

EMPLOYEE PERFORMANCE IN CUSTOMER SERVICE AMID LIMITED HUMAN RESOURCES: A STUDY AT PT QIBLATAIN SAFARINA BAKTI

Jenatul Firdausi¹, Riska Handayani²

Institut Badri Mashduqi Probolinggo

Email: Jenatulusi41@gmail.com, rieskhandyni@gmail.com

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Abstract :

This study examines employee performance analysis in providing services to prospective Umrah pilgrims at PT. Qiblatain Safarina Bakti under conditions of limited human resources. The background of the study is based on the significant increase in demand for Umrah services that requires travel agencies to continue to provide quality services, despite facing limitations in the number of available workers and competencies. This study uses a qualitative approach with data collection methods through interviews, observations, and literature studies from relevant references. The results show that limited human resources have an impact on workload imbalances and dual task practices that often cause stress for employees. Nevertheless, the company strives to maintain service quality through collaboration strategies, regular evaluations, competency improvement, and intensive communication with pilgrims. Further analysis reveals that motivation, skills, and the work environment are the main factors determining service quality. This study confirms that the constraint of limited human resources is not always an absolute obstacle. With adaptive management, these challenges can be minimized so that services remain consistent and professional. The implication of this research is the need for a strategy to strengthen human resource capacity, both through increasing the number of workers and improving skills, so that Umrah travel agencies are able to respond to the ever-growing demands of society.

Keyword : Employee Performance, Umrah Pilgrim Services, Human Resources

Abstrak:

Penelitian ini menelaah analisis kinerja karyawan dalam memberikan pelayanan kepada calon jamaah umrah pada PT. Qiblatain Safarina Bakti dengan kondisi keterbatasan sumber daya insani. Latar belakang penelitian didasari oleh peningkatan signifikan permintaan layanan umrah yang menuntut biro perjalanan tetap memberikan pelayanan berkualitas, meskipun menghadapi keterbatasan jumlah tenaga kerja maupun kompetensi yang tersedia. Penelitian ini menggunakan pendekatan kualitatif dengan metode pengumpulan data melalui wawancara, observasi, serta studi pustaka dari referensi yang relevan. Hasil penelitian menunjukkan bahwa keterbatasan sumber daya insani berdampak pada ketidakseimbangan beban kerja serta praktik rangkap tugas yang tidak jarang menimbulkan tekanan bagi karyawan. Meski demikian, perusahaan berusaha menjaga mutu pelayanan melalui strategi kolaborasi, evaluasi berkala, peningkatan kompetensi, dan komunikasi yang intensif dengan jamaah. Analisis lebih lanjut mengungkapkan bahwa motivasi, keterampilan, dan lingkungan kerja menjadi faktor utama yang menentukan kualitas pelayanan. Penelitian ini menegaskan bahwa kendala keterbatasan sumber daya insani tidak selalu menjadi hambatan mutlak. Dengan manajemen yang adaptif, tantangan tersebut dapat diminimalisasi sehingga pelayanan tetap konsisten dan profesional. Implikasi dari penelitian ini adalah perlunya strategi penguat kapasitas sumber daya manusia, baik melalui penambahan jumlah tenaga kerja maupun peningkatan keterampilan, agar biro perjalanan umrah mampu menjawab tuntutan masyarakat yang terus berkembang.

Kata Kunci: Kinerja Karyawan, Pelayanan Jamaah Umrah, Sumber Daya Insani

INTRODUCTION

The Umrah pilgrimage is a religious practice that is highly sought after by Muslims, particularly among Indonesians. This high level of enthusiasm has significantly driven the growth of the Umrah travel industry. Travel agencies are required to provide optimal

service so that pilgrims feel safe, comfortable, and receive comprehensive guidance. Employees play a crucial role from the registration stage through the pilgrims' return to their home country. Service quality is the primary indicator of public trust in the organization of Umrah trips (Zulkifli et al., 2022).

Within Umrah organizing agencies, employees serve as the frontline staff who interact directly with pilgrims. They carry out various tasks ranging from administrative duties, consulting on Umrah packages, explaining facilities, to assisting with religious rituals. Pilgrims' trust is largely determined by the quality of interactions established by employees. In addition to technical skills, employees are also expected to demonstrate empathy, patience, and effective communication. Professional service enhances pilgrims' satisfaction and loyalty toward the company (Fikriah & Hartono, 2023).

However, many Umrah travel agencies still face challenges due to limited human resources. The limited number of employees leads to employees taking on multiple roles, resulting in an unbalanced workload. This situation impacts the effectiveness of the services provided to pilgrims. Additionally, not all employees receive adequate training and experience in dealing with a diverse group of pilgrims. These limitations become even more severe as the number of pilgrims continues to rise year after year (Hasani et al., 2023).

Given these conditions, this study identifies several key service areas. First, how employees perform in serving prospective Umrah pilgrims amid human resource constraints. Second, what factors act as barriers to task performance, whether in terms of staff numbers, skills, or work systems. Third, how do HR limitations affect service quality and pilgrim satisfaction (Chaerunnisa et al., 2022)? These questions form the basis of the study titled "analysis of employee performance in serving prospective umrah pilgrims amid human resource constraints at pt. Qiblatain safarina bakti."

RESEARCH METHOD

This study employs a qualitative approach because its primary focus is to gain an in-depth understanding of employee performance in serving prospective Umrah pilgrims at PT. Qiblatain Safarina Bakti. The primary data was obtained through an in-depth interview with Ms. Jamila, who is the only active employee at the company. In terms of organizational structure, she is listed in the finance department; however, due to limited human resources, she also handles all other administrative tasks, ranging from ticket management and the registration process to the preparation of financial reports. In addition to the interview, the researcher also conducted simple observations and supplemented the data with journals, articles, and literature reviews from relevant references. All the collected data was then analyzed to obtain a clear picture of the conditions at the company.

FINDINGS AND DISCUSSION

According to interviews with company employees, PT. Qiblatain Safarina Bakti was officially established on April 24, 2024. The company was founded out of a determination to establish a travel agency capable of providing professional, trustworthy, and competitive services in the tour and travel sector, particularly for Hajj and Umrah. From the very beginning, the company has emphasized the importance of building trust with pilgrims

through transparent, friendly services that adhere to Islamic principles. In its early operational phase, the company operated with a limited network. However, over time and thanks to the support of experienced staff in their respective fields, Qiblatain Safarina Bakti has experienced significant growth. The range of services offered has also expanded to include flight ticket bookings, hotel reservations, travel document processing, and travel insurance. The company's journey has certainly not been without challenges, particularly in maintaining service quality amid an increasingly competitive travel industry. Nevertheless, the commitment to always prioritize pilgrims' satisfaction has served as a crucial foundation that has enabled PT. Qiblatain Safarina Bakti to survive, grow, and compete both nationally and globally.

Based on the results of interviews conducted at PT. Qiblatain Safarina Bakti, the state of human resources (HR) at the company indicates a well-organized structure aligned with job functions, although the number of employees remains limited. Duties have been assigned in such a way that every service function can operate smoothly, ranging from the administrative staff who handle pilgrims' documentation, the registration and payment staff who manage financial administrative aspects, the tour leaders who accompany pilgrims during the trip, to the marketing division that acts as a liaison in the registration process. This division reflects the company's efforts to optimize its human resources so that service processes remain effective and sustainable. However, the limited number of employees leads to job overlap, where a single person must perform more than one role. This situation creates an imbalance in workload that has the potential to lower service quality and increase the risk of errors. From a human resource management perspective, this phenomenon can trigger work-related stress and reduce productivity if not addressed with appropriate management strategies, such as cross-functional training, employee capacity building, and hiring additional staff as needed. Therefore, even though the organizational structure is already functioning quite effectively, the company still needs to conduct ongoing evaluations and improvements in SDI management so that the quality of service provided to Umrah pilgrims can be optimally maintained, even amid staff shortages.

The services provided by PT Qiblatain Safarina Bakti to prospective Umrah pilgrims demonstrate an integrated service approach that covers the entire religious journey. The initial stage begins with the registration process, which includes recording personal information and verifying the completeness of departure documents—such as passports and visas—ensuring pilgrims have assurance regarding the legality of their travel. The payment process is also systematically managed by administrative staff to ensure compliance with company regulations while maintaining transparency for the pilgrims. Furthermore, the company provides guidance on the rituals of Umrah aimed at enhancing pilgrims' understanding of the proper procedures for performing Umrah in accordance with Islamic law, so that they are better prepared both mentally and spiritually. At the time of departure, the tour leader plays a crucial role in providing direct assistance, both regarding the technical aspects of the trip and the pilgrims' needs on-site, thereby fostering a sense of safety and comfort. The marketing division supports these services by providing clear and accurate information regarding procedures, costs, and facilities, while also serving as an active liaison between the company and prospective pilgrims. The services provided are focused on the pilgrims' comfort, and the company is committed to ensuring that all their religious travel needs are met in accordance with applicable standards. This

demonstrates that the company does not focus solely on administrative, spiritual, and support aspects, thereby enabling it to help ensure pilgrims' satisfaction during their Umrah pilgrimage (Safrina et al., 2023).

Limited human resources at PT. Qiblatain Safarina Bakti are a major factor affecting the effectiveness of services provided to prospective Umrah pilgrims. The limited number of employees results in an uneven distribution of workloads, so that a single employee often has to perform multiple functions simultaneously, such as handling administrative documents while assisting pilgrims. This situation creates an imbalance in the workload that has the potential to slow down task completion and reduce the quality of service provided to pilgrims. From an operational management perspective, this situation also increases the risk of technical errors—both in document processing and during direct assistance—which can ultimately affect pilgrim satisfaction. The challenge becomes even more complex when the number of pilgrims increases during certain periods, as employees struggle to maintain consistent communication and coordination. This results in suboptimal information dissemination and a decline in the quality of interactions between the company and the pilgrims. Theoretically, workforce limitations can lead to consequences such as work overload and reduced service effectiveness if not addressed with appropriate managerial strategies. Therefore, companies need to implement corrective measures, such as increasing their workforce, optimizing technology-based work systems, and enhancing employee competencies through training programs. Thus, although limitations in human resources pose a real obstacle, adaptive management strategies can help companies maintain a high standard of professional service that is focused on pilgrim satisfaction.

The strategies and efforts of PT. Qiblatain Safarina Bakti's employees to maintain service quality reflect a commitment to teamwork and professionalism, even in the face of limited human resources. One of the measures taken is cross-departmental collaboration, whereby employees who have completed their tasks assist colleagues in other departments. This collaborative approach not only speeds up the completion of work but also creates synergy that supports the company's smooth operations. Additionally, the company regularly conducts monthly evaluations to assess the effectiveness of its service system and identify areas requiring improvement. These evaluations serve as a vital tool for achieving continuous improvement, ensuring that service quality is consistently maintained. Other efforts are also made through training focused on mastering technical skills and developing soft skills, so that employees are more competent and empathetic in serving the congregation. Furthermore, a commitment to consistent communication with pilgrims is a key strategy in maintaining harmonious relationships, preventing misunderstandings, and increasing pilgrims' trust in the company. This demonstrates that even with a limited workforce, the implementation of strategies based on collaboration, evaluation, and training, Effective communication can minimize obstacles and ensure that optimal service standards are met. Thus, PT Qiblatain Safarina Bakti is able to maintain the quality of its services for Umrah pilgrims in a professional manner despite existing limitations (Abdussamad, 2019).

An analysis of employee performance at PT Qiblatain Safarina Bakti based on performance theory shows that service quality is influenced by a combination of motivational factors, competence, and the work environment. Motivation is reflected in

employees' enthusiasm for providing the best service despite facing limitations in human resources. This aligns with work motivation theory, which emphasizes that intrinsic drives—such as a sense of responsibility and commitment to tasks—can enhance performance even in the face of external obstacles. Employee competence also plays a crucial role, as evidenced by the assignment of tasks based on areas of expertise. For example, administrative staff are responsible for document management, while tour leaders bear primary responsibility for accompanying pilgrims in the field. This division of roles demonstrates a alignment between individual capabilities and job responsibilities, thereby making performance more measurable and effective. Meanwhile, a conducive work environment is fostered through teamwork, a culture of mutual support, and routine monthly evaluations that enable continuous improvement of the service system. Based on this theory, it can be concluded that although the number of human resources is limited, PT Qiblatain Safarina Bakti remains capable of maintaining a service quality that pilgrims rate as quite good. However, ongoing evaluation is necessary to minimize potential problems and continuously improve service standards. (Damayanti & Meri Dwi Anggraeni, 2024).

CONCLUSION

Based on the results of a study on the Analysis of Employee Performance in Serving Prospective Umrah Pilgrims Amid Limited Human Resources at PT. Qiblatain Safarina Bakti, it can be concluded that employee performance plays a very significant role in determining the quality of service provided to pilgrims. As the frontline of service, employees are expected to perform their duties professionally, with empathy, and with strong communication skills. However, limited human resources remain the primary challenge faced by the company, particularly because the limited number of employees leads to job overlap, an unbalanced workload, and the risk of a decline in service quality. Nevertheless, the company has demonstrated positive efforts through strategies such as collaboration among employees, periodic evaluations, and training aimed at improving competencies. This shows that motivation, competence, and the work environment continue to play a vital role in maintaining service consistency. Thus, while human resource limitations are indeed a real challenge, they can be minimized through proper management to ensure that the quality of service provided to pilgrims remains maintained.

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