



## STRATEGIC MANAGEMENT IN ADDRESSING HAJJ CANCELLATION CASES AT THE MINISTRY OF RELIGIOUS AFFAIRS OFFICE IN JEMBER REGENCY

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### Keywords

Strategic  
Management, PHU,  
Cancellation

### Abstract

The implementation of Hajj is regulated by Law No. 8 of 2019 concerning the organization of Hajj and Umrah. The Ministry of Religious Affairs, as the institution responsible for managing and organizing Hajj and Umrah, faces challenges regarding the issuance of release permits. Jember Regency ranks among the highest in terms of Hajj cancellations. The purpose of this study is to determine: 1) Strategic management in addressing Hajj cancellation cases at the Ministry of Religious Affairs Office in Jember Regency, 2) Supporting and inhibiting factors in handling Hajj cancellation cases. This research adopts a qualitative approach, presented descriptively. The conclusions drawn from this study are as follows: The strategic management applied by the Hajj Management Unit (PHU) in addressing Hajj cancellations includes conducting educational programs for pilgrims, collaborating with KBIHU (Hajj and Umrah Guidance Institutions), KUA (Office of Religious Affairs), and socializing both directly at the location or through social media and Sharia Banks. The supporting factor in implementing strategic management to address cancellations is the cooperation between external and internal parties in the process of handling cancellations at the Ministry of Religious Affairs Office in Jember Regency. The inhibiting factors include miscommunication with prospective pilgrims and the involvement of certain travel agents who exploit the Hajj cancellation process to attract pilgrims, enticing them to perform Umrah instead.

### Kata Kunci

Manajemen  
Strategis, PHU,  
Pembatalan

### Abstrak

Penyelenggaraan haji diatur berdasarkan Undang-Undang No. 8 tahun 2019 tentang penyelenggaraan ibadah haji dan umroh. Kementerian Agama sebagai lembaga yang berwenang dalam mengelola dan Penyelenggaraan Haji dan Umroh menghadapi tantangan masalah izin pelepasan. Kabupaten jember termasuk angka tertinggi pembatalan haji. Adapun tujuan penelitian ini adalah untuk mengetahui: 1) Manajemen strategis mengatasi kasus pembatalan haji di Kantor Kementerian Agama Kabupaten Jember, 2) Faktor pendukung dan penghambat dalam mengatasi kasus pembatalan haji. Penelitian ini memilih jenis penelitian menggunakan pendekatan kualitatif yang dipaparkan secara deskriptif. Adapun kesimpulan yang diperoleh peneliti yaitu Manajemen startegis yang diterapkan oleh pihak PHU dalam mengatasi pembatalan haji yaitu dengan mengadakan edukasi para jama'ah, bekerja sama dengan KBIHU, KUA, sosialisasi baik secara langsung di tempat atau melalui media sosial dan Bank syariah. Faktor pendukung dalam menerapkan manajemen strategis mengatasi





*pembatalan adanya kerjasama antara pihak eksternal dan internal dalam proses mengatasi pembatalan di Kantor Kementerian Agama Kabupaten Jember. Adapun faktor penghambat dalam menerapkan manajemen strategis adanya miskomunikasi dengan calon jama'ah haji, dan adanya beberapa pihak oknum travel yang memanfaatkan proses pembatalan haji untuk mencari view kepada calon jama'ah sehingga tergiur ke umroh.*

## Introduction

The Hajj is one of the most desired acts of worship for every Muslim, even for those who have had the opportunity to register for the pilgrimage, patiently awaiting their Hajj quota number for departure. This is because Hajj is an act of worship meant to complete the fifth pillar of Islam. The Hajj becomes obligatory when a Muslim is physically and financially able to perform it. In a global context, the phenomenon that often occurs during Hajj registration involves several factors experienced by the organizers of Hajj and Umrah in various cities or regions, particularly related to the cancellation of Hajj quotas. One such area is the Jember Regency in East Java, where the rate of Hajj cancellations is notably high. Strategic management serves as a tool to organize, coordinate, control, and evaluate an institution or agency so that the plans that have been designed align with the goals. For example, a study by Muhammad Shofyan indicates that strategic management in organizing Hajj and Umrah has a significant impact on an institution. Specifically, the Ministry of Religious Affairs (Kemenag) in the Hajj and Umrah section, which oversees Hajj and Umrah matters, especially in terms of cancellations, should implement strategic management to address or reduce the number of Hajj cancellations.<sup>1</sup> Penelitian oleh Zidan Ahmad menekankan Efektifitas pelayanan dalam hal pembatalan bahwa pelayanan yang ada di Kemenag harus mengedepankan masyarakat khususnya orang-orang awam yang yang kurang mengetahui informasi-informasi terkait ibada haji sehingga terjadi di beberapa masyarakat adanya miskomunikasi antara pihak PHU dan masyarakat.<sup>2</sup> Research by Zidan Ahmad highlights the effectiveness of services regarding cancellations, stressing that services at Kemenag should prioritize the community, particularly the general public, who are often unaware of information related to Hajj. This results in some misunderstandings between the Hajj and Umrah section (PHU) and the public. Furthermore, research by Faisal Amin focuses on the performance of staff in handling Hajj cancellations. The staff involved in Hajj cancellations, especially those dealing with elderly pilgrims, need to perform extra duties due to factors like age and waiting time. Therefore, PHU staff must provide education or clarification to potential pilgrims when there are reasons or

<sup>1</sup> Muhammad Shofyan Abdul Aziz, Strategi Penyelenggaraan Haji dan Umroh dalam Mengatasi Kasus Pembatalan Haji di Masa Pandemi (Studi Kasus di Kementerian Agama Kabupaten Magelang), 2022.

<sup>2</sup> Zidan Ahmad Alfaen, Efektifitas Sistem Pelayanan Pendaftaran dan Pembatalan Haji 2022 [https://repository.uinjkt.ac.id/dspace/nitstream/123456789/61773/ZIDAN\\_AHMAD\\_ALVAIN-FDK.PDF](https://repository.uinjkt.ac.id/dspace/nitstream/123456789/61773/ZIDAN_AHMAD_ALVAIN-FDK.PDF).



justifications for cancellation, enabling them to respond effectively or offer solutions.<sup>3</sup>

The Ministry of Religious Affairs, as the authority responsible for managing and organizing Hajj and Umrah, faces several challenges, including the issue of release permits. Cancellations are caused by several factors, as summarized from interviews with PHU staff at the Ministry of Religious Affairs Office in Jember Regency. These challenges include administrative hurdles in the cancellation process, which involve multiple steps to fulfill as requirements. Often, pilgrims do not fully understand the procedural requirements due to the amount of data that must be collected, which is especially common among elderly and inexperienced pilgrims. Health issues also contribute to many prospective pilgrims canceling their Hajj due to severe illness, and some even pass away before departure. In cases where a pilgrim passes away, the family may choose to transfer the Hajj quota to heirs, although some may refuse to do so due to inheritance disputes. The financial aspect also plays a role, as cancellations often result in financial losses for the pilgrims, and the quality control and service provision by travel agencies may not always be reliable. These issues are exacerbated by some unscrupulous individuals in the travel services sector.<sup>4</sup>

In 2024, the Ministry of Religious Affairs of Jember Regency allocated a total of 2,514 Hajj quotas for pilgrims. However, due to additional quotas, the number increased to 2,708 pilgrims. The additional pilgrims were a result of merging mahram (escort) and companion quotas (146 people) and 121 newly added pilgrims. Based on the Integrated Hajj Management Information System (SISKOHAT) for the period January-March 2023, there were 20,632 cancellations. In East Java, three regencies had notably high cancellation rates, including Pasuruan, Sidoarjo, and Jember, with Jember having the highest rate of Hajj cancellations in the Tapal Kuda region.<sup>5</sup>

This study aims to understand and describe strategic management in addressing Hajj cancellation cases by applying the Pearce and Robinson theory. This theory was chosen for its ability to explain strategic management as a process of decision-making that is fundamental and comprehensive, accompanied by the determination of how to implement it, made by leadership and carried out by all members of the organization to achieve specific goals. This aligns with the strategic management efforts of PHU in dealing with Hajj cancellations at the Ministry of

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<sup>3</sup> Faisal Amin, "Kinerja Pegawai dalam Pelayanan Pembatalan Haji di Masa Pandemi Covid-19 pada Kantor Wilayah Kementerian Agama Provinsi Riau", 2022.

<sup>4</sup> Elok Faiqotul Himmah and Nasirudin Al Ahsani, "Optimalisasi Simas (Sistem Informasi Masjid) Oleh Seksi Bimas Islam Dalam Meningkatkan Efektivitas Pendataan Masjid Di Kantor Kementerian Agama Kabupaten Lumajang," *Maddah: Journal of Advanced Da'wah Management Research* 3, no. 1 (May 25, 2024): 63–72, <https://doi.org/10.35719/maddah.v3i1.39>.

<sup>5</sup> "Hafidzatul Mu'tamroh. Strategi Penyelenggaraan Haji Umroh (PHU) dalam Mengurangi Angka Pembatalan Haji Di Kementrian Agama Kabupaten Jember" ( Skripsi, Universitas Islam Negeri Kiai Haji Achmad Shiddiq Jember 2024).



Religious Affairs in Jember Regency, where the head of the PHU section has the authority to set, take, and implement activities designed and executed by the staff to achieve the intended goals. To analyze the situation systematically, the researcher uses SWOT analysis as a tool to measure the validity of the data collected. According to Pearce and Robinson, SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, which are factors that an organization faces in its environment. SWOT analysis is a systematic method for identifying factors and strategies that align best with these elements. This analysis is based on the assumption that an effective strategy will generate strengths and opportunities while minimizing weaknesses and threats.<sup>6</sup>

A company requires strategic management to achieve the goals set within the organization. The researcher uses the theory related to the study title, specifically in strategic management using Pearce and Robinson's theory, which defines strategic management as a process or series of fundamental and comprehensive decision-making activities, accompanied by the determination of how to implement them. These are formulated by leadership and implemented by all members of the organization to achieve a goal.<sup>7</sup>

The challenges faced by the Ministry of Religious Affairs as the governing body responsible for organizing Hajj and Umrah include issues with release permits. Cancellations are caused by several factors, which were summarized during interviews with PHU staff at the Ministry of Religious Affairs Office in Jember. These challenges include administrative issues in the cancellation process, where the number of steps required to cancel a Hajj pilgrimage is quite extensive. Not all pilgrims fully understand these procedures, especially when dealing with large amounts of data. This issue is common among inexperienced or elderly pilgrims. Health-related cancellations are frequent, as many pilgrims cancel their Hajj due to severe illness, and some even pass away before their departure. Families of deceased pilgrims may choose to transfer the Hajj quota to heirs, but some refuse to do so because of inheritance disputes. The financial aspect is also a concern, as cancellations often lead to financial losses for the pilgrims, and quality control and service provision by travel agencies are not always guaranteed. These issues are aggravated by irresponsible travel service providers.

## Research Methodology

The method used in this study is a qualitative approach presented descriptively. Descriptive research methods aim to depict an object or subject under study in accordance with research guidelines systematically and in detail. The researcher attempts to solve problems based on the data that has been gathered. This research is used to obtain information related to the strategic management employed by the Hajj and Umrah Organizing Unit (PHU) in addressing Hajj cancellation cases at the Ministry of Religious Affairs in Jember.

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<sup>6</sup> Pearce, Robinson, 229.

<sup>7</sup> Pearce dan Robinson, *Manajemen Strategik: formulasi, implementasi, dan Pengendalian*, Binarupa Aksara: Jakarta. 1997. Hal 47-48.



This study also uses SWOT analysis. The data consists of the SWOT analysis results from the Hajj and Umrah Organizing Unit (PHU) at the Ministry of Religious Affairs in Jember.

The data was collected through field observation techniques, where the researcher directly observed the field to understand the process of Hajj and Umrah cancellations. The data used in this research includes both primary and secondary data. Primary data is obtained by the researcher through the observation and interview process. Secondary data refers to data that was already available beforehand, such as company archives, articles, and journals covering similar topics. The researcher selected the study subjects using purposive sampling technique. Purposive sampling is a method of selecting samples based on the researcher's judgment about the sample's characteristics, which are most relevant and representative of the research objectives. The researcher used source triangulation. According to Sugiyono, source triangulation is a technique to test data credibility by checking data from the same source using different techniques.<sup>8</sup> The researcher compared and cross-checked the information gathered by comparing the data obtained from PHU staff and prospective Hajj pilgrims.

Additionally, time triangulation was employed as a technique for testing data validity. According to Sugiyono, time triangulation is a technique for testing the credibility of data by checking it at different times or under different conditions.<sup>9</sup> Data was collected according to specific time frames, with the expectation that differences in timing could yield different information based on the conditions. The study compared information gathered in the morning, when the informants were still fresh and had not yet provided services, with information obtained in the afternoon, when the informants had rested and completed their services—during their idle periods.

## Results and Discussion

### Strategic Management of Hajj and Umrah Organization in Addressing Hajj Cancellations at the Ministry of Religious Affairs in Jember

Environmental Scanning. Environmental scanning refers to the monitoring, evaluation, and gathering of information from both external and internal environments. The rate of Hajj cancellations in Jember District is relatively high compared to other districts in the Setapal Kuda region. This requires special attention in formulating strategic management, where the PHU involves all staff to make decisions that are aligned with the stakeholders engaged in the Hajj cancellation process. According to Ortikovich, strategic management activities aim to determine a strategic position that ensures the organization's sustainability in a changing environment, which is highly relevant for the management and

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<sup>8</sup> Sugiyono, *Metode Penelitian: Kualitatif, Kuantitatif Dan R & D* (Bandung: Alfabeta, 2018), 230.

<sup>9</sup> Ibid.





prevention of Hajj cancellations.<sup>10</sup> This is also in line with the findings of Nutt and Backoff, who emphasize the importance of strategy formulation in the public sector, where the participation of all staff and stakeholders in the decision-making process is crucial.<sup>11</sup>

**Strategy Formulation.** Strategic formulation refers to the strategic management that has been designed by the head of the PHU division and external parties, which will later be realized, developed, and established as a policy to address the issue of Hajj cancellations at the Ministry of Religious Affairs in Jember. Referring to Yadav and colleagues, a company's strategic orientation can serve as a fundamental performance indicator, emphasizing that superior performance must be achieved through a strong strategic orientation.<sup>12</sup> The formulated strategy must involve stakeholders within the organization to create a collaborative framework, in line with Onuoha's view that the application of strategic management in the public sector is essential to achieving sustainable development goals.<sup>13</sup>

**Strategy Implementation.** Strategy implementation is the process of realizing formulated strategies and policies, designed with budgets, programs, and procedures. The decisions made will impact the success or failure of the organization's goals. According to Joyce, in the public sector, the application of strategic management practices involves using structured models to guide managers through the strategic management cycle.<sup>14</sup> In the context of the Ministry of Religious Affairs in Jember, the correct implementation of strategic practices helps plan effective budgets and procedures while ensuring the organization's readiness to carry out the agreed-upon strategy.

**Evaluation and Control.** Evaluation and control play a significant role in assessing the effectiveness of the strategies implemented. Sami and Pinar highlight the importance of the Balanced Scorecard as a tool for evaluating organizational performance, which should also be applied in public organizations such as the Ministry of Religious Affairs to measure the impact of the strategies being executed.<sup>15</sup> In a continuously evolving environment, controlling variables that

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<sup>10</sup> Gaziev K. Ortikovich, "Theoretical Foundations of the Strategic Management System," *The American Journal of Management and Economics Innovations* 03, no. 05 (2021): 53–60, <https://doi.org/10.37547/tajmei/volume03issue05-09>.

<sup>11</sup> Paul C. Nutt and Robert W. Backoff, "Strategy for Public and Third-Sector Organizations," 2018, 261–82, <https://doi.org/10.4324/9780429498411-18>.

<sup>12</sup> Seemant K. Yadav, Vikas Tripathi, and Geetika Goel, "Modelling Strategic Orientation Dimensions and Performance of Small and Medium Enterprises," *Journal of Modelling in Management* 14, no. 3 (2019): 754–72, <https://doi.org/10.1108/jm2-08-2018-0116>.

<sup>13</sup> Stella N. Onuoha, "Assessment of the Obstacles to the Application of Strategic Management Process in Public Institutions for Sustainable Development in Nigeria," *European Modern Studies Journal* 7, no. 2 (2023): 122–32, [https://doi.org/10.59573/emsj.7\(2\).2023.12](https://doi.org/10.59573/emsj.7(2).2023.12).

<sup>14</sup> Paul Joyce, "Strategic Management in the Public Sector," 2015, <https://doi.org/10.4324/9781315740355>.

<sup>15</sup> Eva Kicová and Oľga Poniščiaková, "The Methodology of BSC System in Strategic Management of Non-Profit Organization in the Globalization Process," *SHS Web of Conferences* 129 (2021): 09007, <https://doi.org/10.1051/shsconf/202112909007>.



influence outcomes becomes crucial to ensure that the organization's performance aligns with stakeholders' expectations.<sup>16</sup> This is also supported by Krylov, who explains that strategic operational analysis based on the Balanced Scorecard can provide insights into aspects of organizational activities that need improvement in a dynamic global economic environment.<sup>17</sup>

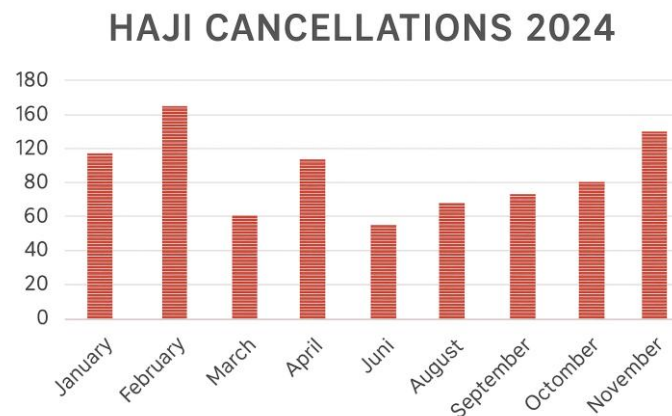
Thus, the application of environmental scanning, strategy formulation, strategy implementation, and evaluation control concepts is highly integrated in managing Hajj in Jember District. All these steps must be carried out by all stakeholders to build effective cooperation and align the organization's goals with the public's expectations as well as the actual conditions on the ground. Enhancing coordination and active involvement from stakeholders will help in formulating policies that are more responsive to the community's needs. Given the complexity of the challenges faced, a synergistic effort among various parties will significantly determine the success in addressing issues related to Hajj cancellations, enabling the organization to fulfill its mission more effectively.

### Supporting and Inhibiting Factors

The Ministry of Religious Affairs, as the authorized institution in managing Hajj and Umrah services, undoubtedly faces several challenges, one of which is the issue of release permits for cancellations. These cancellations are caused by several factors, which were summarized by the researcher during interviews with PHU (Hajj and Umrah Management) staff at the Ministry of Religious Affairs Office in Jember District. One of the key issues is the administrative procedure for cancellations, which involves numerous steps that must be completed as requirements for Hajj cancellations. Typically, prospective Hajj pilgrims are not fully aware of these procedural requirements, as there is a significant amount of data that needs to be collected. This often occurs among the general public and elderly pilgrims. Health impacts are also a common reason, with many prospective pilgrims canceling due to serious illness, with some even passing away. In the case of death, some families choose to transfer the rights to heirs, while others prefer to cancel, often due to disputes over inheritance rights. Financial issues are also a major contributing factor, as cancellations can lead to financial losses, which may harm the prospective pilgrims. Additionally, the quality control and service provision sometimes suffer due to irresponsible travel agency services.

<sup>16</sup> Tanya Sammut-Bonnici, "Strategic Management," 2015, 1–4, <https://doi.org/10.1002/9781118785317.weom060194>.

<sup>17</sup> Sergey Krylov, "Strategic Operational Analysis Based on Balanced Scorecard in Present-Day Global Economic Environment," *SHS Web of Conferences* 74 (2020): 06016, <https://doi.org/10.1051/shsconf/20207406016>.



**Figure 1.** Data on Cancellations of Hajj Pilgrims at the Ministry of Religious Affairs Jember 2024

There are supporting factors and solutions to some of the challenges faced in the management of Hajj and Umrah services at the Ministry of Religious Affairs Office in Jember. For pilgrims who cancel their Hajj registration due to economic reasons, the PHU provides solutions by educating prospective pilgrims that performing Hajj can be postponed for one, two, or even several years without issue, as long as they are truly ready. The PHU also collaborates with Islamic banks, such as BSI Bank, which offers loan assistance during the payment process. For pilgrims who cancel due to long waiting times or who prefer to perform Umrah first, the PHU provides education and outreach, especially for elderly pilgrims, informing them that they can apply for a special elderly quota. In cases of permanent illness or death, the PHU also provides education to ensure that the rights of deceased pilgrims are transferred to their heirs rather than having their registration canceled. These efforts also contribute to reducing the number of cancellations in Jember District.

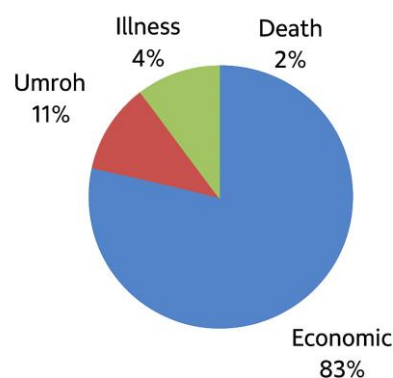
The Hajj and Umrah Management division (PHU) is a section within the Ministry of Religious Affairs responsible for organizing Hajj and Umrah services. The PHU has its own service division that handles all matters related to Hajj. Services provided by PHU include Hajj registration, Hajj cancellation, Hajj consultations, and Hajj transfers. Additionally, PHU assists in providing services to prospective pilgrims from registration to their return. Organizing Hajj and Umrah is a crucial activity that requires careful planning and execution. The government and related institutions collaborate to ensure that prospective pilgrims can perform their religious duties smoothly and safely. Proper preparation, including training for officers, managers, and health services, is essential. The organization of the Hajj pilgrimage also involves various aspects such as flight scheduling, accommodation, transportation, and food services. The government and related institutions also work with airlines, hotels, and other service providers to ensure that prospective pilgrims have a meaningful experience. The safety of prospective



pilgrims is also a key factor in the management of Hajj and Umrah, with institutions working with security forces to ensure pilgrims are protected from potential threats and dangers. This cooperation allows pilgrims to perform their duties peacefully and with focus.

Hajj cancellation is one of the services managed by the Ministry of Religious Affairs, handled by the PHU division. Hajj cancellation refers to the process by which a prospective pilgrim requests to withdraw their registration number from the waiting list and refund their initial Hajj registration payment for various reasons. When a prospective pilgrim submits a cancellation request, their registration number is automatically removed from the waiting list. Cancellations can be made for three main reasons: the death of the pilgrim, illness, or other personal reasons. The cancellation service for Hajj and Umrah registration is a vital aspect of Hajj and Umrah services, aiming to facilitate pilgrims who wish to cancel their registration for reasons such as illness, death, financial issues, or a decision to perform Umrah first. During the cancellation process, officers gather the necessary documentation and process the cancellation quickly and efficiently. A good cancellation service helps reduce the difficulties and discomforts faced by prospective pilgrims. Therefore, it is essential to have friendly, professional, and knowledgeable staff familiar with cancellation procedures, so that prospective pilgrims feel satisfied and confident in the PHU services.

### Hajj Cancellation Data for 2024



**Figure 2.** Diagram of Hajj Cancellation Factors

Hajj registration cancellations can be made for several valid reasons, such as illness, which prevents a person from performing the Hajj pilgrimage due to deteriorating or chronic health conditions, even requiring intensive care. Additionally, the death of a prospective pilgrim is also a valid reason for cancellation of Hajj registration. Choosing to perform Umrah instead of Hajj often becomes an alternative for prospective Hajj pilgrims, as Umrah is quicker both in terms of execution and the waiting time for departure compared to Hajj.

The process of canceling a Hajj registration number requires specific procedures and valid supporting documentation. For health reasons, a doctor's



letter explaining the condition of the prospective pilgrim is crucial to ensure that the information provided is accurate. This document must be issued by an authorized and highly credible doctor. In the case of a deceased pilgrim, a death certificate issued by the relevant authority is required as official proof. However, in the case of a deceased pilgrim, the registration number can be transferred to the rightful heirs according to the procedures established by law, allowing the heir to replace the deceased's registration number. This practice can help reduce the number of Hajj cancellations in several regions, including Jember District.

The prospective pilgrim or their family members need to contact the local Ministry of Religious Affairs Office or the relevant institution to obtain further information about the cancellation procedure and the possibility of using the registration number in the following year. The documents that have been submitted previously may require administrative actions that the prospective pilgrim or their family should be aware of. By understanding the applicable procedures and requirements, the prospective pilgrim or their family can carry out the cancellation process in a more organized and efficient manner. Additionally, canceling a Hajj registration number may affect the priority of registration for the following year. Therefore, prospective pilgrims or their families need to carefully consider before deciding to cancel their Hajj registration. If the cancellation is due to an emergency, the prospective pilgrim must provide strong evidence to support the cancellation reason.

The process of canceling a prospective pilgrim's registration number is carried out transparently, with good communication between the pilgrim or their family and the relevant institution, i.e., the Hajj and Umrah Management (PHU). This ensures that the cancellation process runs smoothly and avoids issues in the future. If the prospective pilgrim or their family has further questions regarding the cancellation procedures, they should contact or visit the relevant institution to obtain accurate and up-to-date information. Many cases arise where the public receives information through word of mouth, leading to misunderstandings or miscommunication regarding the cancellation information.

### Supporting Factors: Strengths

One of the main strengths lies in the availability of facilities and tools to coordinate the cancellation process. Having adequate resources enables PHU (Hajj and Umrah Management) to implement more structured and efficient procedures in handling Hajj cancellations. In a study conducted by Sambada et al.,<sup>18</sup> it was emphasized that good strategic management, including comprehensive planning, is essential to improve service quality for prospective pilgrims. This study highlights the importance of quality facilities in supporting decision-making and effective management in the Hajj environment. Furthermore, the ability to provide accurate

<sup>18</sup> Rekza A. Sambada, Mumuh Muhtarom, and Yuyun Yuningsih, "Manajemen Strategik Dalam Memberikan Pelayanan Bimbingan Manasik Terhadap Calon Jemaah Haji Tahun 2023 (Studi Kasus Kantor Urusan Agama Kecamatan Ciparay)," *Mjhu* 2, no. 2 (2024): 123–40, <https://doi.org/10.15575/mjhu.v2i2.34927>.



and reliable information is also a crucial strength. This aligns with the findings of Alqahtani et al.,<sup>19</sup> who stated that increasing the knowledge among Hajj travel agents can enhance the delivery of information to pilgrims, thereby reducing confusion they might experience during the cancellation process. By providing clear and timely information, PHU can alleviate anxiety and uncertainty among prospective Hajj pilgrims.

## Opportunities

PHU at the Ministry of Religious Affairs Office in Jember District has several opportunities for improving Hajj cancellation procedures. These include the potential to strengthen communication with prospective pilgrims through social media, official websites, and both direct and indirect meetings. There is also an opportunity to enhance and streamline the Hajj cancellation procedures to make them more efficient. This is supported by research conducted by Alasmari et al.,<sup>20</sup> which found that the use of social media can improve interaction and spread information regarding health during Hajj. Although other studies focused on health issues, efficient communication can also facilitate the updating of Hajj cancellation procedures to make them more effective.

## Restricting Factors: Weaknesses

One of the weaknesses faced by PHU at the Ministry of Religious Affairs Office in Jember District is the potential confusion experienced by prospective pilgrims when applying for a Hajj cancellation. Issues faced by pilgrims include financial difficulties, long waiting periods, and a preference for Umrah, among others. In an analysis, Ahmad et al.,<sup>21</sup> reported that many pilgrims feel uncertain when dealing with health and administrative issues during Hajj. Therefore, PHU needs to establish clearer mechanisms for handling cancellations and provide better guidance to reduce the confusion that may arise.

## Threats

The threats faced by PHU in managing Hajj cancellations at the Ministry of Religious Affairs Office in Jember District include individuals exploiting

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<sup>19</sup> Amani S. Alqahtani et al., "Exploring Australian Hajj Tour Operators' Knowledge and Practices Regarding Pilgrims' Health Risks: A Qualitative Study," *Jmir Public Health and Surveillance* 5, no. 2 (2019): e10960, <https://doi.org/10.2196/10960>.

<sup>20</sup> Abrar Alasmari et al., "Use of Face Masks and Other Personal Preventive Measures by Hajj Pilgrims and Their Impact on Health Problems During the Hajj," *Journal of Travel Medicine* 27, no. 8 (2020), <https://doi.org/10.1093/jtm/taaa155>.

<sup>21</sup> Imran Ahmad et al., "Influenza a H1N1 Characteristics on Hajj Occasion 2018 Makkah Region, KSA.," *The Professional Medical Journal* 26, no. 11 (2019): 1993–97, <https://doi.org/10.29309/tpmj/2019.26.11.3900>.



prospective pilgrims in relation to cancellations. Setiawan<sup>22</sup> explains that fraud in the Hajj business is common and requires strict supervision and clear policies to protect pilgrims. In this context, it is important for PHU to build better cooperation with the authorities and relevant institutions to prevent exploitation of vulnerable prospective pilgrims.

From a managerial perspective, there is a need for enhanced training for PHU staff to prepare them for changing conditions. This aligns with the ideas proposed by Lubis et al.,<sup>23</sup> emphasizing the importance of staff training to support the success of Hajj management strategies. Focusing on staff development will allow them to be more responsive to the needs of prospective pilgrims in stressful situations.

Overall, a thorough SWOT analysis reveals that there are strengths and opportunities that can be optimized to improve the strategic management of PHU in handling Hajj cancellations. The existing strengths should be fully utilized to minimize weaknesses, while opportunities must be effectively leveraged to address existing threats. With a systematic approach, PHU in Jember can be better prepared to face challenges related to Hajj cancellations, thereby providing better service for prospective pilgrims in the future.

## Conclusion

Strategic management in handling Hajj cancellations at the Ministry of Religious Affairs Office in Jember District involves the participation of stakeholders in the cancellation process. The strategic management carried out by PHU, in collaboration with stakeholders, aims to address Hajj cancellations by educating prospective pilgrims, both those who have just registered and those who wish to cancel their Hajj. PHU also coordinates with KBIHU (Hajj and Umrah Travel Agency Organization) to educate the public not to rush into making decisions regarding Hajj cancellations and works with KUA (Religious Affairs Office) counselors.

Strategic management at PHU is also supported by factors such as educating Hajj pilgrims and collaborating with KBIHU, KUA, and organizing direct or indirect socialization efforts. However, there are obstructing factors, including individuals from Umrah travel agencies who exploit the Hajj cancellation process to gain attention, enticing prospective pilgrims. Additionally, miscommunication between PHU and prospective pilgrims regarding Hajj-related information about cancellations can be a challenge.

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<sup>22</sup> Nanang Setiawan, "Ponzi Schemes in the Hajj and Umrah Business: Causes, Methods, Consequences and Prevention," *Journal of Financial Regulation and Compliance*, 2025, <https://doi.org/10.1108/jfrc-01-2025-0023>.

<sup>23</sup> M. R. Lubis, Nursantri Yanti, and Nurul Jannah, "Analisis Strategi Penerapan Sumber Dana Pada Produk Pembiayaan Dana Talangan Haji Di Bank Sumut Syariah KC Sibolga," *Ekombis Review Jurnal Ilmiah Ekonomi Dan Bisnis* 11, no. 2 (2023), <https://doi.org/10.37676/ekombis.v11i2.6846>.



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