



IMPROVING THE QUALITY OF UMRAH PILGRIMAGE SERVICES BY DEWANGGA LIL HAJJ WAL UMROH TRAVEL IN THE DIGITAL ERA

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Abstract

This study aims to analyze the efforts made by Travel Dewangga Lil Hajj Wal Umroh to improve service quality for pilgrims and describe the role of digital technology in these services. A descriptive qualitative method was employed through observation, interviews, and documentation, with data analysis comprising data reduction, data display, and conclusion drawing. The results show that Travel Dewangga enhances service quality through administrative digitalization for accuracy, increased staff professionalism (Tour Leaders and muthawifs), responsive coordination via WhatsApp, and service guarantees using digital systems and travel insurance. A personal approach is maintained to fulfill pilgrims' emotional and spiritual needs. Digital technology plays a significant role in transforming manual systems into digital ones, accelerating communication, and expanding marketing reach while building company reputation. Recommendations include developing a dedicated mobile application for schedules and direct consultation, providing further staff training on data security and user experience, and leveraging analytics technology to monitor feedback for targeted service innovation.

Keywords: Service Quality Improvement, Umrah Pilgrims, Digital Era

Abstrak

Penelitian ini bertujuan menganalisis upaya Travel Dewangga Lil Hajj Wal Umroh dalam meningkatkan kualitas pelayanan jamaah serta mendeskripsikan peran teknologi digital di dalamnya. Metode yang digunakan adalah deskriptif kualitatif melalui observasi, wawancara, dan dokumentasi, dengan teknik analisis data berupa reduksi, penyajian, dan penarikan kesimpulan. Hasil penelitian menunjukkan Travel Dewangga meningkatkan kualitas pelayanan melalui digitalisasi administrasi yang akurat, peningkatan profesionalisme SDM (Tour Leader dan muthawif), responsivitas koordinasi via WhatsApp, serta jaminan keamanan sistem digital dan asuransi. Pendekatan personal juga tetap dipertahankan untuk memenuhi kebutuhan emosional dan spiritual jamaah. Peran teknologi terbukti sangat signifikan dalam mentransformasi sistem dari manual ke digital, mempercepat komunikasi, serta memperluas jangkauan pemasaran dan membangun reputasi. Sebagai saran, perusahaan dapat mengembangkan aplikasi mobile khusus jamaah untuk jadwal dan konsultasi, memberikan pelatihan lanjutan SDM terkait keamanan data serta user experience, serta memanfaatkan teknologi analitik guna memonitor umpan balik demi inovasi layanan yang lebih tepat sasaran.

Kata kunci: Peningkatan Kualitas Pelayanan, Jamaah Umroh, Era Digital



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INTRODUCTION

The Umrah pilgrimage is not merely a religious pilgrimage, but rather a form of spiritual devotion that can be performed by people from all walks of life. Many assume that the Umrah is only for those from the upper classes. On the contrary, the Umrah is a form of worship that can be performed by anyone with sincere intentions and faith in Allah SWT that they are capable of carrying it out.¹ Facts on the ground show that many people have material and physical means but haven't had the opportunity to perform the pilgrimage. Conversely, it's not uncommon to find Umrah pilgrims from lower-income families or those in poor physical condition who still travel to the Holy Land with strong determination and faith.

Many people consider the Umrah pilgrimage an alternative way to visit the Holy Land without having to wait years for the Hajj. This phenomenon has led to a steady increase in interest in Umrah travel. Consequently, travel agencies providing Hajj and Umrah services are always packed with prospective pilgrims eager to perform the pilgrimage. Demand for Umrah departures remains high each month, reflecting public enthusiasm for a faster way to worship in the Holy Land.

To further understand the increase in the number of Umrah pilgrims performed by Indonesians from year to year, based on data from the integrated computerized management system for Umrah and special Hajj, the number of Umrah pilgrims in Indonesia has increased significantly over the past three years. In 2022, the number of Umrah pilgrims was recorded at 1,006,306. This figure then increased to 1,368,616 in 2023, representing an increase of approximately 36%. Furthermore, in 2024, the number of Umrah pilgrims increased again, reaching 1,467,005, representing an increase of approximately 7.2% from the previous year.² This consistent increase shows that Indonesian people's interest in the Umrah pilgrimage continues to experience a positive trend.

This situation places service quality as a crucial factor that must be considered by every Umrah travel organizer (PPIU) or Umrah service provider. This situation encourages every Umrah organizer to continuously improve the quality of service for participating pilgrims as a strategy to maintain public trust. This improvement in service quality can be achieved through a digital system supported by the development and sophistication of information technology.

In this era, the development of information technology has become unavoidable. Its use has penetrated various sectors, including the provision of Hajj and Umrah pilgrimage services. These advances in information technology have significantly impacted service providers, enabling them

¹ Anisa Hayati Rahman dan Ramadan Lubis, Dimensi Psikologis dan Kepribadian yang Terbentuk dari Ibadah Umrah, *MODELING: Jurnal Program Studi PGMI*, 10 (3), 2023, hal. 601-602

² Informasi haji, Grafik Jemaah Umrah Indonesia 3 Tahun Terakhir, <https://www.instagram.com/informasihaji/p/DFmiM-ryju/> diakses pada 25 Februari 2025 pukul 14.10

to provide faster and more efficient services that are directly accessible to users.³ The era of globalization has given rise to increasingly competitive industrial competition, pushing all service sectors to continuously improve the quality of their products and services to ensure customer satisfaction. Therefore, companies that focus on improving quality and customer service need to continuously develop and refine their service systems.

Previous research conducted by Rizqiyah and Chonyta stated that technological advancements have significantly facilitated the implementation and administration of the Hajj pilgrimage. In the past, before technology advanced as rapidly as it has today, various aspects of Hajj management, such as pilgrim data processing, documentation, archiving, and financial management, were still performed manually. This conventional method presented difficulties in supervision and control, ultimately leading to various service issues.⁴ While digital transformation is said to offer numerous benefits, its implementation is not without challenges. Among the factors that frequently hinder the digitalization of Hajj and Umrah pilgrim services are unstable internet connections and limited human resources with expertise and experience in digital technology. These two factors are major obstacles to optimizing the use of technology to improve the quality of services to pilgrims.⁵

Furthermore, a study conducted by Rizqi revealed that Sahid Tour has implemented digital transformation in its service system with the aim of increasing the accessibility of services and information for pilgrims through online platforms. One of the innovations implemented is the development of an integrated system connected to Sahid Tour's official website, named "Sahid Tour Umrah and Hajj." Through this platform, pilgrims can easily access various information about Sahid Tour's activities, work programs, and services.⁶ The research findings indicate that digitalization plays a significant role in service providers, particularly in the Umrah pilgrimage. However, both studies focused solely on digitalization systems that support Umrah services, but none have led to improvements in the quality of services for Umrah pilgrims. Studies on improving the quality of Umrah pilgrim services in the digital era are crucial given the ongoing dynamics of change.

³ Abdul Hafiz, et al., Efektivitas Digitalisasi Pelayanan Pada Himpunan Penyelenggara Umrah dan Haji (Himpuh) dalam Meningkatkan Layanan Haji, *Jurnal Manajemen Dakwah*, 10 (2), 2022, hal. 225

⁴ Siti Ardianis Wardatur Rizqiyah dan Didin Chonyta, Efektivitas Sistem Informasi dan Komputerisasi Haji Terpadu (SISKOHAT) dalam Pelayanan Pendaftaran Calon Jemaah Haji Reguler (Studi di Kantor Pusat Layanan Haji dan Umrah Terpadu Kraksaan), *Innovative: Journal of Social Science Research (Special Issue)*, 4 (3), 2024, hal. 2-3

⁵ Siti Ardianis Wardatur Rizqiyah dan Didin Chonyta, Efektivitas Sistem Informasi dan Komputerisasi Haji Terpadu (SISKOHAT) dalam Pelayanan Pendaftaran Calon Jemaah Haji Reguler (Studi di Kantor Pusat Layanan Haji dan Umrah Terpadu Kraksaan), *Innovative: Journal of Social Science Research (Special Issue)*, 4 (3), 2024, hal. 10

⁶ Ghulam Rizqi, Penggunaan Teknologi Digital Dalam Meningkatkan Kepuasan Jemaah Umrah Pada Pt Sahid Gema Wisata Tour, *Skripsi UIN Syarif Hidayatullah*, 2025, hal. 57-58

Dewangga Lil Hajj Wal Umroh Travel exhibits several unique characteristics that make it an interesting research subject. One significant differentiator is the company's innovative approach to its digital marketing strategy, particularly the development of motion graphic ads as a promotional medium. This ad format was chosen based on the rapid growth of YouTube and other social media platforms as effective advertising channels in the digital age.⁷

Another unique factor that was considered in selecting Dewangga Lil Hajj Wal Umroh as the research object was its creative and memorable Umrah package naming strategy. The company has developed eye-catching package names such as "PAK ROHMAT" (Umrah Package for Four), the "100 million for four" package, and the "Umrah 3 get 1 free" promotional program. This distinct marketing approach reflects Dewangga's efforts to adapt a more personalized and relevant communication strategy to contemporary consumer preferences.⁸ This combination of digital innovation and creative marketing approach makes Dewangga Lil Hajj Wal Umroh a representative case study to analyze the improvement of the quality of Umrah pilgrim services in the digital era, especially in the context of technology adaptation and service quality improvement strategies in the increasingly competitive Umrah travel industry.

Based on this background, this study aims to: (1) Describe the efforts made by Dewangga Lil Hajj Wal Umroh Travel in improving the quality of service for Umrah pilgrims in the digital era; (2) Analyze the role of using digital technology in improving the quality of service for Umrah pilgrims at Dewangga Lil Hajj Wal Umroh Travel.

LITERATURE REVIEW

Quality of Service

Service quality is a fundamental concept in the service industry, including in the organization of Umrah pilgrimages. Goetsch and Davis, in Tjiptono, explain that quality is an ever-changing state, related to products, services, people, processes, and environments that must meet or even exceed expectations.⁹ This definition emphasizes that quality is dynamic and must be continuously adapted to evolving customer needs and expectations.

Triguno states that quality is a standard that must be achieved by individuals, groups, or organizations in terms of human resources, work methods, processes, and work results, whether in the form of goods or services. Good quality means being able to satisfy service recipients according

⁷ Akhmad Rokhi Regar, Motion Graphic Advertising for Lil Hajj Wal Umroh Promotion Perancangan Iklan Motion Graphic Sebagai Media Promosi Dewangga Lil Hajj Wal Umroh, *Arty: Jurnal Seni Rupa*, 9 (2), 2020, hal. 123

⁸ Dewi Rizki Utami, Strategi Marketing dalam Meningkatkan Kepercayaan Jamaah Umrah pada Biro PT. Dewangga Lil Hajj Wal Umroh Surakarta, Skripsi, IAIN Surakarta, hal. 103

⁹ Fandy Tjiptono, *Manajemen Jasa*, (Yogyakarta: Penerbit Andi, 1996), hal. 51

to their needs and expectations.¹⁰ Zeithaml in Manap emphasizes that quality is the consumer's perception of the superiority or special features of a product or service as a whole.¹¹ This perception is highly subjective and is influenced by various factors including the consumer's previous experiences, expectations, and personal values.

Sambara in Hardiansyah explains that service quality refers to the service provided to customers in accordance with established standards.¹² Wyckoff in Tjiptono defines service quality as the level of excellence expected, as well as control over this excellence in order to meet customer expectations.¹³ Ibrahim in Hardiansyah emphasized that service quality is a dynamic condition that is influenced by various aspects, including products, services, people, processes, and the environment, where assessment can only be done while the service is in progress.¹⁴

Based on these various definitions, it can be concluded that service quality is a dynamic level of service excellence influenced by various aspects, including products, people, processes, and the environment. Assessment of service quality depends heavily on customer perceptions of the extent to which the service meets or exceeds their expectations.

Tjiptono said there are five comprehensive service quality indicators, namely:¹⁵

1. **Reliability**- The company's ability to provide timely, accurate, and satisfactory service the first time without error. Furthermore, services must be provided according to the agreed schedule. Reliability refers to the company's ability to deliver services as promised, in a timely, accurate, and satisfactory manner. Indicators of reliability include thoroughness in serving customers, clear and structured service standards, and the company's ability to utilize tools during the service process.
2. **Responsiveness**- The company's ability to provide information quickly and accurately. This includes the readiness and willingness of employees to assist customers, respond to their requests, and convey information regarding the services to be provided efficiently. Responsiveness reflects the readiness and willingness of employees to assist customers and provide services quickly and responsively. Indicators include providing a good response to customers who need service, providing services quickly, accurately, and efficiently, providing services within a timeframe that suits customer needs, and responding to any customer complaints promptly.

¹⁰ Triguno, *Kualitas Layanan: Teori dan Aplikasinya*, (Sidoarjo: UMSIDA Press, 1997), hal. 77

¹¹ Abdul Manap, *Revolusi Manajemen Pemasaran Edisi Pertama*, (Jakarta: Mitra. Wacana Media, 2016), hal. 383

¹² Hardiansyah, *Kualitas Pelayanan Publik*, (Yogyakarta: Gava Media, 2011), hal. 35

¹³ Fandy Tjiptono, *Pemasaran Jasa –Prinsip, Penerapan, dan Penelitian*, (Yogyakarta: Andi Offset, 2014), hal. 268

¹⁴ Hardiansyah, *Kualitas Pelayanan Publik*, (Yogyakarta: Gava Media, 2011), hal. 40

¹⁵ Fandy Tjiptono, *Pemasaran Jasa –Prinsip, Penerapan, dan Penelitian*, (Yogyakarta: Andi Offset, 2014), hal. 282

3. **Assurance-** Covers expertise, credibility, and customer trust in the company. This is demonstrated through professionalism, courtesy, and mastery of the knowledge and skills necessary to effectively handle customer inquiries or complaints. Assurance relates to customer trust in the company, supported by the competence, courtesy, and professionalism of employees. Assurance indicators include guarantees of timely customer service, guarantees of costs commensurate with the quality of service provided, and guarantees of legality provided by the company to customers.
4. **Empathy-** The company's ability to build good relationships, understand customer needs, and provide personalized attention. Furthermore, the company must maintain flexible and convenient operating hours for customers. Empathy or attentiveness in service demonstrates the ease in building good relationships with customers, effective communication, and concern for their needs. Indicators include providing polite and friendly service, respecting each customer without discrimination, prioritizing customer interests, and providing fair and non-discriminatory service.
5. **Physical Evidence (Tangible)-** Refers to the facilities provided by the company, including equipment, tools, and other physical elements that support the quality of service provided. This factor relates to the physical aspects that can be seen directly in the service, including facilities, equipment, and human resources involved. Indicators include ease of service procedures, the use of tools that simplify the service process, a professional appearance in serving customers, a comfortable environment or service facility, discipline in providing service, and ease of access for customers to obtain services.

Moenir stated that there are several main factors that support smooth service, namely: awareness of officials and officers involved in public services, regulations as a working basis that serves as a guideline in carrying out service tasks, organizations as a means and system that enables the service process to run smoothly, the skills of officers in providing services, and adequate service support facilities.¹⁶

Digital Era

The digital era is a time when the majority of people utilize digital systems in various aspects of daily life.¹⁷ This era is marked by rapid technological developments that facilitate fast and efficient access to information. According to Ilyas and Hartono in Social, et al., digitalization

¹⁶ H. A. S. Moenir, *Manajemen Pelayanan Umum di Indonesia*, (Jakarta: Bumi Aksara, 2002), hal. 88

¹⁷ Puji Rahayu, *Pengaruh Era Digital Terhadap Perkembangan Bahasa Anak*, Al-Fathin, 2, 2019, hal. 47-48

is here to simplify various activities and jobs, including in the trade, education, and healthcare sectors. The business world is also required to adapt to digital developments to survive and achieve optimal profits. This digital transformation is increasingly widespread, particularly due to the increasing use of the internet in various aspects of life.¹⁸

The digital era has brought significant changes to people's lives, moving toward more practical and modern patterns. Research has shown that the digital era has given rise to the evolution of internet-based technology, making things easier for businesses. With the development of the internet, information dissemination has become faster and more widespread, supporting global business activities.¹⁹

Some of the positive impacts that can be obtained from the development of the digital era include:²⁰

1. As a means of disseminating information and communication that allows information to be spread quickly and easily
2. Improve skills, creativity and social abilities through competency development platforms
3. Expand your network of friends with easier communication even with people from various parts of the world.
4. Facilitates distance learning that is not hindered by distance and time.
5. As a marketing tool that makes it easier for companies to promote products more effectively
6. Make work easier with flexibility of location and time
7. Data is not easily damaged because it is more resistant to external interference.

However, on the other hand, the digital era also has negative impacts such as increasing cybercrime and decreasing social sensitivity due to excessive use of social media.²¹

In facing the digital era, the business world is faced with various major challenges such as cybersecurity, data privacy, fierce competition, and rapid technological changes.²² To function optimally, the digital era requires support from several important components such as computers, software, and computer networks.²³

¹⁸ Rachmalia Nadia Rizqina dan Ira Wikartika, Integrasi sosial media dalam strategi digital marketing sebagai wadah promosi bisnis kudapan Nini, Jurnal Sosial dan Abdimasyarakat, 6 (1), 2024), hal.12

¹⁹ Timoty Agustian Berutu, et al., Pengaruh Teknologi Digital Terhadap Perkembangan Bisnis Modern, Neptunus: Jurnal Ilmu Komputer dan Teknologi Informasi, 2 (3), 2024, hal. 359

²⁰ Puji Rahayu, Pengaruh Era Digital Terhadap Perkembangan Bahasa Anak, Al-Fathin, 2, 2019, hal. 49-50

²¹ Puji Rahayu, Pengaruh Era Digital Terhadap Perkembangan Bahasa Anak, Al-Fathin, 2, 2019, hal. 49-50

²² Timoty Agustian Berutu, et al., Pengaruh Teknologi Digital Terhadap Perkembangan Bisnis Modern, Neptunus: Jurnal Ilmu Komputer dan Teknologi Informasi, 2 (3), 2024, hal. 361

²³ Timoty Agustian Berutu, et al., Pengaruh Teknologi Digital Terhadap Perkembangan Bisnis Modern, Neptunus: Jurnal Ilmu Komputer dan Teknologi Informasi, 2 (3), 2024, hal. 362

RESEARCH METHODS

This research uses a descriptive qualitative method with a case study approach on the Dewangga Lil Hajj Wal Umroh Travel Agency. Qualitative methods were chosen because this research aims to understand in-depth phenomena related to efforts to improve service quality and the role of digital technology in the context of serving Umrah pilgrims. The qualitative approach allows researchers to explore the experiences, perspectives, and practices of the travel agency in providing services to pilgrims.

Data collection techniques were carried out through three main methods. First, direct observation of the service process carried out by Dewangga Lil Hajj Wal Umroh Travel, including observations of the digital administration system, interactions between staff and pilgrims, and the use of technology in daily operations. Second, in-depth interviews with key informants, namely Mrs. Kartika as the management of Dewangga Lil Hajj Wal Umroh Travel. Interviews were conducted in a semi-structured manner using a pre-prepared interview guide, but still provided flexibility to dig deeper into information. Third, documentation included secondary data collection in the form of company profiles, service brochures, social media screenshots, and other supporting documents relevant to the research.

The collected data was then analyzed using the Miles and Huberman model, which includes three main stages. The first stage is data reduction, in which researchers sort, focus, simplify, and transform raw data obtained from the field. At this stage, data irrelevant to the research focus is eliminated, while important data is retained and organized into specific categories. The second stage is data presentation, which involves organizing the reduced information into narratives, tables, or diagrams to facilitate understanding of the research findings. The third stage is drawing conclusions, in which researchers interpret the presented data to discover meaning, patterns, and relationships between the variables studied.

To ensure data validity and reliability, this study employed triangulation techniques, which compare data obtained from various sources and methods. Source triangulation was conducted by comparing interview results with documentation and observation data. Method triangulation was conducted by comparing data obtained through interviews, observations, and documentation to ensure consistency of information.

The research location was the headquarters of Dewangga Lil Hajj Wal Umroh Travel, located in Semarang, Central Java. This location was chosen based on the consideration that Dewangga Travel is one of the Umrah pilgrimage travel operators that has implemented digitalization in its service system and has received recognition through various awards. The research was conducted from November to December 2024.

RESULTS AND DISCUSSION

Dewangga Lil Hajj Wal Umroh Travel Profile

Dewangga Lil Hajj Wal Umroh is a Hajj and Umrah travel agency officially licensed by the Indonesian government. It is registered as a Special Hajj Organizer (PIHK) with Permit Number 601 of 2021 and as an Umrah Travel Organizer (PPIU) with Permit Number U.418 of 2020. This legality demonstrates that Dewangga Lil Hajj Wal Umroh has met the administrative and operational requirements set by the government.²⁴

Dewangga Lil Hajj Wal Umroh's head office is located in Semarang. The travel agency also has several branch offices in various regencies and cities across Central Java Province, including Kendal, Kudus, Pati, Temanggung, and Wonosobo. These branch offices aim to facilitate public access and expand the reach of its Hajj and Umrah services. In addition to the branch offices, Dewangga is also supported by over 100 missionary partners throughout Central Java.

In carrying out its operations, Dewangga Lil Hajj Wal Umroh is committed to being a family worship partner that prioritizes local wisdom or "Njawani" values in its services. With more than ten years of experience in the field of Hajj and Umrah pilgrimage management and the implementation of ISO 9001:2015 quality management standards, Dewangga Lil Hajj Wal Umroh strives to provide professional, standardized services that are oriented towards the comfort and devotion of the congregation.

Each group of pilgrims departs professionally, accompanied by a certified tour leader and Dewangga staff, and supported by experienced muthowif (leaders). This assistance aims to ensure a smooth journey and ensure the pilgrims' worship is carried out in accordance with Islamic law. Dewangga Lil Hajj Wal Umroh is not solely focused on business aspects, but also prioritizes the values of well-executed worship and fosters strong bonds of brotherhood among pilgrims, known as the concept of *sedulur suwargo* (brothers in heaven).

The commitment to excellent service is demonstrated not only through efforts to satisfy pilgrims, but also by maintaining the validity and conformity of worship implementation in accordance with Islamic law. In recognition of this commitment and quality of service, Dewangga Lil Hajj Wal Umroh won the award for Best Hajj and Umrah Service Provider in Central Java in 2025 at the 2025 Satria Brand Award event organized by Suara Merdeka Network. This award demonstrates public recognition of the professionalism and quality of service provided to pilgrims.²⁵

One of the key characteristics of the services offered by Dewangga Lil Hajj Wal Umroh is flexibility and customization to meet the needs of pilgrims. In the Private Umrah program, pilgrims are given the freedom to determine their own departure time, airline, hotel class, and desired

²⁴ PT. Dewangga Travindo, <https://www.dewanggaumroh.com/>

²⁵ Dewanggalilhajjwalumrah, <https://www.instagram.com/reels/C41u2IkCNsL/>

additional routes and destinations. In this case, Dewangga Lil Hajj Wal Umroh acts as a tailor-made itinerary organizer, creating a travel schedule and facilities according to the preferences, needs, and comfort of the participants.

Efforts to Improve Service Quality in the Digital Era

Based on an interview with Ms. Kartika, Dewangga Lil Hajj Wal Umroh Travel has implemented various strategic efforts to improve the quality of service for Umrah pilgrims in the digital era. These efforts can be analyzed using a service quality theoretical framework, specifically Tjiptono's service quality indicators, which include reliability, responsiveness, assurance, empathy, and tangibles.

1. Administrative Digitalization (Reliability)

The first step taken by Dewangga Travel was to implement structured, digital-based service standards. Ms. Kartika stated that "for Dewangga services, the entire pilgrim input system is digital, making administration more streamlined and clear."²⁶ This statement demonstrates the travel agency's commitment to digitizing its administrative system as a foundation for quality service. According to Tjiptono, when analyzed using reliability indicators, digitizing the pilgrim administration system demonstrates the company's ability to provide timely, accurate, and satisfactory service from the first time. Reliability encompasses thoroughness in customer service and clear and structured service standards. Digital systems allow for the efficient storage of pilgrim data, minimize data input errors, and facilitate rapid information access.

This is in accordance with Moenir's opinion which states that regulations as a basis for work and organizations as facilities and systems are supporting factors for smooth service.²⁷ Administrative digitization also reflects the implementation of standards established in the definition of service quality according to Sampara in Hardiansyah, namely services provided in accordance with established standards. With a digital system, administrative processes become more standardized and consistent, so that every pilgrim receives the same quality of service. Furthermore, the implementation of this digital service standard is also in line with the concept of quality according to Goetsch and Davis in Tjiptono, which states that quality must meet or even exceed expectations. In the digital era, pilgrims expect convenience and speed in administrative processes. With digitalization,

²⁶ Wawancara dengan Ibu Kartika

²⁷ H. A. S. Moenir, *Manajemen Pelayanan Umum di Indonesia*, (Jakarta: Bumi Aksara, 2002), hal.

Dewangga Travel not only meets these expectations but also provides added value in the form of data security, ease of access, and information transparency.

These findings are not isolated findings, but rather align with previous research findings that similarly place reliability as a crucial element in improving the quality of Umrah travel agency services. Ilham's research shows that in its efforts to achieve excellent service, Multazam Utama Tour prioritizes reliability as the primary foundation of its services. This is reflected in its well-organized management structure and responsive and consistent service policies. This reliable service has been proven to provide a positive experience for pilgrims, thus not only meeting customer expectations but also building a strong relationship of trust between the company and pilgrims.²⁸

The research conducted by Prameswari et al. also corroborates these findings, stating that PT. Bengkulu Syiar Haramain has a high level of service reliability. This reliability is demonstrated through continuous communication between tour leaders and pilgrims, as well as the travel agency's ability to create a sense of security and comfort during the pilgrimage. Consistency of service and the certainty of information are key factors in fostering a sense of trust and peace of mind for pilgrims during their Umrah journey.²⁹

2. HR Professionalism (Assurance)

The second effort is to improve the professionalism and competence of human resources in facing the digital era. Ms. Kartika emphasized that "we have begun to adapt to the current digital era, so human resources must also be able to keep up."³⁰ This statement demonstrates the travel industry's awareness of the importance of human resource readiness in operating technology-based service systems. According to Moenir, staff skills are a key factor in ensuring smooth service delivery. Staff competence and expertise in providing services play a crucial role in improving the quality of service provided.³¹ In the context of the digital era, skills are not only limited to the ability to accompany the congregation conventionally, but also include the ability to operate digital systems, utilize online communication platforms, and manage social media for service purposes.

²⁸ Fikri Ilham, *Manajemen Pelayanan Prima: Meningkatkan Kepuasan Jemaah Haji dan Umrah (Studi Kasus Multazam Utama Tour)*, JEBI: Jurnal Ekonomi dan Bisnis, 2 (6), (2024), hal. 594-595

²⁹ Rantika Prameswari, et al, *Analisis Kualitas Layanan Tour Leader dalam Mendampingi Jamaah Umrah dengan Menggunakan Metode Service Quality (Studi Pada PT. Bengkulu Syiar Haramain Kota Bengkulu)*, hal. 3340

³⁰ Wawancara dengan Ibu Kartika

³¹ H. A. S. Moenir, *Manajemen Pelayanan Umum di Indonesia*, (Jakarta: Bumi Aksara, 2002), hal.

Dewangga Travel demonstrates its commitment to human resource professionalism by providing certified tour leaders and staff, supported by experienced muthowif (guardians). This reflects the implementation of assurance indicators according to Tjiptono, which include expertise, credibility, and customer trust in the company through professionalism, courtesy, and mastery of knowledge and skills. Human resource professionalism is also closely related to the awareness factor of officials and staff mentioned by Moenir. The awareness of individuals involved in public services is crucial to ensuring good service delivery. Professional human resources will have the awareness to continuously improve their competencies in accordance with current developments, including in the use of digital technology.

Jiwanda et al.'s research suggests that optimal service can provide comfort and satisfaction for pilgrims by presenting professional Muthowif who are fully responsible for each pilgrim, able to provide fast and accurate service, communicate clearly, and build pilgrim trust. This concept strengthens Dewangga Travel's practice of providing certified Tour Leaders and staff, as well as experienced Muthowif, who not only guide pilgrims conventionally but also support the digitalization process of services.³² Arumbinang's research also suggests that a competitive strategy for attracting pilgrims involves optimizing services, including professional guidance or mentoring during the Umrah pilgrimage. Professional and expert muthowifs are able to build a positive image for the pilgrimage travel company, resolve pilgrim complaints, and demonstrate good morals in accordance with applicable norms.³³

3. Responsiveness through Digital Platforms

The third effort is to increase responsiveness to the needs and complaints of the congregation through the use of communication technology. Ms. Kartika explained that "WhatsApp groups are the technology we use for all coordination, so any needs or problems can be addressed immediately."³⁴ The use of WhatsApp groups as a communication medium is a direct implementation of Tjiptono's responsiveness indicator. Responsiveness reflects employees' readiness and willingness to assist customers and provide prompt and responsive service. Responsiveness indicators include providing a positive response to

³² Hasza Jiwanda, et al, Strategi Muthawif dalam Memberikan Bimbingan Manasik Umroh di PT. Alhijaz Indowisata Bengkulu, Jurnal Masharif al-Syariah: Jurnal Ekonomi dan Perbankan Syariah, 10 (2), (2925), hal. 1244

³³ Kinanti Arumbinang, Pengaruh Profesionalitas Muthowif terhadap Pembentukan Image Jamaah Umrah PT. Sela Express Tour Pekanbaru Periode November-Desember 2019, Skripsi UIN Sultan Syarif Kasim Riau, 2021, hal. 2

³⁴ Wawancara dengan Ibu Kartika

customers in need, providing service quickly, accurately, and efficiently, and responding promptly to any customer complaints.

The WhatsApp platform enables real-time, two-way communication between travel agencies and pilgrims. Pilgrims can easily submit questions, complaints, and other needs at any time, while travel agencies can respond directly without having to wait for a face-to-face meeting. This is especially important in the context of Umrah services, where pilgrims often require information or explanations regarding preparations, documents, or the technical aspects of performing the pilgrimage. High responsiveness also impacts pilgrim satisfaction. According to Zeithaml in Manap, quality is the consumer's perception of the overall superiority or exceptionality of a product or service. When pilgrims perceive that their needs are responded to quickly and appropriately, their perception of the quality of travel services will improve.

Mumtaza and Millanyani's research shows that service quality from the responsiveness dimension is assessed as good, and there is a significant or positive influence between responsiveness and customer satisfaction.³⁵ These findings support Dewangga Travel's practice, where the use of WhatsApp increases pilgrim satisfaction because their needs are responded to quickly, accurately, and efficiently. Nayaka and Haidar's research also emphasizes the importance of strategic and persuasive communication to increase customer trust, brand credibility, and the company's public reputation. By prioritizing clear, responsive, and customer-focused communication through digital platforms, travel service providers can remain relevant and competitive.³⁶

4. Digital Service Assurance

The fourth effort is to provide guaranteed service to pilgrims through a digital system. Ms. Kartika stated that "technology is also used for the jab registration process, all via mobile phone."³⁷ Digital management of worship administration provides clarity and certainty to the congregation. This relates to Tjiptono's assurance indicators, which include ensuring timely customer service, guaranteeing costs commensurate with the quality of service provided, and guaranteeing the company's legality to customers. The digital system allows for a more transparent, accurate, and verifiable nusuk (worship ritual) registration process, thereby reducing the risk of administrative errors that could disrupt the congregation's worship.

³⁵ Firga Alia Mumtaza dan Heppy Millanyani, Pengaruh Kualitas Pelayanan Terhadap Kepuasan Pelanggan Pada Urban Travel, JIMEA: Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi), 7 (2), (2023), hal. 1656

³⁶ Nayaka Alit Muhamad dan Dzamar Yusuf Haidar, Peran Komunikasi Bisnis dalam Membangun Citra Layanan Travel BTM di Era Digital, Gunung Fjati Conference Series, 56, (2025), hal. 1384

³⁷ Wawancara dengan Ibu Kartika

Service assurance is also strengthened by travel insurance protection provided by Dewangga Travel as a form of risk mitigation during the departure process and pilgrimage. The insurance provision aims to provide protection against possible medical problems, travel delays, lost baggage, and other emergencies. This reflects the travel agency's commitment to providing a sense of security and trust to pilgrims. Rini's research shows that assurance indicators include security and safety guarantees as well as a form of attention and care (empathy) for customers. Dewangga Travel's implementation of digital systems and insurance aligns with this concept, as it provides a sense of security while demonstrating concern for the comfort of pilgrims.³⁸ Research by Aryanti et al. also shows that assurance effectiveness can be measured through the dimensions of communication, credibility, security, competence, and courtesy. Implementing assurance requires customer-oriented employees, with all personnel responsible for providing the best possible service to build congregation loyalty.³⁹

5. Personal Approach (Empathy)

The fifth effort is to maintain a personal approach to the congregation despite implementing a digital system. Ms. Kartika emphasized that "we use cellphones for communication and closing deals, but we still provide direct support to the congregation."⁴⁰ This statement demonstrates that Dewangga Travel understands the importance of balancing technological efficiency with the warmth of human relationships. This aligns with Tjiptono's empathy indicator, which demonstrates a company's ability to build strong relationships, understand customer needs, and provide personalized attention. Empathy indicators include providing polite and friendly service, respecting each customer without discrimination, prioritizing customer interests, and providing fair service.

Direct assistance from Tour Leaders and staff allows pilgrims to receive more personalized attention, both in aspects of worship and daily needs during the trip. This personal approach also aligns with the local wisdom of "Njawani" and the concept of "sedulur suwargo" (heavenly brothers) that Dewangga Travel champions. These values emphasize the importance of building bonds of brotherhood and kinship among pilgrims, rather than merely transactional relationships between service providers and consumers. According to Kasmir, understanding customer needs is a hallmark of good service.

³⁸ Susi Puspita Rini, *Penerapan Strategi Pelayanan Berdasarkan Dimensi Kualitas Pelayanan Pada Dinaya Tour & Travel*, Skripsi Politeknik Negeri Lampung, 2022

³⁹ Desi Aryanti, et al, *Pengaruh Assurance Terhadap Loyalitas Pelanggan Corporate Tiket Maskapai Penerbangan Domestik PT. Interlink Tours & Travel Bandung (Survey Kepada Corporate Tiket Maskapai Penerbangan Domestik PT. Interlink Tours and Travel Bandung)*, *Tourism and Hospitality Essentials (THE) Journal*, II (1), (2012), hal. 226

⁴⁰ Wawancara dengan Ibu Kartika

Employees, especially those in customer service, must be sensitive to recognizing and meeting customer needs. Direct assistance allows travel staff to be more sensitive to the individual needs of pilgrims that may not be conveyed through digital communication.

Samosir research shows that providing personal attention to prospective pilgrims, both during registration and during the worship service, increases customer satisfaction and loyalty.⁴¹ Practices such as greeting pilgrims, offering assistance, and reminding them of their manasik schedules tailored to their individual needs align with Dewangga Travel's personalized approach. Prastika's research emphasizes the importance of effective personal communication to understand customer needs, optimally meet their expectations, and build loyalty. Direct support allows staff to be more sensitive to pilgrims' emotional and spiritual needs, which may not be conveyed through digital communication.⁴²

The Role of Digital Technology in Improving Services

Based on the results of the interview with Ms. Kartika, it can be concluded that the role of digital technology at Dewangga Travel has reached a comprehensive level of integration, covering almost all aspects of service from administration, communication, to marketing. Ms. Kartika stated that "because like it or not in this digital era, we use technology for everything. Whether it's for content, script writing, AI, or anything else, we've used it all. Even for the pilgrim input system, we've also used everything digitally."⁴³

The role of digital technology in Dewangga Travel can be categorized into three main dimensions:

1. Service System Transformation

Digitizing the pilgrim data entry system is a strategic step in improving administrative efficiency and accuracy. Ms. Kartika stated that "we have also gone entirely digital for the pilgrim data entry system."⁴⁴ The digital system allows pilgrim data to be stored more neatly and easily accessed, while minimizing the risk of errors common in manual systems. This transformation has a direct impact on improving service quality, particularly in providing certainty and clarity of information to pilgrims. With a digital system, administrative processes are faster, more transparent, and easier for prospective

⁴¹ Cindy Adeliya Samosir, Strategi Customer Relationship Management Untuk Meningkatkan Retensi Pelanggan di Era Digital, Repeater: Publikasi Teknik Informatika dan Jaringan, 3 (1), (2025), hal. 164-165

⁴² Anindya Prastika, Analisis Program Pelayanan Haji dan Umroh Pada Calon Jamaah Usia Lanjut (Study Kasus PT. Tifa Jaya Abadi Cabang Lampung Tengah), Skripsi IAIN Metro, (2023), hal. 55

⁴³ Wawancara dengan Ibu Kartika

⁴⁴ Wawancara dengan Ibu Kartika

pilgrims to use. This aligns with developments in digital technology, which are increasingly facilitating online access for the public.

Ardani et al.'s research emphasizes that digitalization has opened up many opportunities for tourism businesses to increase marketing effectiveness, cost and time efficiency, and ease of access to information for consumers.⁴⁵ This is relevant to Dewangga Travel's practice of utilizing technology for administration and communication, enabling fast, responsive, and efficient coordination, while increasing service accessibility for pilgrims.

2. Communication and Coordination Media

Digital technology is utilized through communication platforms like WhatsApp, which is used for direct service coordination. Ms. Kartika explained that "WhatsApp groups are a technology for any kind of coordination. We also use our phones for closing deals and making contact lists."⁴⁶ The use of digital communication platforms has increased service efficiency. Pilgrims can easily convey questions, needs, and any challenges they encounter, while travel agencies can respond in real time without having to wait for a face-to-face meeting. This demonstrates that digital technology has helped expedite service flows and increased responsiveness to pilgrims.

Nayaka and Haidar's research emphasizes the importance of strategic and persuasive communication to increase customer trust, brand credibility, and company reputation in the eyes of the public.⁴⁷ This is in line with Dewangga Travel's efforts to utilize communication technology, which not only speeds up complaint resolution, but also builds pilgrim trust and the company's professional image.

3. Marketing Tools

The use of social media and digital applications allows Dewangga to disseminate information quickly and widely to the congregation. Ms. Kartika emphasized the use of technology in various aspects, including "content, scriptwriting, and AI—we've used it all."⁴⁸ Social media not only functions as a means of promoting the Umrah program, but also as a medium for education, conveying information about the Hajj pilgrimage, and documenting the activities of the congregation.

⁴⁵ Ni Nyoman Ardani, et al, Strategi Pemasaran Konvensional Travel Agent dalam Mempertahankan Eksistensi di Era Digitalisasi (Studi Pada PT. Mutiara Cemerlang Utama Bali), *Journal of Tourism and Interdisciplinary Studies (JoTIS)*, 4 (2), (2024), Hal. 61

⁴⁶ Wawancara dengan Ibu Kartika

⁴⁷ Nayaka Alit Muhamad dan Dzamar Yusuf Haidar, Peran Komunikasi Bisnis dalam Membangun Citra Layanan Travel BTM di Era Digital, *Gunung Fjati Conference Series*, 56, (2025), hal. 1384

⁴⁸ Wawancara dengan Ibu Kartika

Thus, digital technology plays a role in establishing more interactive and transparent two-way communication between travel agencies and pilgrims. This helps expand the reach of services and build the company's reputation through quality content on social media.

Asyabilly's research shows that Pesilak Tour & Travel has successfully implemented digitalization through social media and WhatsApp, making promotions, transactions, and customer communication faster, more targeted, and more efficient. This digitalization also provides convenience for customers and educational opportunities for staff and students studying technology applications.⁴⁹ Despite its numerous benefits, Ms. Kartika also recognizes that digitalization brings its own challenges, particularly regarding the readiness of human resources to keep up with ever-changing technological developments. In an interview, she stated that "there are many technologies and they continue to evolve, so we are still adapting. It can't be perfect right away, but we are gradually adapting."⁵⁰

This statement demonstrates that the primary challenge in the digital era lies not only in the use of technology itself, but also in the process of adapting and improving human resource competencies to optimally utilize technology. Nevertheless, Dewangga demonstrated an open attitude to technological developments and incorporated them into his future service development plans.

As part of their preparation for the digital era, Dewangga Lil Hajj Wal Umroh is also beginning to view the use of artificial intelligence (AI) as an opportunity to improve the quality of services in the future. Ms. Kartika expressed her view that "if you look at it now, it's really more about AI, because its use is so influential across all sectors."⁵¹ This view shows that Dewangga Lil Hajj Wal Umroh Travel does not stop at utilizing existing technology, but has a vision of developing services based on digital innovation in a sustainable manner.

CONCLUSION

Based on the research and discussion, it can be concluded that Dewangga Lil Hajj Wal Umroh Travel has undertaken strategic and comprehensive efforts to improve the quality of service for Umrah pilgrims in the digital era, encompassing all service quality indicators according to Tjiptono. These efforts include:

⁴⁹ Lalu Muhammad Asyabilly, *Peran Digital di Pesilak Tour & Travel di Era Globalisasi, Economic and Digital Business Review*, 5 (2), (2024), hal. 901

⁵⁰ Wawancara dengan Ibu Kartika

⁵¹ Wawancara dengan Ibu Kartika

First, the implementation of digital-based service standards that increase reliability through the digitization of the pilgrim administration system, so that data is stored neatly, accurately, and easily accessible. Second, increasing the professionalism and competence of human resources that strengthens service assurance through the provision of certified Tour Leaders and staff as well as experienced muthowif who are able to operate digital technology and accompany pilgrims professionally. Third, increasing responsiveness through the use of communication technologies such as WhatsApp groups that enable rapid coordination and handling of pilgrims' needs and complaints in real time. Fourth, providing service assurance through a digital system for pilgrimage administration and travel insurance protection that provides certainty, security, and trust to pilgrims. Fifth, a personal approach (empathy) that is maintained through direct assistance to pilgrims, reflecting the values of local wisdom "Njawani" and the concept of "sedulur suwargo" which prioritizes the bonds of brotherhood and kinship.

These five efforts do not stand alone, but are integrated into a unified service system. This integration aligns with the definition of service quality, which emphasizes that quality is a dynamic level of service excellence influenced by various aspects, including products, people, processes, and the environment. The assessment of service quality is highly dependent on customer perceptions of the extent to which the service meets or exceeds their expectations.

Meanwhile, digital technology plays a very significant and comprehensive role in improving the services of Dewangga Lil Hajj Wal Umroh Travel in the digital era. The role of technology covers three main dimensions: (1) As a basis for transforming the service system from manual to digital which increases operational efficiency and data accuracy through the digitization of pilgrim administration; (2) As a communication medium that increases responsiveness and accessibility of services through platforms such as WhatsApp, enabling fast coordination and effective handling of pilgrim needs; (3) As a marketing tool that expands the reach of services and builds the company's reputation through social media and digital content.

However, the role of technology remains proportional and balanced, with technology serving as a tool to improve the efficiency and technical quality of services, while personal support is maintained to meet the spiritual and emotional needs of pilgrims. Digital technology is no longer merely complementary but has become an integral part of the service system that supports Dewangga Travel in providing professional, responsive, and tailored Umrah services to the needs of pilgrims in the digital era, while maintaining the humanitarian and spiritual aspects of worship services.

The integration of these five service quality improvement efforts with the three dimensions of digital technology has created a service system that is not only efficient and modern but also upholds family and spiritual values in the Umrah pilgrimage. Thus, Dewangga Travel has

successfully addressed the challenges of the digital era while maintaining the essence of quality pilgrimage services, as evidenced by public recognition through an award as the Best Hajj and Umrah Service Provider in Central Java in 2025.

Research Novelty

The novelty of this study lies in examining digital transformation in Umrah travel services not merely from the perspective of technological adoption, but through its connection with multidimensional service quality. Rather than focusing exclusively on digital systems, online promotion, or administrative efficiency, the study interprets digitalization through the dimensions of reliability, responsiveness, assurance, empathy, and service-supporting facilities. This perspective provides a more comprehensive explanation of how technology becomes embedded in the overall service experience of Umrah pilgrims.

A further contribution is the identification of a hybrid service model in which digital efficiency coexists with personalized religious assistance. Dewangga Travel utilizes digital systems for administration, communication, coordination, content creation, and marketing while continuing to provide direct support through tour leaders, staff, and *muthowif*. This combination indicates that service digitalization in religious tourism does not necessarily reduce interpersonal interaction; instead, technology can strengthen service delivery when integrated with human-centered assistance.

The study also highlights the importance of organizational adaptability in sustaining digital service quality. Digital transformation is presented as an ongoing process that requires continuous development of human-resource competence, technological readiness, and responsiveness to emerging innovations, including artificial intelligence. This extends the discussion of digitalization from the adoption of specific platforms toward a broader organizational capability for continuous technological adaptation.

Research Implications

Theoretically, the findings imply that digital transformation in religious tourism should be examined as an integrated service-quality process rather than merely as technological modernization. The effectiveness of digital tools depends on how they strengthen reliability, responsiveness, assurance, and empathy. Therefore, technology and human interaction should be treated as complementary components within models of service quality in Umrah and Hajj management.

Practically, Umrah travel providers should develop integrated digital systems for pilgrim administration, communication, document management, service coordination, and information

delivery while ensuring that staff possess adequate digital competencies. Training should not focus exclusively on technical skills but should also strengthen communication, religious-service competence, complaint handling, and personalized assistance. Digital communication platforms can then function as instruments for improving accessibility and responsiveness rather than simply as promotional channels.

Managerially, digital-service development should be implemented gradually and continuously. Travel agencies need to periodically evaluate technological infrastructure, staff readiness, data security, communication effectiveness, and pilgrim experience. Emerging technologies, including artificial intelligence, may be utilized for content preparation, information management, and service efficiency, but their implementation should remain aligned with service accuracy, ethical responsibility, and the spiritual needs of pilgrims.

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