

CRISIS MANAGEMENT STRATEGY OVER CONSTRAINTS IN ISSUING TRANSIT VISAS FOR THE SAUDI ARABIAN INTERNATIONAL KKN PROGRAM AT UIN WALISONGO SEMARANG 2025

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Abstract

The implementation of pre-departure crisis management is a crucial aspect in the implementation of the International Community Service Program (KKN). This study aims to analyze the effectiveness of the crisis management strategy implemented by UIN Walisongo Semarang in addressing the obstacles in issuing transit visas for Saudi Arabian students participating in the International KKN program, and to formulate practical solutions as recommendations for the institution. This study uses a qualitative method with a descriptive case study approach, involving in-depth interviews with the KKN organizing committee, travel agents, and affected participants. Data collection techniques include observation, interviews, and documentation. The results show that the pre-crisis phase experienced significant failures due to the lack of updated information on the United Arab Emirates (UAE) transit visa regulations by the Tour Leader and the underestimation of visa processing time. Nevertheless, crisis management strategies during the crisis phase (crisis event), such as problem-focus and adaptive coping, successfully minimized the impact of losses. These findings emphasize the urgency of crisis management and effective strategies in international KKN. This study presents an in-depth analysis of transit visa crisis management, which has rarely been studied, particularly in the context of the Hajj and Umrah Management program at UIN Walisongo Semarang.

Keywords: Crisis Management, Transit Visa, International KKN, UIN Walisongo, Saudi Arabia.

Abstrak

Penerapan manajemen krisis pra-keberangkatan merupakan aspek krusial dalam pelaksanaan Kuliah Kerja Nyata (KKN) Internasional. Penelitian ini bertujuan untuk menganalisis efektivitas strategi manajemen krisis yang diimplementasikan oleh UIN Walisongo Semarang dalam menangani kendala penerbitan visa transit mahasiswa peserta KKN Internasional Arab Saudi, serta untuk merumuskan solusi praktis sebagai rekomendasi lembaga. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus deskriptif, melibatkan wawancara mendalam dengan panitia pelaksana KKN, agen perjalanan, dan peserta yang terdampak. Teknik pengumpulan data adalah observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa fase pra-krisis mengalami kegagalan signifikan yang disebabkan oleh kurangnya pembaruan informasi peraturan visa transit Uni Emirat Arab (UAE) oleh Tour Leader dan penyepelan waktu pengurusan visa. Meskipun demikian, strategi penanganan krisis di fase krisis (crisis event), seperti problem-focus, coping adaptif, berhasil meminimalisir dampak kerugian. Temuan ini menegaskan urgensi manajemen krisis dan strategi yang efektif dalam KKN lingkup internasional. Penelitian ini menyajikan analisis mendalam mengenai manajemen krisis visa transit yang selama ini jarang diteliti, khususnya dalam konteks program Manajemen Haji dan Umroh UIN Walisongo Semarang.

Kata kunci: Manajemen Krisis, Visa Transit, KKN Internasional, UIN Walisongo, Arab Saudi.



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INTRODUCTION

Community Service (KKN) is a form of integration between education, research, and community service. For UIN Walisongo, the International KKN program in Saudi Arabia, specifically for students in the Hajj and Umrah Management Study Program (MHU) of the Faculty of Da'wah and Communication (FDK), is a strategic step to strengthen global competencies and provide practical knowledge directly in the field. The implementation of the KKN in Saudi Arabia is a significant moment that demonstrates the university's efforts to support scientific practices relevant to students' fields of study. Approximately 22 students participated in this 38-day International KKN.

There are many excellent programs that will be implemented, including Friday alms, city tours, Umrah pilgrimages, helping Indonesian Umrah pilgrims who are separated from the group, cleaning Jabal Khandamah and many more, including practicing being a Tour Leader and Mutawif as a practice of the theories that have been taught in lectures. The KKN travel route starts from Soekarno Hatta Airport in Jakarta then departs for Abu Dhabi Airport (UAE) as a transit point and departs again for Jeddah before finally going to Medina and Makkah.

The implementation of the Saudi Arabian International Community Service Program (KKN) has encountered critical obstacles. The critical challenge is the difficulty in issuing transit visas for students. This failure to issue transit visas is not only an administrative obstacle, but also a significant one. Obstacles in managing this crucial aspect have the potential to lead to significant financial losses, delays in departure schedules, and even program cancellations for some participants, ultimately undermining the university's credibility. Therefore, this crisis experience underscores the urgency of conducting an in-depth review of the crisis management implemented by UIN Walisongo Semarang. A structured crisis management plan can prevent and address transit visa crises.

These obstacles not only have the potential to delay but also derail the implementation of the carefully designed KKN program, directly impacting the university's reputation and students' academic achievements. This situation creates a crisis that requires swift and strategic response from both the university and the travel agency, as the latter is also preparing numerous things, including visas.¹ Therefore, non-financial performance, such as service quality, operational efficiency, and public satisfaction levels, are often used to measure their success.² In such situations, strategic management is very important in building and implementing policies.

¹ Desy Kristiane dan Nadia Nadia, "Analisis Kedudukan Hukum Umrah Mandiri Dalam Kerangka Regulasi Indonesia," *Comparativa: Jurnal Ilmiah Perbandingan Mazhab Dan Hukum* 5, no. 2 (2024): 151–82, <https://doi.org/10.24239/comparativa.v5i2.198>.

² Pitojo Budiono dan Maulana Mukhlis, "Kinerja Organisasi Publik," *Publicuho Journal* 7, no. 3 (2024): 1183–89.

The good and bad quality of an institution can certainly be seen from the strategic management it uses.³ The success or failure of UIN Walisongo Semarang's handling of transit visa challenges serves as a highly relevant case study. This research focuses on the challenges faced by educational institutions, particularly UIN Walisongo Semarang, in implementing the Saudi Arabian International Community Service Program (KKN) in 2025. The primary issue highlighted is the obstacles in issuing transit visas for program participants.

As the center of Hajj and Umrah pilgrimage, Saudi Arabia's visa policy is very dynamic, and has even undergone significant changes such as digitalization of visas through *platform* Nusuk, which affects travel agency operations. The United Arab Emirates (UAE), as a transit point for international KKN students, also has regulations and policies regarding transit visa processing. The primary motivation for this research is to develop an effective and adaptive crisis management strategy.⁴ in dealing with transit visa constraints that could threaten the sustainability and reputation of the International Community Service Program. A crisis, in this context, is defined as an unexpected and disruptive situation that requires a swift and planned response.⁵ Given the importance of strategic management in achieving UIN Walisongo's goals, delays or failures in issuing visas can threaten the campus' operations and reputation.

Despite the fact that many studies have been conducted on the strategic management of the Hajj and Umrah industry, including improving services and pilgrim confidence and crisis management strategies for travel agencies and Umrah organizers.⁶ Then there are operational constraints for Umrah travel related to visas, transportation and accommodation.⁷ A research gap identified is the lack of studies specifically addressing crisis management strategies for transit visa issuance constraints within the context of university international student community service programs. Most studies focus on regular Hajj/Umrah visas issued by private travel agencies. Therefore, research on crisis management related to this situation is crucial. This study aims to analyze the strategies implemented by universities in dealing with crises (visa constraints) to identify success and failure factors. The results of this study are expected to serve as evaluation

³ Muhammad Syaoki, "Manajemen Strategis Travel Haji dan Umrah di Mataram (Studi Komparasi: Manajemen Operasional, Pelayanan, dan Pemasaran)," *Tadbir: Jurnal Manajemen Dakwah FDIK IAIN Padangsidempuan* 5, no. 1 (2023): 129–50, <https://doi.org/10.24952/tadbir.v5i1.7138>.

⁴ Irnawati W. Kahardja, "Strategi Komunikasi Mempertahankan Reputasi Organisasi dalam Manajemen Krisis dengan Menggunakan Teori Komunikasi Krisis Situasional," *Syntax Literate: Jurnal Ilmiah Indonesia* 7, no. 1 (2022), <https://doi.org/10.36418/syntax-literate.v7i1.5738>.

⁵ Arief Fajar, "Sistem Kendali dan Strategi Penanganan (Manajemen) Krisis dalam Kajian Public Relations," *Jurnal Aspikom* 1, no. 3 (2011): 279–86.

⁶ Mochammad Ilham Hidayat dan Zainur Ridho, "Strategi Manajemen Krisis dalam Industri Penyelenggaraan Ibadah Umrah di PT Arudam 99 Cabang Probolinggo," *Innovative: Journal of Social Science Research* 4, no. 3 (2024): 13255–67.

⁷ Muhamad Irfan Hakim, "Analisis Kendala Operasional Travel Umrah Terkait Visa, Transportasi, Akomodasi (Studi Kasus PT. Arasy Bungo Mandiri)," *Krigan: Journal of Management and Sharia Business* 3, no. 1 (2025): 01–12, <https://doi.org/10.30983/krigan.v3i1.9457>.

material and a basis for formulating more robust risk management policies for future international student community service programs, thereby avoiding similar challenges.

RESEARCH METHODS

The method used in this research is a qualitative method with a case study approach. Qualitative research is both descriptive and analytical in nature. Qualitative research describes and explains the events, phenomena, and social situations being studied.⁸ According to Wasonowati, one of the most crucial stages in the research process is data collection, which determines the quality and validity of the research results. Data collected using the appropriate methods will provide a strong foundation for analysis and conclusions, thus providing accurate answers to research questions.⁹

The data collection techniques used in this study were in-depth interviews and document observation. According to Huberman & Miles¹⁰ A data collection method known as an interview involves direct interaction between the researcher and the respondent. In this interview, the researcher asks questions to gain a deeper understanding of the subject being studied. The researcher will interview relevant institutions, travel agents, and the head of the department responsible for the program. This method allows the researcher to understand the respondents' experiences, feelings, perspectives, and opinions in greater depth. Then, after the interview, the researcher will conduct observations by directly observing the subject and the research context. Document observation is also essential, such as permits and visa documents.¹¹

RESULTS AND DISCUSSION

Three-Stage Crisis Management Approach Model (Coombs)

The three-stage approach to crisis management was chosen as the theoretical framework in this study.¹² A crisis is a significant event that can have a negative impact on an organization. A crisis tends to be a situation that produces negative effects that affect the organization, the public, and the institution's reputation. Crisis management is a plan designed to handle a crisis and mitigate its damage. Crisis management aims to prevent or minimize the negative impact of a crisis while

⁸ Marinu Waruwu, "Pendekatan Penelitian Pendidikan: Metode Penelitian Kualitatif, Metode Penelitian Kuantitatif Dan Metode Penelitian Kombinasi (Mixed Method)," *Jurnal Pendidikan Tambusai* 7, no. 1 (2023): 2896–910, <https://doi.org/10.31004/jptam.v7i1.6187>.

⁹ Siti Romdona dkk., "Teknik Pengumpulan Data: Observasi, Wawancara, Dan Kuesioner," *JISOSEPOL: Jurnal Ilmu Sosial Ekonomi Dan Politik* 3, no. 1 (2025): 1, <https://doi.org/10.61787/taceee75>.

¹⁰ Romdona dkk., "TEKNIK PENGUMPULAN DATA."

¹¹ M. Syahrani Jailani, "Teknik Pengumpulan Data dan Instrumen Penelitian Ilmiah Pendidikan pada Pendekatan Kualitatif dan Kuantitatif," *IHSAN: Jurnal Pendidikan Islam* 1, no. 2 (2023): 1–9.

¹² W. T. Coombs, *Ongoing Crisis Communication: Planning, Managing, and Responding* (SAGE Publications, 2018).

protecting the organization, stakeholders, and industry from loss. Psychologically, a crisis is defined as a mental disorder that requires a deep understanding of the complexities of life.¹³ In a moral and spiritual context, crisis is defined as the fading of spiritual and ethical values in human life.¹⁴

Organizations and industries must have a sound and structured crisis management system. Crisis has many definitions. In this study, crisis is defined as a serious problem or threat that cannot be handled effectively. Crisis management planning is necessary to prevent a potential crisis from occurring.¹⁵ Coombs defines crisis management as the planning and organizing efforts undertaken to address potential crises to protect companies, institutions and others.¹⁶ In crisis management, threats can be defined as the damage a crisis can cause to institutions and organizations. A crisis can pose three threats: public safety, financial loss, and reputational damage.

Public safety must be the priority in a crisis. Failure to ensure public safety will exacerbate the crisis. Once public safety is addressed, reputational and financial losses can be considered. Ultimately, crisis management is designed to protect stakeholders from potential or potential threats and minimize the impact of a crisis. A crisis is divided into three stages: pre-crisis, crisis, and post-crisis. The following is a more detailed explanation of these three stages of crisis management:

Pre-crisis phase. This phase consists of (1) signal detection. Crisis management planning must analyze and identify sources or warning signs, seek information and analyze the information obtained. Accurate information is very important in crisis communication management. It helps in building trust and preventing the spread of false or questionable information that can make the situation worse. (2) Prevention (Crisis Prevention), are steps that must be taken to prevent a crisis, this prevention is carried out because it has detected warnings that might cause a crisis.^{17,18} (3) Crisis Preparation. Organizations must be proactive in preparing themselves before a crisis to prevent and deal with a crisis. The pre-crisis stage includes actions that must be taken immediately before a crisis occurs.

Crisis Event. A crisis event, or when an organization faces a crisis. In a crisis situation, the organization must be aware of and take appropriate action to address it. An ongoing or impending crisis can damage the image of an educational institution. However, a crisis can enhance the image of an educational institution if it is managed effectively.¹⁹ At this stage, there are two parts: (1)

¹³ Kurnia Muhajarah, "Krisis Manusia Modern dan Pendidikan Islam," *Al Ta'dib* 7, no. 2 (2018): 188–204.

¹⁴ Silvi Laelaturrohman dan Kurnia Muhajarah, "Islam, Al-Qur'an, dan Pendidikan Karakter: Transformasi Karakter melalui Pendidikan Islami Berbasis Al-Qur'an," *Academia*, t.t.

¹⁵ Coombs, *Ongoing Crisis Communication: Planning, Managing, and Responding*.

¹⁶ Coombs, *Ongoing Crisis Communication: Planning, Managing, and Responding*.

¹⁷ Muladi Muladi, "Aspek Hukum Globalisasi," *Jurnal Bisnis Strategi* 2, no. 1 (t.t.): 40–50.

¹⁸ Marlinda Irwanti, *Manajemen Krisis Komunikasi (Tinjauan Teoritis dan Praktis)* (CV WIDINA MEDIA UTAMA, 2023), <https://repository.penerbitwidina.com/publications/565655/>.

¹⁹ R. R. Roosita Cindrakasih dkk., *Buku Ajar Public Relations & Manajemen Krisis* (PT. Sonpedia Publishing Indonesia, 2024).

Crisis recognition and (2) Crisis control. When a crisis occurs, the crisis manager must recognize that the organization is in crisis and immediately try to take appropriate action. Handling a crisis not only focuses on how to respond to difficult situations, but also emphasizes the importance of understanding the characteristics of the crisis.²⁰

Post-Crisis Phase: This phase involves finding the best way to prevent similar crises from occurring and fulfilling commitments made during the crisis response, including following up on information. After a crisis is over, organizations must consider what to do next. Following a crisis, organizational actions help to (a) better prepare the organization for the next crisis, (b) ensure that the organization's crisis management efforts are recognized by stakeholders, and (c) ensure that the crisis is truly over.²¹

Analysis of Crisis Management Strategy in Visa Issuance

The UAE (Abu Dhabi) transit visa issuance process involves the airline you're flying with, such as Etihad Airways. This visa allows you to leave the airport and explore the city during the permitted transit duration. If your transit time is less than 8 hours, you typically don't need a transit visa unless you're staying within the airport area. However, if your transit is between 8 and 96 hours (4 days), and you plan to leave the airport, you'll need to apply for a transit visa. Applying for a UAE (Abu Dhabi) transit visa is done online through Etihad Airways. It's recommended to apply before departure, as the process can take around 4 to 7 days.

The departure of Saudi Arabian International KKN Participants from UIN Walisongo Semarang using Etihad Airlines, which required a transit at Abu Dhabi Airport (UAE), with a planned city tour itinerary to Dubai/Burj Khalifa encountered several obstacles. Because Indonesian citizens (WNI) are not included in the list of visa-free countries in the UAE, activities outside the airport (city tour) require a transit visa. The visa administration for KKN students was taken over by the Tour Leader from the Travel and Umrah Bureau PT. Ummat, because the departure of International KKN students from UIN Walisongo collaborated with the travel agency. The results of interviews with the Head of the Hajj and Umrah Management Study Program as the organizing committee found that there were obstacles in issuing transit visas. This problem centered on the failure of coordination and execution between the educational institution, namely the Head of the Hajj and Umrah Management Study Program (MHU), and the travel agency partner (Tour Leader PT Ummat).

The pre-crisis failure began with an irrelevant strategic decision by the tour leader who directed the processing of transit visas for 22 students participating in the International KKN only

²⁰ S. Sumartono, *Manajemen Komunikasi Krisis* (Alinea Indonesia, 2025).

²¹ Coombs, *Ongoing Crisis Communication: Planning, Managing, and Responding*.

three days before departure, a very inadequate time. Upon arrival on the day of departure for the International KKN, it turned out that only 3 to 4 visas had been issued, the reason from the tour leader was that there was a payment problem when applying the visa and then the Tour Leader gave instructions again with his experience to try to process the visa using the VOA (Visa On Arrival) method, namely processing the visa after arriving in the transit country. When the Etihad airline landed at Abu Dhabi airport in the United Arab Emirates (UAE), the tour leader and students rushed to the consultation place to process the VOA, but the VOA method was no longer valid in the UAE, because the visa process can now only be accessed online.

The three stages in the pre-crisis are not fully implemented, of the three stages of the pre-crisis two of them are not implemented, namely Signal Detection & Crisis Prevention. Tour Leaders underestimate visa processing by processing visas 3 days before departure, while the minimum visa processing mechanism requires submitting a transit visa 4 to 7 days before departure, from interviews with the Tour Leader, it was found that the Tour Leader is also less updated with information about processing transit visas using the VOA (Visa On Arrival) method which is no longer possible. Indonesian citizens are not included in the list of countries eligible for a standard Visit Visa (VOA) in the UAE. This visa is an e-Visa (electronic visa) that we receive via email, not the stamp you receive upon arrival (VOA).

Preventive measures should be implemented in pre-crisis situations to avoid a crisis. If a crisis cannot be avoided, management should strive to prevent further losses and therefore immediately move to the resolution stage if significant indications arise.²² Although UIN Walisongo took strategic action by organizing the International KKN program to improve global competency, handing over visa processing to a travel agency that does not have the appropriate information capabilities actually increases the institution's reputational risk. UIN Walisongo's pre-crisis failure was not only caused by internal ignorance, but mainly because the partner failed to conduct audits and oversight in public administration, the reputation of higher education institutions is highly dependent on the performance of third-party partners. If the partner (PT. Ummat) does not find signs of policy changes and does not implement proper logistical procedures, the public will consider the failure to be the fault of the organizing institution (University).

Walisongo State Islamic University (UIN) transitioned to the crisis event phase after the crisis was identified. An in-depth interview with the Head of the Hajj and Umrah Management Study Program (MHU) confirmed that a swift response and solution are essential in this crisis situation to mitigate losses. The Head of the MHU Study Program demonstrated highly adaptive coping skills by seeking technical solutions to assist with online visa applications using Internet

²² Melly M. Purwaningwulan, "Public Relations dan Manajemen Krisis," *Majalah Ilmiah UNIKOM*, 2013.

Protocol (IP) from other countries or using VPNs because Indonesian IP addresses could not be used for this visa application. After several attempts, only 8 visas could be issued because one account could only process 8 to 9 transit visas. The Head of Study Program's actions were an attempt to save the KKN program from total failure. This response is a Problem Focus action, or addressing problems by organizing or changing the problems and environments that cause pressure to become solutions.

In addition to technical responses, implementing proactive strategies, such as intensive communication and seeking alternative routes, is also highly relevant for handling crises. The main objective of the International Community Service Program in Saudi Arabia was achieved thanks to the successful finding of alternative routes, despite having to sacrifice half of the 22 students to continue the planned program. Only 13 students were granted transit visas. To minimize time wasted, the tour leader divided the group into two groups. Those with transit visas were allowed to go on a city tour according to the itinerary, while the remaining seven students remained at the airport due to transit visa constraints and explored key landmarks.

Researchers conducted direct interviews with the Tour Leader (TL) or Bureau Partner (PT. Ummat) found that it was true that visa processing was 3 days before departure because from TL's previous experience, he had already processed a visa for one of his congregation at that time and was successful, however, the partner did not know that in 2025, the visa processing was a maximum of 4 days before departure and the VOA visa processing method was no longer valid for Indonesian citizens. The second interview with the implementing committee of the International KKN, namely the Head of the Mhu Study Program, Faculty of Da'wah and Communication, found that the previous visa processing had been asked to the bureau to immediately process the visa, but TL directed to process the visa 3 days before departure. The Head of Study Program who received such instructions finally followed what TL suggested with confidence from the experience that TL had done even though there were doubts about the suggestion.

Furthermore, for the purposes of this study, five of the seven students who experienced visa issues at Abu Dhabi airport were selected as respondents. This selection aimed to delve deeper into their experiences and perceptions of dealing with the crisis during the incident. Overall, the transit visa crisis in Abu Dhabi triggered varied but quickly adaptable emotional responses among respondents. Respondent 1 expressed deep disappointment at not being able to enjoy the same experience as other students due to the issue of transit visas not being issued upon arrival in Abu Dhabi. He emphasized that visas should have been processed before departure, but in reality, some students experienced this problem. Therefore, he offered crucial suggestions for future improvement, namely the importance of better time management and ensuring that all requirements, no matter how small, are completed and cleared before starting activities or departure to avoid a

recurrence of similar situations.

Respondent 2 initially felt disappointed and sad because the visa was not issued according to the original promise or plan. However, these feelings did not linger because he refocused on the main purpose of his departure, which was to worship and carry out Community Service Program (KKN), considering this obstacle as something that was not yet destined. Respondent 2 actually saw the positive side of this incident, making it a valuable lesson on how to deal with things that do not go according to plan. This experience taught him the importance of finding solutions (problem solving) when faced with unexpected problems, and realizing that not all processes run smoothly, which ultimately contributed to the process of personal maturity.

Respondent 3 felt great sadness and disappointment when he learned that his Abu Dhabi transit visa was not issued, which resulted in him missing the opportunity to participate in a trip with friends to Abu Dhabi and Dubai that he had been dreaming of from the beginning. However, he tried to be sincere and accept that it was not yet his destiny. Respondent 3 took the positive side of this experience, namely being more patient and careful in processing travel documents in the future. He remains grateful for being able to continue his KKN activities in Saudi Arabia, even receiving additional entertainment of 600 from the Head of Department and having the opportunity to enjoy exciting moments at the Abu Dhabi airport with colleagues who also had visa constraints, creating sweet memories of his own.

Unlike his other colleagues, Respondent 4 felt quite calm when he learned that his Abu Dhabi transit visa had not been issued. His physical condition required him to get sufficient rest, and this obstacle unexpectedly gave him the opportunity to rest in the airport transit area. Respondent 4 managed to take significant positives from this crisis, including gaining new insights into the importance of visa verification for pilgrims at Umrah travel agencies and the visa application process. Furthermore, the experience of being "stuck" at the airport provided an interesting opportunity to test and hone his personal English skills, and also provided him with new insights into the differences in facilities between the transit area and the general passenger area.

Initially, Respondent 5 was overjoyed to have realized his dream of traveling abroad, but midway through the trip, his joy was hampered by the issue of a transit visa not being issued. This experience taught him a valuable lesson to better prepare all documents, including visas, in the future, while still taking the positive side by using the available time to explore the facilities and shopping areas in the airport area. Three initial respondents expressed feelings of disappointment and sadness because the experience did not go according to plan and they were unable to participate in the same activities as their colleagues. This disappointment was based on technical difficulties with visas that should have been issued before arrival. These negative feelings were neutralized by encouraging them to reaffirm their initial intention to carry out religious obligations and community

service, as well as by understanding that the situation was beyond their control and was part of the process. In contrast, two respondents stated that they were relatively calm in the face of this situation. This condition was influenced by their personal need for rest due to their physical condition, which the airport transit was actually used as a place to rest. Despite the initial disappointment, all respondents agreed that this crisis had provided positive aspects and crucial learning experiences, particularly regarding logistical preparedness and self-development.

Respondents emphasized the importance of improving time management and the need to complete all requirements. This experience was seen as a vital learning experience for problem-solving and a learning experience, recognizing that the process doesn't always run smoothly. Respondents also gained specific insights into visa application mechanisms and the importance of visa verification for pilgrims, which is useful for those planning to work in travel agencies. Furthermore, the experience of being in the airport transit area provided an opportunity to test their English language skills firsthand.

Table 1. Mapping of Pre-Crisis and Crisis Stages in Crisis Management Strategy

Stages of Crisis Management (Coombs)	Stage Components	Implementation/Description in Case	Results and Impact
I. Pre-crisis	1. Signal Detection	Tour Leader (PT. Ummat) is not up to date with information about new visa processing regulations.	Resulting in failure in processing transit visas
	2. Crisis Prevention	Visa processing is done 3 days before departure, while the visa processing regulations state a maximum of 4 days before departure.	The crisis was forced to occur because the visa uppance process was not completed on time and with the correct procedures.
	3. Crisis Preparation	The institution (UIN Walisongo) completely hands over visa processing to travel agency partners without strict audit/supervision.	Visa uppance failures caused by agency partners threaten the reputation of higher education institutions.

II. Crisis Event	1. Introduction to Crisis	The crisis was identified when only 3-4 visas were issued on the day of departure and the VOA (Visa On Arrival) method was rejected at Abu Dhabi airport.	Transit visas have to be processed from Indonesia online using another country's IP/VPN
	2.Crisis Management	Problem Focus is running well, the Head of MHU Study Program shows adaptive coping	Successfully issued additional visas (total 13 out of 22 students).

From the table above, it can be seen that the pre-crisis crisis management stages were not all implemented properly. Several stages failed, especially in the Signal Detection, Crisis Prevention, and Crisis Preparation stages. At the Signal Detection stage, the Tour Leader did not seek the latest information about visa processing regulations, including the inability to process transit visas using the VOA (Visa on Arrival) method. At the Crisis Prevention stage, the Tour Leader did not carry out crisis prevention measures such as processing visas well in advance of departure due to ignorance of the new visa processing regulations. Finally, the KKN student visa processing was only 3 days before departure, a very inadequate time. Meanwhile, at the Crisis Preparation stage, the Tour Leader did not have any preparation to face this crisis. However, during the crisis stage, it could still be carried out, although not completely successful, but it was sufficient to minimize the crisis that occurred.

Long-Term Mitigation: Post-Crisis

The institution together with the Head of the MHU Study Program must fundamentally revise the SOP (Standard Operating Procedure) for the crisis that has occurred, especially In the future, the selection of travel agency partners should be more selective to maintain the university's reputation, and for the International KKN implementation team to independently verify all the latest immigration regulations, not only relying entirely on information from travel agencies. Furthermore, partner failures must be followed up with a comprehensive performance evaluation, even considering strict sanctions or termination of the partnership, to send a clear signal to the public and stakeholders that the institution will not tolerate administrative negligence. This corrective action is essential to fulfilling the Post-Crisis commitment to protect the institution's reputation from harm caused by third parties.

The current crisis situation emphasizes the importance of improving time management and the need to complete all visa requirements well before departure. Lack of updated information necessitates auditing and verification of transit visa policy information as an integral part of

International KKN preparation. Recognizing the MHU Head of Study Program's Problem Focus actions and adaptive coping as efforts that saved the program from total failure. The pre-crisis failure was identified as being caused by the Tour Leader's underestimation of the process and lack of up-to-date information. The institution (UIN Walisongo) must decide on corrective action against the partner (PT. Ummat) to prevent the perception that the failure was the fault of the organizing institution.

Recognizing that this crisis provides positive aspects and crucial learning for students, such as problem-solving experiences, self-maturation processes, and testing of English language skills. Leverage students' specific insights into visa application mechanisms to enrich the curriculum or training materials for other students interested in the travel agency field.

Table 2. Post-Crisis Crisis Management Strategy

Stages of Crisis Management (Coombs)	Stage Components	Evaluation Actions	Results
III. Post-Crisis	1. Follow-up Action & Evaluation	There is a need for improved time management, auditing, and verification of transit visa policy information well before departure.	Minimize the crisis that occurs or prevent the crisis from recurring
	2. Fulfilling Stakeholder Commitments & Recognition	Recognizing that this crisis provides positive aspects and crucial learning for students, such as problem-solving experiences, self-maturation processes, and testing of English language skills.	The crisis that occurred provided a positive side for students' self-development.

The table above demonstrates the need for long-term action and evaluation to prevent a similar crisis from recurring. Furthermore, acknowledging stakeholder (student) disappointment and appreciating the Head of Study Program's adaptive actions are crucial strategies for Reputation Improvement, as they intelligently transform negative incidents into opportunities to enhance students' problem-solving and critical thinking skills, ensuring the organization not only recovers but also becomes more resilient in the future.

CONCLUSION

The crisis management strategy implemented by UIN Walisongo Semarang in addressing transit visa issuance constraints showed significant failure in the Pre-Crisis phase but was effective and adaptive in the Crisis Event phase. The pre-crisis failure occurred due to two important stages, namely Signal Detection and Crisis Prevention, this was caused by a lack of updated information (especially regarding the no longer valid VOA policy) and the underestimation of visa processing time by third-party partners (Tour Leaders). As a result, most visas were not issued on time. However, in the crisis phase, the response shown by the Head of the MHU Study Program showed high effectiveness through Problem Focus and Adaptive Coping actions, so that the main objective of KKN was still achieved.

Based on the analysis of transit visa crisis management, practical solutions recommended to UIN Walisongo include improving the partner audit system and long-term mitigation. Require regular audits and verification of travel partner visa policy information and establish a much earlier visa processing deadline (e.g., 30 days before departure) as part of structured crisis planning. Leverage positive insights from students experiencing challenges, such as problem-solving experiences and English language testing, by integrating them into training modules or curricula as vital learning experiences in navigating the dynamic landscape of travel agencies.

SUGGESTION and RECOMMENDATIONS

Based on the analysis of the obstacles to transit visas for the International Community Service Program (KKN), the researcher recommends that UIN Walisongo Semarang immediately implement comprehensive improvements in the Pre-Crisis Phase by enforcing disciplined time management. The institution must require the completion of all logistical requirements, especially international visa applications, with a minimum lead time of 14 days before departure, and implement audits and double verification of the latest visa policies directly from official sources to eliminate invalid assumptions (such as VOA). In addition, it is important to strengthen control over travel agency partners by including strict sanction clauses in cooperation contracts, considering that partner failure directly impacts the institution's reputation. Meanwhile, to strengthen the Crisis and Post-Crisis Phases, it is recommended to establish a Rapid Response Team (TRC) with the authority to make emergency decisions and technical solutions, while ensuring that this crisis experience is integrated as crucial learning material in the curriculum or training of related study programs to improve problem-solving skills and student readiness for the future.

The success of the Saudi Arabian International KKN program at UIN Walisongo Semarang made the MHU study program more well-known among other faculties and many are looking forward to the departure of the second wave for next year. Finally, the Head of Study Program took

the initiative to create his own travel agency partner under the auspices of PT Samawa, namely MHUtour and Travel, with experience in overseas travel and visa processing from the Head of Study Program, he was more confident to establish this bureau and the board of directors in charge was enough to take several members of the 1st wave of International KKN alumni because their basic experience was also reliable as well as an opportunity for them to implement the experience of being a tour leader, tour guide and muthowif when KKN in Saudi Arabia. With this bureau, the Head of Study Program can form its own crisis management team consisting of Saudi Arabian International KKN alumni so that they can also learn and evaluate previous crises.

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