

## Analysis of Operational Planning in Increasing the Number of Umrah Pilgrims at PT Asyesa Hasanah Tour & Travel Padang City

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### Article Information:

**Keywords:**

Operational Planning  
Interests,  
Inhibiting Factors

**Article History:**

Received : January 22, 2022  
Revised : February 10, 2023  
Accepted : March 28, 2023

**Cite This Article:**

Kalsum, M., & Nurani, K. (2023).  
Analysis of Operational Planning in  
Increasing the Number of Umrah  
Pilgrims at PT Asyesa Hasanah Tour  
& Travel Padang City. Indikator:  
Jurnal Ilmiah Manajemen dan Bisnis,  
7(3), 33 - 42.  
doi:<http://dx.doi.org/10.22441/indikator.v7i3.19829>

*This study aims to determine the operational planning of PT Asyesa Hasanah Tour & Travel SUMBAR Padang City and to find out what are the inhibiting factors for the operational planning of PT Asyesa Hasanah Tour & Travel SUMBAR Padang City in increasing the interest of Umrah pilgrims after the Covid-19 pandemic. This research is a descriptive qualitative research by choosing. The background of this research is the decrease in the number of Umrah pilgrims departing with PT Asyesa Hasanah Tour & Travel SUMBAR Padang City both before and after the co-19 pandemic. From the results of data analysis, this study showed quite good results by analyzing the planning management carried out by PT Asyesa Hasanah Tour & Travel SUMBAR, Padang City before and after the Covid-19 pandemic and knowing the inhibiting factors in carrying out its planning management. There are changes in marketing strategies, products and services offered to attract Umrah pilgrims.*

### INTRODUCTION

The dynamics of organizing the Hajj and Umrah pilgrimages has always been a hot topic of discussion among the public. This is due to public demands in the era of reform and openness, as well as the fact that hajj and umrah are not only an annual routine that is obligatory for Muslims in perfecting the fifth pillar of Islam, but more than that. Religious travel (both tourism and worship) is now a very potential business, especially in Indonesia. Therefore, along with the development of the times and the demand for Hajj and Umrah departures for the Indonesian people is always increasing, this is an opportunity for those who can see perspectives going forward. The Hajj and Umrah travel agency is a promising business, the prospects for its work are long-term because Muslims will continue to carry out Hajj and Umrah as long as Islam exists. Running a haj and umrah travel business not only benefits the world but can also become a charity because it helps and makes it easier for prospective haj and umrah pilgrims. Business is not new in Islam, but business has existed since the time of the Prophet Muhammad. From the age of 12 the Prophet had a penchant for doing business. He once traveled to Syria with his uncle, Abu Talib. He also visited markets and trade festivals, such as the Ukaz, Majinna, Dzul Majaz markets and other places. The title of al-amiin that the Prophet bears adds to the trust of business people and builds networks.

However, Hajj and Umrah activities stopped for 2 years from 2020 to 2021 due to the co-19 pandemic. In 2020, 33 thousand Umrah pilgrims have failed to go for Umrah since last February. This was caused by the covid19 virus pandemic, the government of Saudi Arabia closed the entrance to the country starting February 27, 2020. And at the beginning of 2022 the Umrah activities had begun and the pilgrimage departure was in July 2022. Because it had not

been operating for about two years, many haj and umrah travel bureaus that closed their offices. And when Hajj and Umrah have reopened, not a few Hajj and Umrah travel agents are operating again. However, this is a challenge in itself to attract Umrah pilgrims after the pandemic. Due to the increase in post-covid-19 umrah tickets, plus the Indonesian people's economy is also less stable. Based on data from the Central Statistics Agency (BPS), Indonesia experienced a contraction in economic growth in 2020 of -2.07 percent.

Planning is a process that defines the goals of the organization, creates strategies that will be used to achieve organizational goals and develops plans for organizational work activities. Therefore planning management is needed in an organization or company as a reference for the future. To increase the interest of the congregation, the travel agency can make a good planning strategy regarding what things can increase interest. Planning is considered very important because planning is the basis of management, because without planning means there is no goal to be achieved. Planning is important because with planning, the goals to be achieved will be more directed. The importance of planning in Umrah management is the creation of quality, accountable, and in accordance with the wishes of the owner of the company and the congregation. Because of the many competitors in Hajj and Umrah travel agencies, and the effects of the pandemic affecting the people's economy

PT. Asyesa Hasanah Tour & Travel SUMBAR is a special Hajj and Umrah travel agency located at Jln. Raya Andalas No 18 B East Padang, Padang City. As a business engaged in Hajj and Umrah services which has tough competition with other travel agencies, PT. Asyesa Hasanah Tour & Travel SUMBAR is required to have an effective and efficient planning policy. Based on the researchers' initial observations on July 26, 2022, the researchers found several problems at PT. Asyesa Hasanah Tour & Travel SUMBAR namely PT. Asyesa Hasanah Tour & Travel SUMBAR had stopped operating for two years from February 2020 to March 2022 due to the Covid-19 pandemic. In March 2022 PT. Asyesa Tour & Travel SUMBAR has dispatched Umrah pilgrims, but there are still a few departing pilgrims, this is due to the ineffectiveness and inefficiency of the planning carried out by PT. Asyesa Tour & Travel SUMBAR in marketing, while the target set per month is 25 pilgrims compared to the previously set target of 1000 pilgrims per year, but this target has not been fully met,

Previously the planning management carried out by PT. Asyesa Hasanah Tour & Travel SUMBAR is focused on improving marketing strategies, not only by distributing brochures to prospective congregations, but also by opening branches in several areas such as Tanah Datar Regency, Agam Regency, Pariaman Regency and West Pasaman Regency. However, the planning that has been carried out has not been fully implemented effectively, as can be seen from several branches that have closed until now and the number of congregations which continues to decline from year to year. This can be seen in the table below.

**Tabl 1.1 Jemaah Umrah PT. Asyesa Hasanah Tour & Travel SUMBAR Kota Padang**

No	Tahun	Jumlah	Persentase
1	2018	250	46,64%
2	2019	176	(32,83%)
3	2022	110	(20,53%)
4	Jumlah	536	100%

*Sumber: PT Asyesa Hasanah Tour & Travel SUMBAR Kota Padang*

From the table above it can be concluded that the number of Umrah pilgrims from PT Asyesa Hasanah Tour & Travel SUMBAR in Padang City has decreased every year. Therefore, planning management is needed for a company to realize the targets that have been previously set. Planning management in a company has an important role as a basis for determining strategies to achieve the target of the company itself

## **LITERATURE REVIEW**

### **1. Planning Management**

Management comes from English management with the verb to manage, generally interpreted as managing. Management is the science and art of managing the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal. The management process includes planning, organizing, directing, and controlling activities. The word process is added to mean activities carried out in a systematic way and those activities by managers at all levels. According to George R. Terry management functions include:

- a. Planning (planning), Planning is a process of activities related to efforts to formulate a program which includes everything that will be implemented, setting goals, policies, directions to be taken, procedures and methods to be followed in efforts to achieve goals.
- b. Organizing (organizing), the function of organizing which in English is organizing comes from the word organize which means the process of connecting the people involved in a particular organization and integrating their duties and functions within the organization.
- c. Directing (Actuating) is an activity that moves and strives for workers to carry out their duties and obligations. This function can only be implemented after plans, organizations, and employees are in place. If this function is implemented then the management process in realizing the goals begins.
- d. Control (controlling). Namely researching and supervising so that all tasks are carried out properly and in accordance with existing regulations or in accordance with individual job descriptions.

Planning Function:

- a. Deciding on business goals and targets, with planning the objectives become clear and directed so that all components within the company know well the goals to be achieved.
- b. Formulating a policy in achieving company goals, planning provides views on what actions must be taken to achieve goals.
- c. Utilizing and determining the desired resources, with the planning the company can determine and use existing resources properly and in accordance with the needs of the company.
- d. Determining benchmarks for progress and success in achieving business objectives, with the planning of the supervisory function carried out by the manager it will be easier to see whether the plan has been going well and the goals set have been achieved.

### **2. Interests**

Understanding interest according to language (Etymology), is the effort and willingness to learn (learning) and looking for something. In (Terminology), interest is desire, liking and willingness to something. According to Hilgar, interest is a constant process of paying attention and focusing on something he is interested in with feelings of pleasure and satisfaction. Community interest is a desire that grows within the community for something that is liked or

needed. In interest there is an element of encouragement in the community which is an attraction to carry out activities in accordance with its goals. In every person, interests play a very important role in his life. Interests have a great impact on the behavior and attitude of the person. Even in learning, interest can be a strong source of motivation in encouraging someone to learn.

The interest factor has a very important role, the individual's interest in an object, job, person, object, and issues related to him arise because there are factors that influence it on the object being observed. In developmental psychology books, an approach throughout the life span is explained as follows: "Because the emergence of interest depends on sex/gender, intelligence, the environment in which one lives, opportunities to develop interests, the interests of peers status in social groups, innate abilities, family interests, and many other factors.

According to Assael, there are two factors that influence consumer buying interest, namely:

- a. Environment, the surrounding environment can influence consumer buying interest in selecting a particular product.
- b. Stimulus marketing, marketing seeks to stimulate consumers so as to attract consumer buying interest.

Meanwhile, according to Abdurachman there are several factors that influence buying interest, namely as follows:

- a. The quality factor is a product attribute that is considered in terms of its physical benefits
- b. Brand factor is an attribute that provides non-material benefits, namely emotional satisfaction
- c. Packaging factor, the product attribute is in the form of a wrapper rather than the main product
- d. The price factor, the real and material sacrifice given by consumers to obtain or own a product
- e. Availability factor, is the extent to which consumer attitudes towards the availability of existing products
- f. Reference factors are external influences that also provide stimulation for consumers in choosing products, so they can also be used as promotional media.

### 3. Umrah

As for Umrah according to the language means 'pilgrimage'. Meanwhile, according to the term syar`i according to Imam Ibn Hajar Al-Haitami in the book Tuhfatul Muhta Fii Syarhi Al-Minhaj, umrah is deliberately going to the Ka`bah to carry out rituals of worship (thawaf and sa`i.). One of the verses that strengthens the obligatory Umrah law is, in surah Al-Baqoroh verse 196

وَأَتِمُّوا الْحَجَّ وَالْعُمْرَةَ

"Perfect Hajj and Umrah for Allah alone" (QS. Al Baqarah: 196).

### 4. Basic Concepts of Planning in Management

The planning function is one of the management functions, as a result of thinking that leads to the future, which involves a series of actions based on a deep understanding of all the factors involved and directed at specific targets. Planning is the determination of a series of actions based on the selection of various existing alternatives, in this case formulated in the form of decisions that will be carried out for the future in an effort to achieve the desired goals.

Planning Function:

- a. Deciding on business goals and targets, with planning the objectives become clear and directed so that all components within the company know well the goals to be achieved.
- b. Formulating a policy in achieving company goals, planning provides views on what actions must be taken to achieve goals.

- c. Utilizing and determining the desired resources, with the planning the company can determine and use existing resources properly and in accordance with the needs of the company.
- d. Determining benchmarks for progress and success in achieving business objectives, with the planning of the supervisory function carried out by the manager it will be easier to see whether the plan has been going well and the goals set have been achieved.

To determine the success of planning management, indicators are needed as measuring tools.

The indicators that are very decisive for planning management activities are:

- a. Effectiveness: This is an effort to do all the work correctly (doing the right job), by using all the potential resources that are owned and in accordance with operational objectives.
- b. Efficiency: This is an effort to do all the work optimally (doing the job right) and as well as possible with the lowest total cost and resulting in a zero defect rate.
- c. Integrated Use of Resources: Because potential resources are increasingly expensive and their availability is very limited, the use of these resources must be used as well as possible and proportionally, according to needs and planning.
- d. Achievement of Specific Performance Measures: Performance is measured based on the calculation of cost minimization, good quality, fast delivery time, and high flexibility.
- e. Product or Service, Process Technology, and Market Goals: The operational function is to make products or services that make a significant contribution to organizational goals. The results can be measured clearly both based on the products or services produced, the technological processes used and the market objectives to be achieved.

## **5. Inhibiting Factors Management planning**

Implementation of management functions as described in over is not an easy thing and often have to collide with various obstacle. According to Sukwiaty, there are some frequent obstacles occur in the application of management functions in general can be divided in two groups, namely:

- a. Internal resistance
  - 1) Managers do not fully understand aspects related to management functions.
  - 2) Managers are often still unable to describe functions operational management.
  - 3) The organization is not ready to carry out management functions outlined by the manager.
  - 4) The unavailability of facilities and infrastructure that can support the implementation of management functions.
  - 5) There are risk factors and uncertainties in the implementation of activities.
- b. External barriers
  - 1) The existence of various regulations, provisions, or legislation government, both central and regional levels.
  - 2) There is a negative impact from the development of other organizations that kind.
  - 3) Does not support existing infrastructure outside the organization.

## **METHOD**

This research method uses descriptive qualitative methods, descriptive research basically explains, describes, or describes past and present (current) variables. Referring to Strauss and Corbin qualitative research is a type of research in which the discovery procedure is carried out without using statistical or quantification procedures. In this case qualitative research is

research about a person's life, stories, behavior, and also about organizational functions, social movements or reciprocity.

The time the researchers used for research was from November 2022 to January 2023. During the research the researchers conducted data processing which included presentation in the form of a thesis and the guidance process took place. This research was conducted at PT. Asyesa Tour & Travel SUMBAR Padang City.

Interview is one of the techniques used to collect research data. In simple terms, it can be said that an interview is an event or a process of interaction between the interviewer and the source of information or the person being interviewed through direct communication. It can also be said that the interview is a face-to-face conversation between the interviewer and information in which the interviewer asks 1) Observation is direct observation or data collection activity by conducting direct research on the environmental conditions of the research object that supports research activities, so that a clear picture of the condition of the research object is obtained. Observation or observation means to look attentively. In this study, researchers made direct observations at PT. Asyesa Tour & Travel SUMBAR Padang City, which is related to how the planning management of PT. Asyesa Tour & Travel SUMBAR Padang City in increasing the interest of Umrah pilgrims after the pandemic, directly about something that has been researched and designed beforehand. Interviews were conducted between researchers and PT. Asyesa Tour & Travel SUMBAR Padang City.

Data analysis is an effort to systematically search and organize records results of observations, interviews, and others to increase the researcher's understanding of the cases studied and present them as findings to others. Meanwhile, to increase this understanding, the analysis needs to be continued by trying to find meaning. The data analysis techniques performed on data obtained from interviews, observation and documentation are:

- 1) Data reduction is the process of selecting, focusing attention on simplification, abstracting and transforming raw data that emerges from written records in the field
- 2) Presentation of data is an activity when a set of information is compiled, thus giving the possibility of drawing conclusions and taking action.
- 3) Efforts to draw conclusions are carried out by researchers continuously while in the field. Researchers try to draw conclusions and verify by looking for the meaning of each symptom obtained from the field.

The conclusions were also verified during the research, by: (1) rethinking during writing, (2) reviewing field notes, (3) reviewing and sharing ideas among colleagues to develop intersubjective agreements, (4) efforts broad enough to place a copy of a finding in another data set. The conclusions that researchers draw are matters related to the operational planning management of PT. Asyesa Tour & Travel SUMBAR Padang City in increasing the interest of Umrah pilgrims after the pandemic.

## **RESULTS AND DISCUSSION**

### **Results**

Based the data obtained through interviews, PT Asyesa Hasanah Tour & Travel SUMBAR, Padang City has made a previous plan. Because PT Asyesa Hasanah Tour & Travel SUMBAR, Padang City is a business in the field of Hajj and Umrah travel, of course it has a planning target to increase the number of Umrah pilgrims who depart to use the company's services themselves. Previously PT Asyesa Hasanah Tour & Travel SUMBAR Padang City set a target of 1,000 pilgrims per year, but this has not been realized effectively and efficiently, this can be seen from the number of pilgrims who have departed since early 2022 with 170 pilgrims.

To increase sales targets, a company must have a marketing strategy to attract consumers. Strategy is defined as a process of determining top leaders' plans that focus on the long-term goals of the organization, along with the preparation of a method or effort to achieve these goals. The marketing carried out by PT Asyesa Hasanah Tour & Travel SUMBAR Padang City is by increasing the number of representatives from each region, because the congregation feels safer to depart because it is recommended by a trusted person, and this has become an attraction for the congregation to depart with PT Asyesa. In addition to the marketing strategy, the company's infrastructure must also support its operations. Infrastructure management is the management of all tools, materials and other facilities used in an activity process. PT Asyesa Hasanah Tour & Travel SUMBAR Padang City has provided the resources needed by the company for its operations, it's just that there are still deficiencies such as operational cars

To increase the effectiveness and efficiency of a company's work, of course, it must be supported by competent human resources in carrying out their duties, such as employees who are well-established in their work. One of the management functions is managing human resources including recruitment, education/training, supervision and compensation. PT Asyesa Hasanah Tour & Travel SUMBAR Padang City held a selection before recruiting employees, and held trainees for three months to see how the employees' performance was, whether it was in accordance with the desired performance and could help the company's operations in achieving company targets. If employee performance supports operational implementation within the company, it can improve the quality of the company and make it easier to achieve the company's targets. Employees are the main foundation in a company, for example, the attitude or service provided by employees to consumers or customers can be an attraction for a customer and this can lead to loyalty to the company, as well as inviting other people to use the company's services.

In addition to focusing on increasing the marketing target, PT Asyesa Hasanah Tour & Travel SUMBAR Padang City also improves services and fulfills supporting factors both in terms of facilities and employee performance. Before becoming an employee of PT Asyesa Hasanah Tour & Travel SUMBAR, Padang City, a three-month training or trial period was carried out, as stated by the Director of PT Asyesa Hasanah Tour & Travel SUMBAR, Padang City. For the smooth running of the company in achieving company targets, employee performance must also support and be able to facilitate the company in its performance. Therefore employees must be placed according to their abilities. And it is necessary to hold a selection before hiring employees in the company. The definition of HR planning (human resource planning) is a series of activities to meet the adequacy, capability, quality of employees systematically to achieve the objectives related to the organization's strategic plan.

This performance study is very important, to be able to provide understanding to all elements in the world of work regarding the importance of productivity work in work. The performance of the employees of PT Asyesa Hasanah Tour & Travel SUMBAR Padang City has not been fully realized properly, due to the lack of the number of employees. In a company, employees are the foundation of a company because without the help of employees, the leadership and the company will be overwhelmed in carrying out work and will find it difficult to achieve a predetermined target. Superior Human Resources (HR) with high quality is a requirement for every organization to be able to achieve the set goals. Many aspects can influence the achievement of superior human resources, namely individual aspects, group aspects and

organizational system aspects. Individual aspects that can improve the quality of human resources and have an impact on performance are individual abilities, job satisfaction and organizational commitment. With the existence of human resources that are in accordance with the needs of an organization or company will help and facilitate the course of work within the company to achieve company targets.

In addition to the plans and strategies prepared for the company's recovery, the company must also pay attention to products that are in great demand by the congregation. With the choice of Umrah packages, it can be an attraction for pilgrims because prospective pilgrims can choose a package according to their wishes and abilities. In buying a product, consumers do not only consider its quality, but also think about the feasibility of the price. Price is one of the determinants of product selection which will affect purchase intention. Price is often associated with quality, consumers tend to use price as an indicator of quality or potential satisfaction from a product. Promotions that provide more package choices can attract the attention of prospective pilgrims because having many choices can make prospective pilgrims think of packages that suit their respective purchasing power. It is important for a company or organization to measure its achievements, because this can be a benchmark for the company's success in achieving its targets. One way to measure it is whether the targets that have been set have been achieved according to the time specified. The performance achievement of PT asyesa Hasanah Tour & Travel SUMBAR Padang City has not been realized and is still far below the previously set target of 1,000 pilgrims per year, but those who had left until last October there were only 170 pilgrims.

## **Discussion**

As a basis for running an organization or business in management planning will not be separated from the inhibiting factors that have been previously determined. In this case PT Asyesa Hasanah Tour & Travel SUMBAR Padang City also has inhibiting factors in the implementation of its planning management, including factors Inhibiting Planning Management of PT Asyesa Hasanah Tour & Travel SUMBAR Padang City in Increasing Interest of Umrah Pilgrims In the implementation of planning management certainly will not be separated from an inhibiting factor or threat that may occur. Obstacles or threats that may occur can be a hindering factor in the management of the company's operational planning and disrupt the process of achieving a target or goal of an organization or company. Therefore, it is very important for a company to analyze the constraints and threats that may occur even those that have already occurred, so that it is easier to take action in finding solutions and to minimize major risks occurring.

The inhibiting factors for the planning of PT Asyesa Hasanah Tour & Travel SUMBAR Padang City are divided into two, namely internal inhibiting factors and external inhibiting factors.

### **1) Internal factors**

This is a factor that comes from within the company itself. Namely the lack of human resources or employees to support the company's operational planning in full. So that employees who have multiple tasks focus on work divided and cause work results that are less than optimal. Lack of understanding of managers and employees in the company about the implementation of planning management in an organization or company. Lack of availability of facilities and infrastructure to support company operations.

### **2) External factors**

This is a factor that comes from outside the company itself and requires more effort to handle it, including the existence of business competition due to the many Hajj and Umrah travel agents in the area around the city of Padang. And of course this makes prospective pilgrims really prefer to go with an agency that has been around for a long time and has dispatched more pilgrims.

## CONCLUSION

Operational planning analysis of PT Asyesa Hasanah Tour & Travel SUMBAR Padang City. Some of the plans carried out by PT Asyesa Hasanah Tour & Travel SUMBAR Padang City to increase the number of pilgrims include improving marketing strategies, increasing the number of employees and building friendship between partners and congregations by creating group chats. PT Asyesa Hasanah Tour & Travel SUMBAR Padang City has an inhibiting factor in its planning. As for the internal inhibiting factor, namely the lack of employees and facilities to support company performance. While the external factor that hindered PT Asyesa Hasanah Tour & Travel SUMBAR Padang City in Increasing Umrah Pilgrims' Interest was the strong competition between Hajj and Umrah travel agents in Padang City.

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