



Hybrid Model of Umrah Logistics Management in the Pre-Departure and Departure Phases: Empirical Evidence at PT Ziarah Hati Nurani Tour and Travel

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Volume 9

Nomor1

Halaman

Palopo, 1 April 2026

ISSN 2622-3791

E-2716-0904

Tanggal Masuk: January1, 2026

Tanggal Revisi: Maret 20, 2026

Tanggal Diterima: Maret 29, 2026

How to Cite:

Fikri, M.Z., et al. (2026). Hybrid Model of Umrah Logistics Management in the Pre-Departure and Departure Phases: Empirical Evidence at PT Ziarah Hati Nurani Tour and Travel.

Abstract: Logistics management is a critical aspect in organizing Umrah pilgrimages. This study analyzes the implementation of pre-departure and departure logistics management at PT Ziarah Hati Nurani Tour and Travel using a qualitative case study approach. Data were collected through in-depth interviews and participatory observation of manasik activities and the departure process at Juanda Airport. The findings show that pre-departure logistics is implemented through a multi-layered document verification system and intensified coordination from D-30, while departure logistics is controlled through internal briefings, re-verification, a single Person in Charge (PIC), and layered supervision. This study finds that Umrah logistics operates across four simultaneous dimensions technical-administrative, regulatory-shariah, human-psychological, and adaptive-learning forming a unique hybrid system distinct from conventional logistics. These findings contribute to the development of a logistics management framework within Islamic management scholarship.

Keywords: Logistics Management, Pre-Departure, Departure.

Introduction

The Hajj and Umrah pilgrimage sector represents a strategic component of the global Islamic ecosystem, involving millions of Muslims annually and generating significant economic activities across the travel, hospitality, healthcare, and logistics sectors (Ramadhan Ayyasy et al., 2024; Aulia et al., 2024). The successful organization of Umrah depends not only on the quality of religious services but also on effective logistics management, which ensures the timely coordination of travel documents, transportation, accommodation, pilgrimage equipment, and communication among multiple stakeholders. Consequently, logistics management has become a critical determinant of operational efficiency, service quality, and pilgrims' overall satisfaction (Mustofa et al., 2022; Chulaivi et al., 2024).

Logistics management refers to the integrated process of planning, organizing, implementing, and controlling the flow of goods, services, and information to achieve organizational objectives effectively and efficiently (Primadi & Putri, 2025; Fadila et al., 2025). In the context of Umrah, logistics management extends beyond physical distribution to include coordination with airlines, immigration authorities, the Ministry of Religious Affairs, and service providers in Saudi Arabia. Previous studies have demonstrated that operational quality, information accuracy, coordination, technology integration, and service customization significantly improve logistics performance and customer satisfaction (Lin et al., 2023; Owaidah et al., 2023; Shakur et al., 2024). Furthermore, Indonesian Law No. 14 of 2025 places legal responsibility on Umrah Travel Organizers (PPIU) to ensure certainty of departure, health services, and comprehensive protection for pilgrims, emphasizing that effective logistics management is both an operational necessity and a legal obligation.

Despite the growing body of literature on logistics management, existing studies have primarily focused on industrial operations, healthcare, pharmaceutical supply chains, disaster management, and manufacturing, while research specifically addressing logistics management in Umrah operations remains limited. Previous studies in the Hajj and Umrah context have mainly examined service quality and pilgrim satisfaction rather than logistics management as an integrated operational system. Moreover, critical dimensions such as pilgrims' psychological readiness, the integration of regulatory and Sharia compliance, and adaptive logistics capable of responding to dynamic operational conditions have received little scholarly attention. These gaps

indicate the need for a comprehensive logistics management framework tailored to Umrah operations.

Therefore, this study investigates the implementation of pre-departure and departure logistics management at Ziarah Hati Tour and Travel, a licensed Indonesian Umrah Travel Organizer (PPIU). The study aims to examine logistics coordination, monitoring mechanisms, and operational challenges in managing pilgrims before and during departure. Theoretically, it contributes to extending logistics management literature into the context of Umrah pilgrimage management by integrating operational, regulatory, and Islamic perspectives. Practically, the findings are expected to provide a reference for developing standardized, responsive, and adaptive logistics management systems for Umrah travel agencies in Indonesia.

Literature Review

Hybrid logistics management refers to the integration of operational logistics, information systems, service quality, regulatory compliance, and human coordination into a unified framework to improve organizational performance. Modern logistics is no longer limited to the movement of goods but also encompasses the coordination of services, information, and stakeholders to achieve operational efficiency and customer satisfaction (Lin et al., 2023; Jodlbauer et al., 2023). In the context of Umrah, logistics management includes planning and coordinating travel documents, transportation, accommodation, pilgrimage equipment, and communication among airlines, government authorities, and service providers in Saudi Arabia. Therefore, effective logistics management is essential to ensure timely departures, operational reliability, and a satisfactory pilgrimage experience (Mustofa et al., 2022; Chulaivi et al., 2024).

Previous studies have confirmed that logistics service quality is significantly influenced by operational quality, information accuracy, resource availability, personal contact, and service customization (Lin et al., 2023). Similarly, transportation coordination, technology integration, and standardized operating procedures are critical factors for maintaining efficient logistics operations (Owaidah et al., 2023; Shakur et al., 2024). However, existing studies primarily focus on logistics in manufacturing, healthcare, disaster management, and general Hajj and Umrah service quality, while limited attention has been given to logistics management during the pre-departure and departure phases of Umrah. Furthermore, previous research has not integrated operational logistics with Sharia compliance, regulatory obligations, and adaptive human

coordination within a single framework. Consequently, this study proposes a Hybrid Model of Umrah Logistics Management, integrating operational logistics, digital information systems, service quality, regulatory and Sharia compliance, and adaptive coordination to provide a comprehensive model for managing Umrah pilgrims at PT Ziarah Hati Nurani Tour and Travel.

Research Methodology

This research employs a qualitative approach with a case study design. The case study was chosen not only to describe the object of research, but also to explain how the phenomenon occurs and why it occurs.(Bado, 2022). The research was conducted at Ziarah Hati Tour and Travel with a focus on the management of pre-departure and departure logistics for Umrah pilgrims. Informants in this study were selected using a purposive sampling technique, namely selection based on the consideration that informants have in-depth knowledge and direct involvement in the phenomenon being studied. The criteria for selecting informants include: (1) being actively involved in the management of pre-departure and departure logistics for Umrah pilgrims, including the registration process, manasik, managing luggage and pilgrim documents, as well as handling departures and returns; and (2) having adequate work experience in the relevant position. Based on these criteria, this study involved two main informants as described in the following table.

No.	Informant Code	Position	Reason for Selection	Experience
1	INF-01	Field Operations Staff	Directly involved in field management during manasik, managing pilgrims' luggage and documents, as well as handling departures and returns.	3 years
2	INF-02	Administrative staff	Experienced in managing registration administration, managing pilgrim documents (visas, passports), data input, and cross-sectional coordination prior to departure.	9 Years

Data were collected through in-depth interviews and participant observation to obtain a comprehensive understanding of the implementation of Umrah logistics management. In-depth interviews enabled the researchers to explore the perspectives and experiences of the informants, while participant observation provided direct insight into operational activities during the manasik program and the pilgrims' departure process. Data were analyzed using the interactive model of Miles and Huberman (1994), consisting of data reduction, data display, and conclusion drawing/verification (Nurrisa & Hermina, 2025).

To ensure the trustworthiness of the findings, this study employed source triangulation by comparing information from two informants with different organizational roles and method triangulation by validating interview data with field observations conducted during the manasik activities and departure process. Credibility was further strengthened through member checking, in which interview summaries were returned to the informants for verification, and an audit trail, which systematically documented all research activities, including field notes, interview transcripts, coding processes, and methodological decisions. In addition, prolonged engagement and negative case analysis were applied to enhance the credibility and confirmability of the findings (Candela, 2019).

Results

Interview Results

This section presents the research results obtained through two data collection methods: direct observation and in-depth interviews. Observations were conducted at two critical operational moments: the Umrah rituals on February 15, 2026, and the pilgrim departure process on February 22, 2026. Interviews were conducted with operational staff directly involved in managing the pre-departure and departure logistics of Umrah pilgrims at PT Ziarah Hati Nurani Tour and Travel.

1. Pre-Departure Logistics Management

Observations during the Umrah rituals held at the Mövenpick Hotel, Kanjuruhan Room, 6th Floor, showed that pre-departure logistics were managed through a structured system. The process began with registration and arrangement of participants by technical staff, distribution of activity equipment (stationery and ritual materials), management of the room layout with a

loudspeaker system, provision of refreshments, and documentation of the activity. The entire series took place with a clear division of roles among the owner/policy director, presenters, technical staff, MC, and reciter.

Interviews furthered the findings of these observations. Informants revealed that the pre-departure logistics process begins with the administrative phase (registration, document collection, data entry, visa and ticket processing), then moves to the technical field phase, which begins intensively from 30 days before departure. On 14 days before departure, the team conducts a thorough identification of document completeness, manasik participation, and the receipt of equipment by pilgrims. Informants emphasized that the phase leading up to departure is the most critical, as even a small error, such as a single letter in a name, can have fatal consequences during the check-in process.

Regarding document management, the informant explained that there is a multi-layered checking system: checking by the administrator, re-checking when tickets are confirmed, and a final check before departure. Passports are collected and arranged according to the flight manifest. Suitcases are tagged, their numbers are re-checked, and the number of pilgrims and baggage is ensured to match. The requirements for a 'ready to depart' declaration include three components: secure documents, equipment received by pilgrims, and pilgrims having attended the manasik (practice).

In terms of task allocation, although structurally there is a separation of roles between the administration (documents), visa team (foreign documents), finance (payments), and field operations (technical) teams, informants emphasized that in practice these boundaries are flexible. The field team actively assists in following up pilgrims who are difficult to contact or whose documents have not been received. Informants concluded that the most essential component is not merely adherence to written SOPs, but rather the team's mental readiness to face sudden situations that usually arise three or two days before departure.

2. Logistics Management Upon Departure

Observations on February 22, 2026, from 3:00 AM to 6:00 AM WIB at the Ziarah Hati office and Juanda Airport Terminal 1 showed that the departure logistics management involved 7 human resources to serve 20 pilgrims. The process began at the gathering point at the office, continued with re-registration of pilgrims and luggage, installation of name tags and ID cards, controlled distribution of passports and tickets, escort to the check-in counter, weighing of

luggage, X-ray inspection, and escorting pilgrims to the waiting room. At the check-in counter, luggage passed through an automated sorting system (conveyor belt) and was loaded into the aircraft hold in bulk or using containers.

Interview results confirmed and supplemented the observation findings. Informants explained that the team arrived 2-3 hours before the pilgrims arrived for a briefing and redistribution of tasks to avoid overlap. One person was designated as the Person in Charge (PIC) who served as a direct liaison with the airline, while another team member served as backup, preparing data and supporting documents in case of technical issues. Informants emphasized that before pilgrims entered the boarding hall, three mandatory components were ensured: complete personnel, secure documents, and checked-in baggage.

The communication system implemented combines two approaches: direct verbal communication for conditioning pilgrims on the ground, and communication via WhatsApp groups to convey technical information before pilgrims arrive at the airport. Group movement is controlled by consistently placing one staff member at the front and one at the back of the group. Informants also highlighted that the logistical dimensions of departure are not limited to physical technical aspects, but also include psychological management of pilgrims, considering that panic among pilgrims can disrupt the order of the entire group.

3. Coordination, Supervision, and Handling of Obstacles

The interdepartment coordination system is implemented through pre-departure coordination meetings that discuss the status of each pilgrim individually. Informants identified miscommunication between departments as the most common latent risk: updated data in the admin department is not always promptly synchronized with the field team. Mitigation mechanisms include the use of internal groups and rapid communication responses between departments.

Supervision is implemented through a multi-tiered checklist system that covers all stages, from document completeness to the accuracy of the number of pilgrims and baggage. Pilgrims and baggage are recounted up to three times before boarding. A single leader oversees the entire process and has decision-making authority in the event of unforeseen circumstances.

The most common obstacles include: (1) tight visa exit times; (2) sudden changes to flight schedules by airlines; and (3) overweight luggage. Handling strategies include reminding pilgrims three or two days in advance regarding baggage limits, as well as coordinating

information on schedule changes through WhatsApp groups and personal phone calls. After each departure, the team conducts an internal evaluation – initially informal, and then compiled into formal improvement materials for the next group.

Discussion

This discussion section analyzes the research findings in depth through three analytical lenses: (1) a framework of logistics management functions, (2) a cross-sector contextual comparison with previous research, and (3) a critical interpretation of the conceptual and practical implications of the logistics model applied by Ziarah Hati. This analysis aims to go beyond factual descriptions to build a more substantive scientific understanding.

1. Implementation of Logistics Management Functions: From Linear Model to Overlapping Model

The findings of this study indicate that the pre-departure and departure logistics management of Umrah pilgrims at Ziarah Hati does not occur linearly following the planning-organizing-implementing-supervision sequence, but rather overlaps and reinforces each other at each operational stage. This is a significant conceptual finding because most logistics management literature, including Tampubolon et al. (2025) in the hospital context and Rahmadhany (2025) in the disaster context, describes these logistics functions sequentially.

In the pre-departure phase, the planning function (preparing SOPs, visa timelines, and manasik schedules) runs concurrently with the organizing function (assigning roles between departments) and the oversight function (multi-layer document checking). Even in what is theoretically an "implementation" phase (manasik activities), the planning function reactivates through the identification of pilgrims who have not met the requirements. This phenomenon reflects what Sitorus et al. (2023) in the context of oil palm plantations call "logistics system interactivity," where management effectiveness is determined not by the accuracy of the sequence of functions, but by the quality of integration between them.

Furthermore, informants emphasized that preparedness for sudden situations three or two days before departure is a critical competency not included in written SOPs. This statement conceptually aligns with Kusrini et al.'s (2024) finding that "increased understanding of current developments and various approaches can create effective and efficient logistics solutions," but also expands on it: in the context of Umrah, logistics competency requires not only technical

mastery but also adaptive skills in dealing with human dynamics that cannot be fully anticipated by formal systems.

These findings have important conceptual implications: logistics management models developed for industrial or healthcare contexts need to be substantially modified when applied to the organization of the Umrah pilgrimage, which places humans with all their behavioral and conditional variability as both subjects and objects of logistics.

2. Document Logistics as a Double Compliance Layer: Administrative and Sharia

One of the most distinctive findings of this study is that document logistics in organizing Umrah operates at two qualitatively distinct, yet operationally inseparable, levels of compliance. The first level is administrative-regulatory compliance, which encompasses the accuracy of names on passports, conformity of data to flight manifests, and compliance with Saudi Arabian visa requirements. The second level is sharia compliance, which encompasses requirements for mahrams (a person with a mahram), health status, and participation in rituals (manasik) as prerequisites for pilgrimage readiness.

The multi-layer checking system implemented by Ziarah Hati includes checking by the admin, ticket confirmation, and final checking before departure, technically parallel to the findings of Kurniajati & Pakpahan (2025) in pharmaceutical logistics which identified the importance of standardizing procurement and storage processes. However, contextually there are fundamental differences: in pharmaceutical logistics, procedural errors can be corrected through a return or replacement mechanism, whereas in Umrah logistics, document errors on the day of departure are irrevocable, pilgrims cannot depart, and worship that has been prepared for months is delayed or canceled.

This irrevocability dimension is what makes risk management in Umrah logistics a critical issue that surpasses previously studied sectors. These findings reinforce the urgency of research specifically addressing the logistics of performing the pilgrimage as a distinct analytical domain, not simply as a technical application of general logistics principles.

3. Departure Logistics Management: Between Technical Coordination and Psychological Management

Findings from the departure phase reveal a logistics dimension rarely explored in conventional literature: psychological management as an integral component of operational logistics. Informants explicitly stated that maintaining the peace of mind of pilgrims is part of

logistics management itself, not simply an additional service aspect. This statement has profound conceptual implications: in the context of organizing worship, the psychological state of the logistics subjects (pilgrims) directly influences the effectiveness of physical logistics management.

This correlates with the findings of Lin et al. (2023) in their study on logistics service quality, which confirmed that the personal contact quality dimension, namely the staff's ability to interact and respond to customer needs, has a significant positive influence on logistics service user satisfaction. In the context of the Heart Pilgrimage, the quality of personal contact is realized through active assistance from two staff (front and back of the group), the use of direct verbal communication which is preferred by pilgrims over digital communication, and continuous reminders regarding documents until the pilgrims enter the international area.

This finding also responds to the gap in the research of Tampubolon et al. (2025) and Rahmadhany (2025) which focuses more on the systemic and infrastructure aspects of logistics, by showing that in people-centric logistics services, human variables (behavior, psychology, and the capacity of the congregation to respond) are determinants of effectiveness that are equal to and can even surpass the quality of physical systems and formal procedures.

4. Inter-Departmental Coordination and the Formality-Flexibility Paradox

The findings regarding the interdepartmental coordination system reveal an analytically significant paradox: Ziarah Hati has a clear formal task division structure (admin, visa team, finance, field operations), but operational effectiveness depends on the team's ability to transcend these formal boundaries. Informants explicitly stated that in field practice, job divisions cannot be too rigid, and cross-role teamwork is an operational necessity.

This paradox, which can be called the formality-flexibility paradox, was also found by Rahmadhany (2025) in the context of disaster logistics at the Aceh Besar Regional Disaster Management Agency (BPBD), where the formal structure of government bureaucracy often had to be accommodated with informal coordination across units to respond to emergency situations. However, there is a fundamental difference: in the disaster context, flexibility is triggered by unpredictable emergency conditions, while in the context of the Ziarah Hati Umrah, this flexibility is part of a deliberate operational design – a form of adaptive formality that allows the team to adapt to the variability of pilgrim behavior without sacrificing procedural integrity.

Furthermore, the inter-departmental miscommunication identified by informants as a latent risk, where updated data in the admin is not always synchronized to the field team in a

timely manner, is a finding consistent with Tampubolon et al.'s (2025) identification that limited information coordination is a systemic barrier in logistics management, even in structurally well-organized organizations. This indicates that the problem of cross-unit information synchronization is universal, but its consequences vary depending on the context: in Umrah logistics, delays in synchronization can have a direct impact on the eligibility of pilgrims to depart.

5. Multi-layered Monitoring System and Accountability Culture

The checklist-based monitoring system implemented by Ziarah Hati, with recounting of pilgrims and luggage up to three times before boarding, reflects what can be conceptualized as a layered accountability culture. This practice was explicitly acknowledged by informants as a mechanism that 'may seem excessive, but it is better than leaving someone behind.' This statement contains a deep risk management rationale: a high level of monitoring redundancy is considered a preventative investment, not a waste of resources.

This approach aligns conceptually with the findings of Sitorus et al. (2023), who asserted that the effectiveness of logistics management is largely determined by the accuracy of inventory management and the readiness of supporting infrastructure. In the context of the Pilgrimage of the Heart, inventory is not only physical goods (luggage, documents, equipment), but also the presence of the pilgrims themselves, whose completeness must be ensured repeatedly. This suggests that the concept of inventory in Umrah logistics needs to be expanded to encompass human resources, which are irreplaceable and non-substitutable.

The appointment of a single leader with sole decision-making authority in unforeseen situations also serves as a significant oversight mechanism. This single-decision-authority system serves to avoid coordination delays in critical situations—a lesson relevant to other travel agencies that may employ collective decision-making during critical moments in the field.

6. Post-Departure Evaluation as an Organizational Learning Mechanism

The findings of the post-departure evaluation reveal a crucial dimension often overlooked in operational logistics studies: the organizational learning system embedded within the logistics management cycle. The evaluation conducted by Ziarah Hati, which began with informal discussions immediately after departure and was then compiled into formal improvement materials for the next batch, is a form of double-loop learning, where the organization not only corrects technical errors (single-loop), but also evaluates and updates the underlying procedures.

This practice conceptually complements the findings of Kusrini et al. (2024), which emphasize the importance of experience-based logistics management training. While Kusrini et al. view logistics learning as a process that occurs through structured training interventions from outside the organization, the findings of the Heart Trip demonstrate that logistics learning can also originate from within the organization itself through systematic reflection on repeated operational experiences.

Moreover, the informant stated that logistics is an iterative process, and without evaluation, mistakes will be repeated. This statement implicitly positions evaluation not as an optional activity, but as an integral component of the logistics management cycle—a view that has direct relevance for the development of quality management systems in Umrah travel agencies more broadly.

7. Synthesis: Umrah Logistics Model as a Hybrid System

Integrating all the above findings, this study proposes that the logistics management of Umrah implementation can be conceptualized as a hybrid system that combines four dimensions simultaneously: (1) technical-administrative dimension (document management, baggage, and airline coordination); (2) regulatory-sharia dimension (compliance with the regulations of the Indonesian Ministry of Religious Affairs and worship requirements); (3) human-psychological dimension (management of the conditions and behavior of pilgrims); and (4) learning-adaptive dimension (evaluation and improvement based on the experiences of previous groups).

None of the previous studies reviewed in this study—Tampubolon et al. (2025), Kusrini et al. (2024), Kurniajati & Pakpahan (2025), Rahmadhany (2025), or Sitorus et al. (2023)—analyze a logistics system that operates simultaneously across all four dimensions. This confirms that Umrah logistics management is not simply a contextual variation of general logistics, but rather a logistics system with unique characteristics that require its own analytical framework. Developing such a framework constitutes a relevant and urgent research agenda for the development of da'wah management science in Indonesia.

Research Implications

This study contributes theoretically by expanding the application of logistics management theory to the context of Umrah pilgrimage operations. The proposed Hybrid Model of Umrah Logistics Management demonstrates that effective Umrah logistics extends beyond the

coordination of goods and transportation to include digital information management, service quality, regulatory compliance, Sharia compliance, and adaptive human coordination. By integrating these dimensions, the study enriches the literature on logistics management and Islamic service management while providing a conceptual framework that reflects the operational complexity of the pre-departure and departure phases of Umrah.

From a practical perspective, the findings offer valuable guidance for Umrah Travel Organizers (PPIU), particularly PT Ziarah Hati Nurani Tour and Travel, in strengthening logistics management through standardized operating procedures, digital monitoring systems, effective stakeholder coordination, and adaptive decision-making. The study also provides policy implications by recommending that regulatory authorities develop more comprehensive logistics management standards that integrate operational efficiency, risk management, regulatory compliance, and Sharia principles. Such improvements are expected to enhance service quality, ensure greater operational reliability, and improve pilgrims' overall experience throughout the Umrah journey.

Conclusion

This study concludes that the pre-departure and departure logistics management of Umrah pilgrims at PT Ziarah Hati Nurani Tour and Travel is implemented through an integrated system comprising multi-layered document verification, cross-departmental coordination, centralized operational control, and adaptive post-operational evaluation. The findings identify document readiness, equipment readiness, and participation in manasik as three indispensable components that ensure operational effectiveness before departure. Furthermore, this study demonstrates that Umrah logistics management functions as a hybrid system integrating four interrelated dimensions: technical-administrative, regulatory-Sharia, human-psychological, and adaptive-learning. Unlike logistics systems in industrial, healthcare, or disaster management sectors, Umrah logistics is characterized by its irreversible operational nature, where errors during departure cannot be corrected without affecting the validity of the pilgrimage. Therefore, this study extends the theoretical framework of logistics management into the context of Umrah operations and Islamic management by proposing a comprehensive hybrid logistics model that serves as a foundation for future research and the development of operational standards for Umrah pilgrimage management.

Limitations of the Study

This study is subject to several limitations. It was conducted as a single case study at PT Ziarah Hati Nurani Tour and Travel, limiting the generalizability of the findings to other Umrah Travel Organizers (PPIU) with different organizational contexts and operational practices. In addition, the study focused exclusively on the pre-departure and departure phases of Umrah logistics management, without examining logistics activities during pilgrims' stay in Saudi Arabia or the post-return stage. Furthermore, the findings were derived primarily from qualitative data obtained through interviews, observations, and document analysis. Although trustworthiness was strengthened through triangulation, member checking, and an audit trail, future studies employing multiple case studies and mixed-method approaches are recommended to validate and refine the proposed Hybrid Model of Umrah Logistics Management across broader operational settings.

Recommendations for Future Research

Future research is encouraged to validate and extend the proposed Hybrid Model of Umrah Logistics Management by employing multiple-case studies involving different Umrah Travel Organizers (PPIU) to improve the model's generalizability across diverse organizational contexts. Researchers are also encouraged to adopt mixed-method or quantitative approaches to examine the relationships between logistics management practices, operational performance, service quality, and pilgrims' satisfaction. Furthermore, future studies should expand the scope beyond the pre-departure and departure phases to include logistics management during pilgrims' stay in Saudi Arabia and the post-return evaluation process. Additional research may also explore the integration of digital technologies, such as real-time logistics tracking, artificial intelligence, and data analytics, as well as the role of Islamic management principles and Sharia compliance in enhancing the effectiveness, resilience, and sustainability of Umrah logistics management systems.

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