice. There can be no activities. And keep on praying, because no one ever expected this to happen. Both the travel and parties in Saudi Arabia. There are thousands or even hundreds of thousands of rooms – hotel rooms there are quiet and there is no activity at all. The side of Saudi Arabia also closed. They also laid off all the employees, all empty and there was no activity.” (Informant 3, Friday 3 April 2020)

CONCLUSION
Based on the results of the research and discussion presented in the previous chapter, the following are some conclusions that can be drawn regarding the operational management of the Umrah plus tour program at PT. Experience Ahsan Travel. PT. Alamin Ahsan Travel has two Umrah Plus Tour programs, namely Umrah Plus Turkey and Umrah Plus Dubai. And currently in the process of designing the newest destination, Umrah Plus Spain. PT. Alamin Ahsan Travel as the organizer of the Umrah worship implements operational management properly following the standards of the Umrah Worship Travel Organizer (PPIU) and implements 10 Operational Management Strategic Decisions.

RECOMMENDATION
Alisan Tours & Travel needs to add more variety of destinations in the Umrah Plus Tour Program to increase productivity by empowering pilgrims who use the services of Alisan Tours & Travel. Alisan Tours & Travel also needs to increase the variety of halal tourism by adding religious pilgrimage destinations such as the Wali Songo pilgrimage or pilgrimages in countries that have religious elements such as the Tomb of Sheikh Abdusshamad Al Palimbani in Thailand and the Tomb of Habib Nuh bin Muhammad Al-Habsyi in Singapore. Because in addition to doing tours, the congregation can also feel the benefits spiritually through religious pilgrimages in these places. For further researchers,

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REFERENCES


