

Enhancing Quality Culture through an Integrated Quality Management Model for Hajj and Umrah Guidance Centers in Padang City

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ABSTRACT

This study develops, validates, and evaluates an Integrated Total Quality Management (TQM) Model as a strategic approach to enhancing quality culture in Hajj and Umrah Guidance Centers (HUGC) in Padang City. The research is driven by the suboptimal quality management practices and service delivery systems in HUGCs, which have yet to adopt an integrated and sustainable quality management framework. Using a Research and Development (R&D) proceeds through four stages: (1) research and data collection, (2) planning and preliminary model development, (3) field testing and model revision, and (4) final product testing and dissemination. Data were gathered through questionnaires, interviews, observations, and expert validations involving administrators, instructors, and pilgrims. The results show that the Model demonstrates strong feasibility, with accessibility reaching 73.99% and acceptability reaching 66.87%. Expert Validation confirms that both the model book and guidebook are appropriate for implementation. Practicality testing indicates that the Model can be effectively applied in the field, while effectiveness testing reveals significant improvements in leadership, collaborative culture, communication, instructor commitment, and service accountability. These findings suggest that the Integrated TQM Model is a valid, practical, and effective approach for strengthening institutional performance and enhancing the professionalism of Hajj instructors. The study concludes that the Model is feasible for adoption by the Ministry of Religious Affairs and HUGCs through continuous training and structured implementation. Its primary contribution lies in integrating Islamic values into quality management practices, thereby reinforcing institutional governance and promoting sustainable pilgrim satisfaction.

Keywords: HUGC, Total Quality Management, Model development, Effectiveness, Acceptability.

INTRODUCTION

The organization of the Hajj pilgrimage is a large-scale national religious activity that demands comprehensive spiritual, physical, and managerial preparedness. In this context, the Hajj and Umrah Guidance Center (HUGC) plays a strategic role as a partner institution of the Ministry of Religious Affairs, providing structured guidance to prospective pilgrims so they can perform Hajj in accordance with Islamic law and governmental regulations. Beyond its function as a ritual training institution, HUGC serves as an educational and service-oriented organization that contributes to shaping a quality culture in the administration of the Hajj pilgrimage, one that emphasizes professionalism, accountability, and continuous improvement.

Despite its vital role, various studies reveal that the quality of Hajj guidance services across different regions remains suboptimal. Faqih and Hasanah (2024) found that many instructors in several HUGCs in Padang City are not yet certified, while the delivery of manasik (ritual guidance) materials remains limited and unsystematic (Faqih & Hasanah, 2024). Similarly, Sahroni et al. (2022) reported that instructional methods and media used in manasik training at HUGC Qubbatul Muttaqin in Sukabumi remain conventional, resulting in inadequate comprehension among pilgrims (Sahroni et al., 2022). These findings indicate the absence of a strong organizational culture that values instructional quality and structured service delivery.

From a quality management perspective, evidence also suggests that implementing Total Quality Management (TQM) in HUGC can significantly improve service quality when executed through a systematic and sustainable approach. Setiawan (2019) showed that TQM implementation in HUGC Muhammadiyah Semarang strengthened service performance, while Famelia (2024) demonstrated a positive correlation between instructor competence and pilgrim satisfaction in HUGC Bandung (Setiawan, 2019); (Famelia et al., 2024). This convergent evidence underscores the need to develop a model that fosters a quality culture by enhancing instructor professionalism, strengthening organizational coordination, and ensuring structured training programs.

Further supporting this argument, studies such as Faqih and Hasanah (2024) emphasize the need for guidance models tailored to elderly pilgrims, while Billah and Tijani (2024) identify systemic challenges at HUGC Nurul Haramain, including limited facilities, insufficient time allocation, and unintegrated training materials (Campbell & Chung, 2022);(Billah & Tijani, 2024). These limitations underscore the need for an integrated model that can harmonize institutional components, from input to process and output, in order to strengthen overall service effectiveness and efficiency.

Research by Kusnawan et al. (2018) on HUGC input management across Indonesia found that most institutions remain at the conceptual stage and have yet to implement standardized quality systems (Kusnawan et al., 2018). Consistently, Jamahari (2021) revealed that the effectiveness of manasik implementation at the KUA level depends heavily on the availability of competent human resources and appropriate guidance methods (Jamahari, 2021). In the Sumatra region, Juanda (2022) identified a lack of documentation and instructional media innovation in HUGC Nur Ibrahimy Labuhan Batu, while Nazila et al. (2024) highlighted the absence of comprehensive evaluation and follow-up systems at HUGC Walisongo Sragen (Nazila, 2024). Collectively, these studies demonstrate that quality-related issues in HUGC are systemic and deeply rooted in the lack of integrated quality management practices.

Based on this empirical evidence, a clear mismatch exists between the ideal Hajj service quality standards and actual institutional practices, particularly in cultivating a sustainable quality culture. Therefore, this study aims to develop an Integrated Total Quality Management Model for HUGC in Padang City, to enhance the quality culture through structured, validated, and effective managerial and instructional practices. This Model integrates TQM principles with service performance evaluations, producing two key outputs: an Integrated Quality Management Model Book and an Implementation Guidebook. These resources are designed to enhance the overall quality, professionalism, and consistency of Hajj guidance services for prospective pilgrims in Padang City.

Although numerous studies have examined the quality of Hajj guidance services across various Hajj and Umrah Guidance Centers (HUGCs), existing findings reveal several conceptual, methodological, and practical gaps that hinder the establishment of a sustainable quality culture. Contemporary scholarship on quality management in religious service institutions generally adopts a fragmented orientation, focusing on isolated aspects of organizational performance rather than developing an integrated model suited to the unique operational characteristics of HUGCs. First, previous research tends to address only partial aspects of service quality, such as instructor competence (Famelia et al., 2024), instructional methods(Sahroni et al., 2022), or facility and time constraints (Billah & Tijani, 2024), without offering a comprehensive approach that integrates institutional components from input, process, to output. Second, despite evidence that Total Quality Management (TQM) can enhance service performance in some HUGCs (Setiawan, 2019), its application remains sporadic, unstandardized, and underdeveloped, with no existing studies formulating a unified, context-specific, and replicable institutional Model. Prior literature, including that of Kusnawan et al. (2018), further indicates that most HUGCs remain at the conceptual stage and have not adopted standardized, empirically grounded quality systems. Third, while global quality management research underscores the importance of embedding quality culture as a foundational determinant of organizational excellence, studies in the HUGC context have not explicitly positioned professionalism, accountability, and continuous improvement as transformative cultural drivers. There is also a clear disconnect between practical field needs, such as elderly-friendly guidance models (Faqih & Hasanah, 2024), innovative instructional media (Juanda, 2022), and continuous evaluation mechanisms (Nazila, 2024) and existing management practices, which have not integrated these elements into an overarching quality management framework. Moreover, the absence of empirically validated and contextually relevant quality management models for HUGCs highlights a significant research gap, particularly given the institutional diversity and operational challenges faced across Indonesian regions.

Addressing these gaps, the present study introduces several key novelties. It develops an Integrated Total Quality Management (TQM) Model specifically designed for the context of HUGCs, an approach not previously formulated comprehensively. The Model uniquely places quality culture at its core, ensuring that improvements extend beyond structural reforms to include the development of professionalism, accountability, and continuous improvement within Hajj guidance practices. Furthermore, the Model integrates multiple critical dimensions—management components (input–process–output), instructor competence, instructional media innovation, organizational coordination, and service evaluation into a holistic and systematic framework. This study also produces two concrete and operational outputs: an Integrated Quality Management Model Book and an Implementation Guidebook, providing practical tools that HUGCs can directly adopt and implement. Finally, the Model is empirically validated in Padang City, offering strong contextual relevance and demonstrating significant potential for replication in other Indonesian regions facing similar challenges in quality management and institutional performance.

LITERATURE REVIEW

Research on the quality of Hajj guidance services across Hajj and Umrah Guidance Centers (HUGCs) has grown substantially in recent years; however, significant conceptual, methodological, and practical limitations remain. Contemporary scholarship on service management in religious institutions tends to adopt a fragmented analytical orientation, emphasizing isolated components of organizational performance rather than developing integrated institutional models tailored to the operational characteristics of HUGCs (Al-Ababneh et al., 2018). As a result, the existing body of literature remains insufficient for addressing the systemic and multidimensional nature of quality enhancement in Hajj guidance institutions. A substantial portion of previous research focuses on partial aspects of service quality, such as instructor competence (Famelia et al., 2024), instructional approaches (Sahroni et al., 2022), or constraints related to facilities and scheduling (Billah & Tijani, 2024). While these studies offer meaningful insights, their reductionist orientation hinders the development of institutional frameworks that can integrate input, process, and output components coherently. Such fragmentation reflects a broader trend observed in service organizations that lack structured performance oversight, often resulting in inconsistent outcomes and inadequate monitoring (Sadikoglu & Olcay, 2014).

The application of Total Quality Management (TQM) in religious and community-based institutions shows potential benefits, yet its implementation within HUGCs remains sporadic, unstandardized, and underdeveloped. Setiawan (2019) demonstrates that TQM principles can improve service performance in certain HUGCs; however, these efforts lack institutionalization and replicability (Setiawan, 2019). Earlier studies, including Kusnawan et al. (2018), reveal that most HUGCs remain at the conceptual stage of quality management without standardized, empirically validated systems (Kusnawan et al., 2018). This gap aligns with broader Islamic service management research, which indicates that quality assurance mechanisms substantially enhance institutional accountability and stakeholder trust (Lailaturrahmi & Abror, 2025). Furthermore, management scholarship emphasizes that effective integrated models are essential for complex service organizations that operate under diverse stakeholder expectations, such as those encountered in Hajj guidance programs (Prajogo & Sohal, 2006).

Another prominent gap concerns the conceptualization of quality culture. Global management literature identifies a quality culture as a foundational determinant of organizational excellence; however, HUGC-focused studies rarely position professionalism, accountability, and continuous improvement as transformative drivers of cultural change. Evidence from organizational behavior research suggests that facilitator competence and professional conduct are strong predictors of service quality in religious and educational programs (Nguyen et al., 2025). Similarly, leadership commitment serves as the backbone of sustainable quality systems, particularly in faith-based institutions (Jumady, 2020). These insights underscore the need for culturally grounded approaches that can shape internal values, behavioral norms, and accountability structures within the dimensions of HUGCs that existing studies have not adequately addressed.

At the practical level, a notable disconnect exists between field needs and current management frameworks. Research highlights the necessity of elderly-friendly guidance approaches (Faqih & Hasanah, 2024), innovation in instructional media (Juanda, 2022), and the need for structured evaluation mechanisms (Nazila, 2024). However, these essential components are rarely integrated into cohesive managerial systems. This fragmentation echoes findings in training quality research, which emphasize the importance of systematic evaluation not only of outputs but also of the learning process itself (Kirkpatrick & Kirkpatrick, 2016). In addition, effective training programs, particularly those involving adult religious learners, require contextually adapted instructional designs to ensure optimal knowledge transfer (Knowles et al., 2014). Without such alignment, HUGCs struggle to develop robust institutional strategies that address demographic diversity, pedagogical needs, and operational challenges.

Finally, the absence of empirically validated and contextually relevant quality management models for HUGCs across Indonesia represents a major gap. Variations in institutional capacity, pilgrim demographics, and local

regulatory conditions necessitate management models that are both flexible and grounded in empirical evidence. Comparative studies on religious service institutions in Southeast Asia demonstrate that organizations adopting formalized quality management approaches achieve superior performance, stakeholder satisfaction, and instructional consistency (Adri et al., 2025). Moreover, Islamic organizational management scholars argue that structured performance indicators are crucial for optimizing human resource utilization and institutional effectiveness (Leena Haniffah et al., 2023). Taken together, these findings emphasize the urgent need for a holistic and context-specific TQM model for HUGCs, one that integrates cultural, structural, and operational dimensions into a unified system.

RESEARCH METHODOLOGY

Research Approach and Type

This study employs a Research and Development (R&D) approach, aiming to produce a practical and validated product in the form of an Integrated Quality Management (IQM) Model for the Hajj and Umrah Guidance Center (HUGC) in Padang City, along with a Manual Book for implementing the IQM Model.

The development model used in this research refers to the procedural framework adapted from Borg and Gall (1989), which consists of four main stages: (1) research and data collection, (2) planning and preliminary product development, (3) main field testing, and (4) final product testing and dissemination.

The Borg and Gall model has been widely applied in educational research to produce validated, practical, and effective products that bridge theoretical frameworks with field implementation (Sugiyono, 2017).

Development Stages

1. Research and Information Collecting

This stage involves conducting preliminary studies, needs analysis, literature reviews, and distributing questionnaires to the administrators of HUGC in Padang City to identify the existing conditions, quality-related issues, and development needs for an integrated quality management system.

2. Planning, Development of the Preliminary Product, and Initial Field Testing

At this stage, the initial design of the Integrated Quality Management Model was developed, including drafts of both the model handbook and the implementation manual. The preliminary product was then tested on a limited scale in several HUGCs to obtain feedback from instructors, administrators, and pilgrims.

3. Main Field Testing and Operational Product Revision

This stage involved a larger number of HUGCs to examine the practicality and operational effectiveness of the developed Model. Data were collected through observation, interviews, questionnaires, and expert assessments regarding the implementation process of the Model.

4. Final Testing, Revision, and Dissemination

The final stage included Validation by experts in educational management and quality management, followed by final revisions based on feedback from validators and practitioners. The finalized Model was then prepared for dissemination to the Ministry of Religious Affairs and HUGC in Padang City.

Research Subjects and Data Sources

The subjects of this study consisted of:

Instructors and administrators of Hajj and Umrah Guidance Groups (HUGC) in Padang City;

- Expert validators, including specialists in educational management and quality management, and
- Pilgrims guided by HUGC, who served as respondents during the model testing phase.

c. The data sources in this research included primary and secondary data. Primary data were obtained through the distribution of questionnaires, interviews, and observations. In contrast, secondary data were derived from policy documents, activity reports, and literature related to quality management and Hajj guidance (Nazila, 2024).

Data Collection Techniques

The data collection techniques in this study consisted of the following methods:

a. Questionnaire (Survey):

This method was employed to obtain quantitative data on the level of accessibility and acceptability of the Integrated Quality Management Model's implementation in HUGC throughout Padang City. Data collection was conducted through Google Forms, which were distributed to all HUGC participants (Kusnawan et al., 2018).

b. Interview:

Used to collect qualitative data concerning the implementation of quality management, operational constraints, and the perceptions of instructors and administrators regarding the developed Model (Faqih & Hasanah, 2024).

c. Observation:

Conducted to assess the implementation process of the Model in the field as well as the effectiveness of pilgrimage guidance activities (Juanda, 2022).

d. Documentation Study:

This technique was utilized to analyze official documents, activity reports, and policies related to the organization of Hajj guidance that are relevant to the research context (Jamahari, 2021).

Data Analysis Techniques

The data obtained in this study were analyzed using both quantitative and qualitative descriptive approaches (Creswell, 2019; Miles et al., 2014).

a. Quantitative Analysis

Quantitative analysis was conducted on the questionnaire data related to the accessibility, acceptability, and effectiveness of the Integrated Quality Management Model. The data were analyzed using descriptive statistical techniques to obtain percentages, mean values, and categorical classifications that represented the level of need or model achievement (Sugiyono, 2017).

b. Qualitative Analysis

Qualitative analysis was employed to interpret data obtained from interviews, observations, and field notes. The analysis followed the stages of data reduction, data display, and conclusion drawing, aimed at identifying patterns, themes, and meanings related to the implementation of the Integrated Quality Management approach within KBIHU in Padang City (Miles et al., 2014).

RESULT AND DISCUSSION

The results of the analysis were derived from the assessment of accessibility and acceptability in implementing the Integrated Quality Management Model within the Hajj and Umrah Guidance Center (HUGC) in Padang City. The detailed findings of this analysis are presented and discussed in the following section.

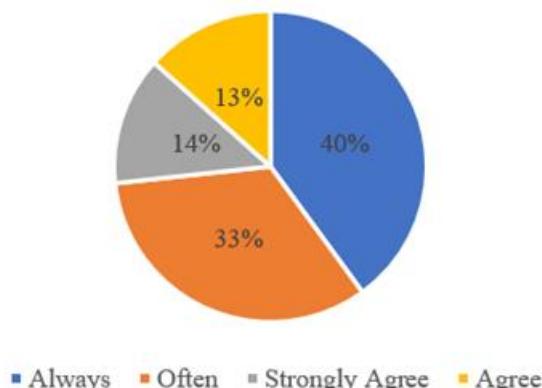


Figure 1.1. The Model's Contribution to Enhancing Leadership Roles in The Management of the Hajj and Umrah Center (HUGC).

Figure 1.1 presents a pie chart illustrating the respondents' perceptions of the statement, "This model helps enhance the leadership role in the management of HUGC." The data were obtained from 17 respondents representing several Hajj and Umrah Guidance Centers (HUGC) in Padang City.

Based on the results shown in the diagram (a) 40% of respondents selected the "Always (S)" category, indicating that most participants perceive the Integrated Quality Management (IQM) Model as consistently improving leadership performance within institutional management; (b) 33% chose the "Often (SR)" category, reflecting that they frequently experience enhanced leadership roles through the application of this Model; (c) Meanwhile, 113% and 14% of respondents each selected "Strongly Agree (SS)," "Agree (S)," and "Sometimes (KD)," suggesting some variation in perceptions but an overall positive tendency toward the Model's contribution to leadership development.

These findings reinforce previous studies by Sukmadinata (2017) and Busahdiar et al. (2023), which emphasized that the implementation of Total Quality Management in religious institutions not only enhances service quality but also strengthens transformational leadership functions in mobilizing all organizational components toward continuous improvement.

Overall, this diagram provides empirical evidence that the implementation of the IQM model significantly contributes to improving leadership competence, coordination, and managerial effectiveness in the administration of HUGC in Padang City.

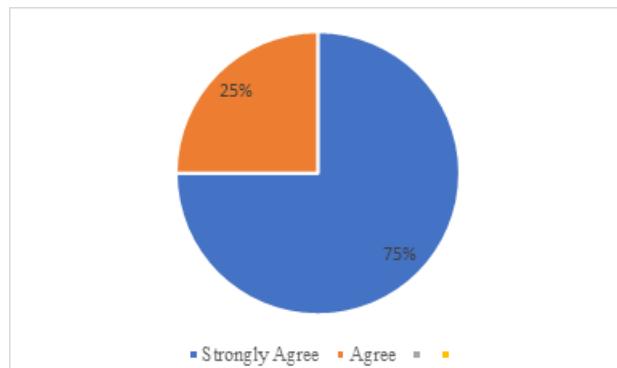


Figure 1.2. Supervision and Guidance within This Model Supports the Improvement of The Quality of Hajj and Umrah Guidance Center (HUGC)

Figure 1.2 above presents a pie chart illustrating respondents' perceptions of the statement, "Supervision and guidance within this model support the improvement of the quality of manasik (Hajj ritual) learning." The diagram is based on responses from four participants, consisting of HUGC (Hajj and Umrah Guidance Center) managers and instructors in Padang City. The results indicate that (a) 75% of respondents selected the "Strongly Agree (SS)" category, suggesting that the majority perceive supervision and guidance within the integrated quality management model as highly effective in enhancing the quality of manasik learning processes; (b) 25% of respondents chose "Agree (S)", reflecting an upbeat assessment of the Model's effectiveness, albeit with slightly lower intensity compared to the first group.

Analytically, these findings demonstrate that implementing structured supervision and continuous guidance within the framework of Total Quality Management (TQM) fosters a more systematic, measurable, and competency-oriented learning process for pilgrims. It aligns with the studies of Sallis (2002) and Mulyasa (2005), who emphasize that an effective quality management system in educational or religious institutions must prioritize academic supervision and professional coaching as fundamental pillars for improving instructional quality.

Thus, the diagram reinforces empirical evidence that the Integrated Quality Management (TQM) Model for HUGC in Padang City has a significant impact on improving the quality of manasik learning, enhancing not only instructional methodology and instructor competence but also the learning experiences of the pilgrims.

From a theoretical perspective, these results substantiate the central tenets of Total Quality Management (TQM), which emphasize continuous improvement, leadership commitment, and systematic evaluation to ensure the sustainability of quality practices. As noted by Sallis (2002), supervision and professional development serve as the backbone of institutional quality enhancement, particularly in educational settings where outcomes depend on the competence and motivation of instructors. Similarly, Mulyasa (2005) emphasizes that effective supervision mechanisms foster reflective teaching, accountability, and performance-based learning systems, which are crucial for ensuring quality assurance in both academic and religious instructional contexts.

In the context of HUGC, the implementation of structured supervision and continuous guidance helps standardize manasik instructional procedures, ensuring consistency and alignment with both religious guidelines and institutional objectives. Furthermore, such practices foster a culture of collaboration between leaders and instructors, resulting in more innovative pedagogical strategies and increased learner engagement.

Overall, these findings confirm that the Integrated Quality Management Model not only improves the technical and pedagogical competencies of HUGC instructors but also enhances the overall learning experience of the pilgrims. Sustained supervisory and coaching mechanisms can serve as a replicable model for other religious institutions aiming to achieve organizational excellence and continuous improvement in educational service quality.

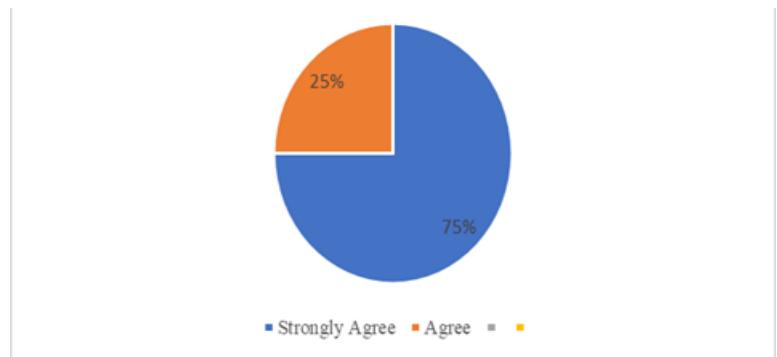


Figure 1.3. The Model's Role in Assisting Leaders to Formulate a Clearer Vision and Mission for Hajj dan Umrah Guidance Center (HUGC).

Figure 1.3 above presents a pie chart illustrating respondents' perceptions of the statement, "This model assists leaders in formulating a clearer vision and mission for the Hajj and Umrah Guidance Center (HUGC)." The diagram is based on responses from four participants, consisting of administrators and instructors from various KBBIU institutions in Padang City.

The survey results indicate that (a) 75% of respondents selected Strongly Agree (SS); (b) 25% of respondents selected Agree (S).

These findings demonstrate a unanimous consensus among respondents that the implementation of the Integrated Quality Management (IQM) Model helps HUGC leaders clarify the organization's direction and objectives by establishing a more measurable and relevant vision and mission aligned with pilgrims' needs.

Analytically, this result suggests that implementing the IQM model enhances strategic leadership capacity, particularly in areas such as organizational planning and direction setting. Through this Model, HUGC leaders are equipped with a systematic framework to formulate their vision and mission based on principles of continuous quality improvement, inclusive participation, and integrated performance evaluation.

This result aligns with the studies of (Deming, 2000) and (Goetsch & Davis, 2012), who assert that in Total Quality Management (TQM), visionary leadership is a key determinant of organizational success, as a clear vision and mission serve as the foundation for decision-making, task delegation, and quality assessment.

Thus, the diagram illustrates that the developed Integrated Quality Management Model has made a positive contribution to strengthening HUGC's strategic direction, fostering the development of a professional, quality-oriented, and pilgrim-responsive Hajj guidance institution.

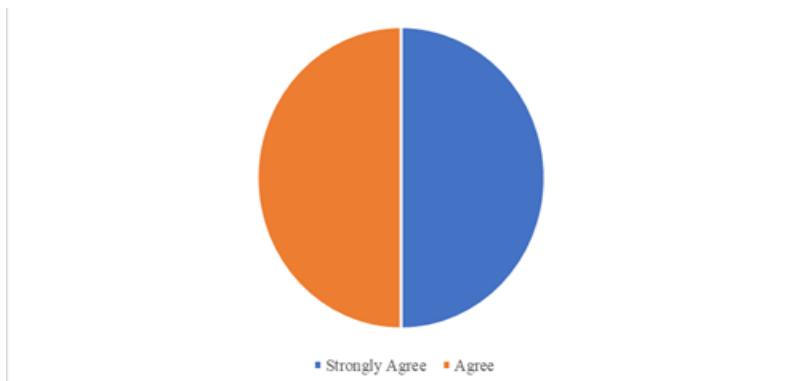


Figure 1.4. The Model's Contribution to Fostering a More Collaborative Organizational Culture within Hajja and Umrah Guidance Center (HUGC).

The figure above presents a pie chart illustrating respondents' perceptions of the statement, "This model helps create a more collaborative organizational culture." Based on the data collected from four respondents, the following results were obtained: (a) 50% of respondents selected Strongly Agree (SS); (b) 50% selected Agree (S).

These results indicate that all respondents positively assessed the implementation of the Integrated Quality Management (IQM) Model in fostering a collaborative organizational culture within the Hajj and Umrah Guidance Center (HUGC).

Analytically, these findings demonstrate that the IQM model has successfully promoted cooperation, participation, and communication among organizational members. A collaborative culture is particularly crucial within HUGC, as Hajj and Umrah guidance activities require strong coordination among leaders, instructors, and administrative staff to ensure the delivery of effective services.

From the perspective of quality management theory, these findings align with the views of Oakland (2014) and Goetsch & Davis (2012), who assert that the active involvement of all organizational members is a key factor in the successful implementation of total quality management. A collaborative culture enhances organizational efficiency, minimizes internal conflict, and strengthens collective responsibility for service quality improvement.

Thus, the diagram illustrates that the implementation of the Integrated Quality Management Model (IQM) not only enhances managerial systems but also fosters an organizational culture centered on collaboration and teamwork, thereby supporting continuous improvement in the quality of Hajj and Umrah guidance services.

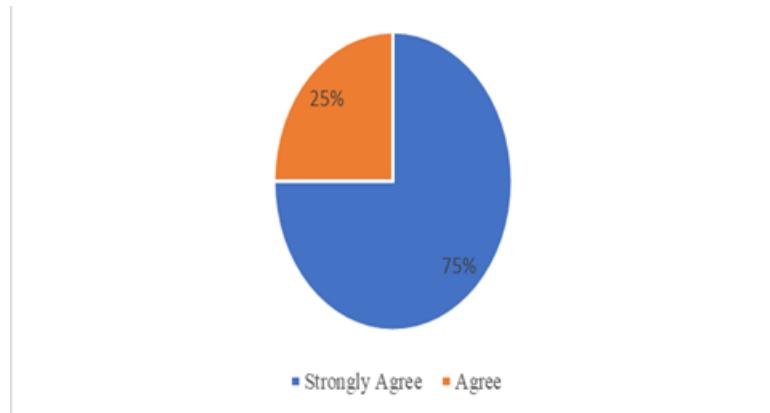


Figure 1.5. Communication among Instructors, Administrators, and Pilgrims has improved following the Implementation of This Model.

Figure 1.5 above presents a pie chart illustrating respondents' perceptions of the statement, "Communication among instructors, administrators, and pilgrims has improved following the implementation of this model." Based on data collected from four respondents, the results are as follows: (a) 75% of respondents selected Strongly Agree (SS); (b) 25% selected Agree (S). These results indicate that all respondents held a favorable view regarding the impact of the Integrated Quality Management (IQM) Model on improving communication within the Hajj and Umrah Guidance Center (HUGC). The majority of respondents reported that the Model significantly enhanced interaction and coordination among instructors, administrators, and pilgrims.

These findings suggest that the implementation of the Model successfully established a more open, structured, and efficient communication system, both in administrative operations and in the context of Hajj guidance activities. Improved communication facilitates faster information exchange, enhances collaborative problem-solving, and enables better service delivery to pilgrims.

This finding aligns with the principles of Total Quality Management (TQM) proposed by Deming (2000) and Juran (1992), which emphasize that effective communication among all organizational components is a critical factor in enhancing overall system quality.

Therefore, the diagram demonstrates that the implementation of the IQM model within HUGC not only enhances managerial efficiency but also fosters stronger interpersonal and professional relationships among all stakeholders, ultimately leading to improved service quality and greater pilgrim satisfaction.

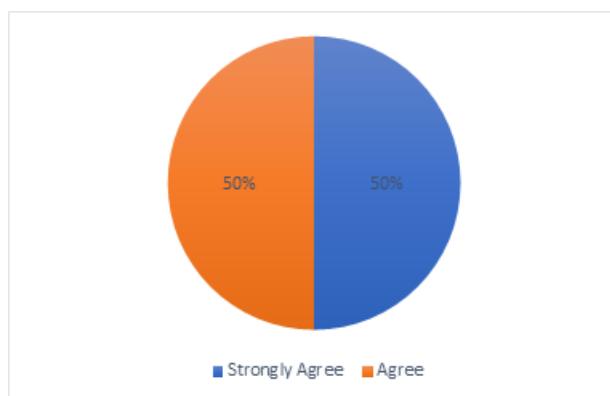


Figure 1.6. The Model's Emphasis on Transparency and Accountability in The Service Management of the Hajj and Umrah Guidance Center (HUGC).

Figure 1.6 above presents a pie chart illustrating respondents' perceptions of the statement, "This model emphasizes the values of transparency and accountability in the service management of KBIHU." Based on

responses from four participants, the results show that (a) 50% of respondents selected "Strongly Agree (SS)"; (b) 50% selected "Agree (S)".

These findings suggest that all respondents have a positive perception of the Integrated Quality Management (IQM) Model's role in promoting transparency and accountability within HUGC services. The combined 100% responses of 'Agree' and 'Strongly Agree' demonstrate that the Model effectively fosters openness to information and organizational accountability.

This finding shows that the implemented Model has helped HUGC to (a) enhance transparency in the management of pilgrim data, finances, and training programs; (b) strengthen accountability through more systematic and verifiable reporting and performance evaluation mechanisms; and (c) build public trust by ensuring that services are more open, measurable, and reliable.

This result aligns with the views of Oakland (2014) and Goetsch & Davis (2012), who assert that the application of Total Quality Management (TQM) principles must include transparency, stakeholder engagement, and clearly defined responsibilities to ensure sustainable public service quality.

Thus, the diagram demonstrates that the implementation of the IQM model within HUGC has successfully reinforced transparent and accountable organizational governance, a crucial foundation for improving the quality of Hajj and Umrah guidance services for pilgrims.

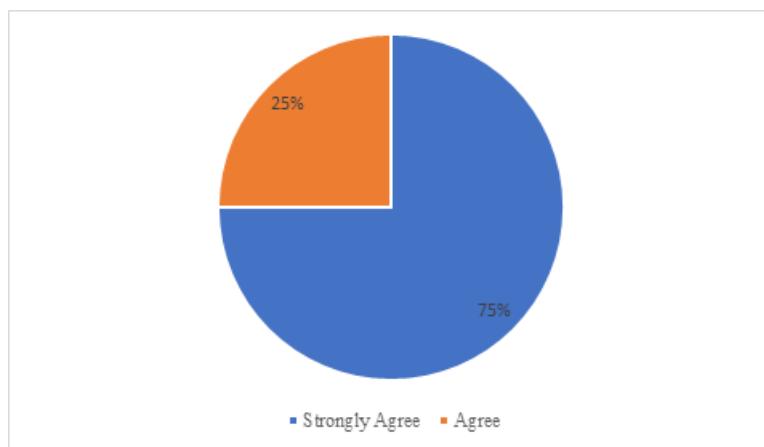


Figure 1.7. The Model Enhances Instructors' Commitment to Delivering High-Quality Services.

Figure 1.7 presents a pie chart illustrating respondents' perceptions of the statement. This Model enhances instructors' commitment to delivering high-quality services. Based on responses from four participants, the results are as follows: (a) 75% of respondents selected Agree (S); (b) 25% selected Strongly Agree (SS).

These findings indicate that all respondents hold a positive perception regarding the impact of the Integrated Quality Management (IQM) model on strengthening instructors' commitment to providing quality services. The implementation of this Model has motivated instructors to work more professionally, with greater discipline and a stronger orientation toward service excellence for pilgrims.

Conceptually, a high level of commitment reflects a strong sense of responsibility, loyalty, and awareness of organizational goals. It aligns with the Total Quality Management (TQM) theories proposed by Deming (2000) and Juran (1992), which emphasize that service quality can only be achieved through the full engagement and commitment of all organizational members, including field instructors.

From an organizational perspective, particularly within HUGC, these results demonstrate that the implemented Model has successfully (a) enhanced instructors' intrinsic motivation, especially in delivering services focused on pilgrim satisfaction; (b) fostered awareness of the importance of maintaining quality standards in both technical and spiritual dimensions; (c) strengthened a culture of professionalism and collaboration within HUGC institutions.

Thus, the diagram illustrates that the application of the IQM model effectively reinforces instructors' commitment to providing consistent, high-quality, and integrity-driven services in Hajj and Umrah guidance activities.

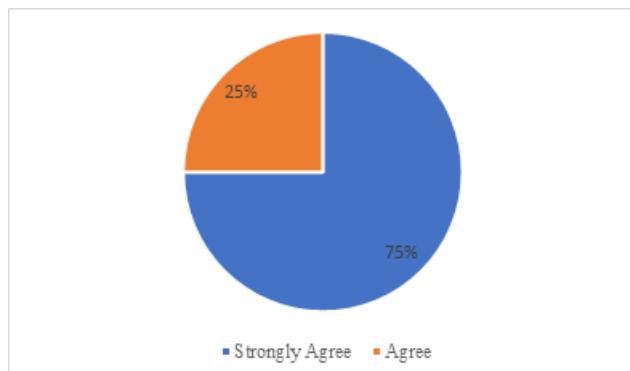


Figure 1.8. The Model Motivates Instructors to Participate in Training and Professional Development Programs to Enhance their Competencies.

Figure 1.8 presents a pie chart illustrating the survey results related to the statement. With this Model, instructors are more motivated to participate in training and professional development programs. Based on responses from four participants, the distribution is as follows: (a) 75% of respondents selected Agree (S); (b) 25% selected Strongly Agree (SS).

These results indicate that all respondents expressed a positive perception toward the statement, suggesting that the implementation of the Integrated Quality Management (IQM) model within HUGC successfully enhances instructors' motivation to engage in training and self-development programs.

This finding aligns with the principle of Continuous Improvement in Total Quality Management (TQM) theory proposed by Juran (2016) and Deming (2018), which emphasizes that organizational quality improvement relies heavily on the continuous enhancement of human resource competencies. Instructors who operate within a structured quality management framework demonstrate higher levels of professional awareness and commitment, as they feel institutionally supported and valued.

This finding also implies that the applied Model positively influences (a) Instructors' intrinsic motivation to improve their professional skills and knowledge; (b) Active participation in both internal and external training and mentoring programs; and (c) The overall quality of Hajj and Umrah guidance services, as instructors become more competent, responsive, and adaptive to pilgrims' needs.

Thus, this diagram reinforces the conclusion that the Integrated Quality Management (IQM) model plays a crucial role in fostering a learning-oriented culture and promoting continuous competency development within HUGC institutions.

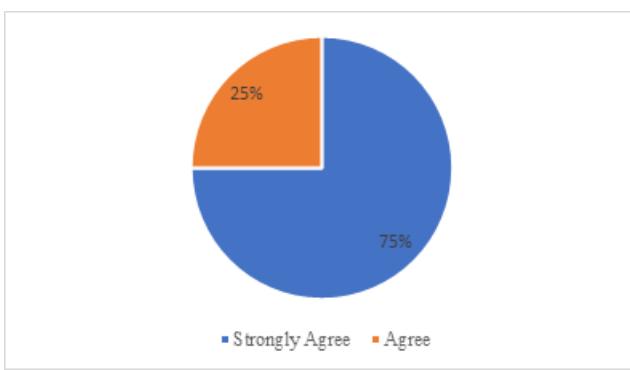


Figure 1.9. This Model Encourages Managers to Be More Proactive in Enhancing Service Standards.

Figure 1.9 presents a pie chart illustrating the survey results regarding the statement. This Model encourages managers to be more proactive in enhancing service standards. Based on responses from four participants, the distribution is as follows: (a) 75% of respondents selected Agree (A); (b) 25% selected Strongly Agree (SA).

These results indicate that all respondents hold a positive view of the implementation of the Integrated Quality Management (IQM) Model in promoting the active role of KBIHU managers. In other words, the Model is effective in motivating managers to be more proactive and take the initiative in improving service standards for pilgrims.

Theoretically, these findings align with the principles of "leadership involvement" and "continuous improvement" in Total Quality Management (TQM), as proposed by Deming (2000) and Oakland (2014). Both emphasize that the success of organizational quality improvement heavily relies on management commitment and

engagement in driving change, as well as ensuring that service quality standards are maintained and continuously developed.

Furthermore, the findings suggest that the implemented Model (a) enhances managers' awareness of the importance of service standards in achieving pilgrim satisfaction; (b) encourages an adaptive and responsive work culture, wherein managers actively evaluate and improve services; (c) Fosters collective responsibility among managers to maintain the quality and consistency of HUGC services.

Consequently, this figure reinforces the evidence that the application of the Integrated Quality Management model positively contributes to increased participation and performance of managers, while strengthening a more professional and quality-oriented service system with sustainable outcomes.

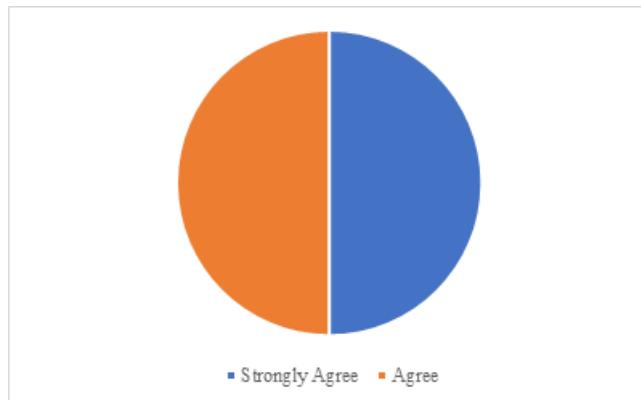


Figure 1.10. This Model Provides A Clear Framework for Establishing Quality Standards in HUGC.

Figure 1.10 presents a pie chart illustrating respondents' reactions to the statement: "This model encourages managers to be more proactive in enhancing service standards." Based on a survey of four respondents, the results are as follows: (a) Three respondents (75%) selected Agree (A); (b) One respondent (25%) selected Strongly Agree (SA).

These results indicate that all respondents provided positive feedback, suggesting that the implementation of the Integrated Quality Management (IQM) model is perceived as capable of (a) enhancing managers' active participation in the service quality improvement process; (b) fostering commitment to quality standards; (c) promoting a collaborative work culture oriented toward continuous improvement.

From the perspective of Total Quality Management (TQM), as explained by Deming (2000) and Oakland (2014), active managerial involvement is a key factor in an organization's success in maintaining service quality. The findings illustrated in this figure reinforce the principle that the higher the participation and awareness of management regarding quality, the greater the likelihood of achieving effective, efficient, and sustainable services.

Overall, this figure demonstrates that the tested Model successfully motivates KBIHU managers to be more active and committed to improving service standards, thereby providing a crucial foundation for comprehensively strengthening institutional quality.

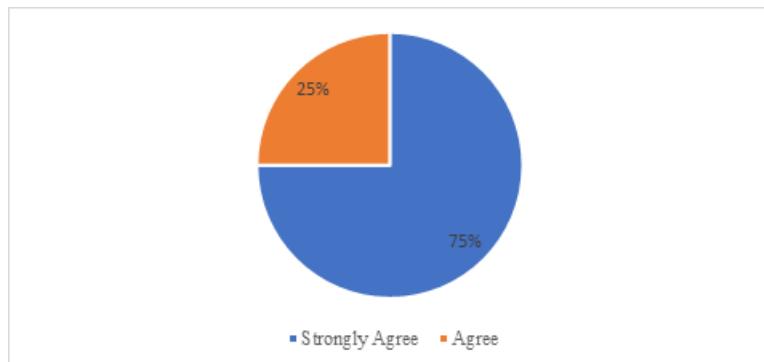


Figure 1.11. The Quality Standards Implemented in This Model are Aligned with The Needs of Hajj Pilgrims.

Based on Figure 1.11 collected from the respondents, the results are summarized as follows: (a) the **number of respondents is 4**; (b) the **Response distribution** is Strongly Agree (SA): 50% of respondents (2 individuals). Agree (A): 50% of respondents (2 individuals)

All respondents (100%) provided positive feedback regarding the effectiveness of the Model. This unanimous agreement suggests a high level of perceived effectiveness.

The balanced proportion between "Strongly Agree" and "Agree" indicates that the Model is perceived as successful and relevant in enhancing the quality of Hajj and Umrah guidance services. According to Sullivan (2013), a balanced distribution of responses can enhance the reliability of survey findings (Sullivan & Artino, 2013).

The absence of negative responses reinforces the conclusion that the Model is well-accepted and considered to make significant contributions to improvements in service delivery. As noted by Cooper (2016), a lack of disagreement can be indicative of strong consensus among respondents (Cooper & Johnson, 2016).

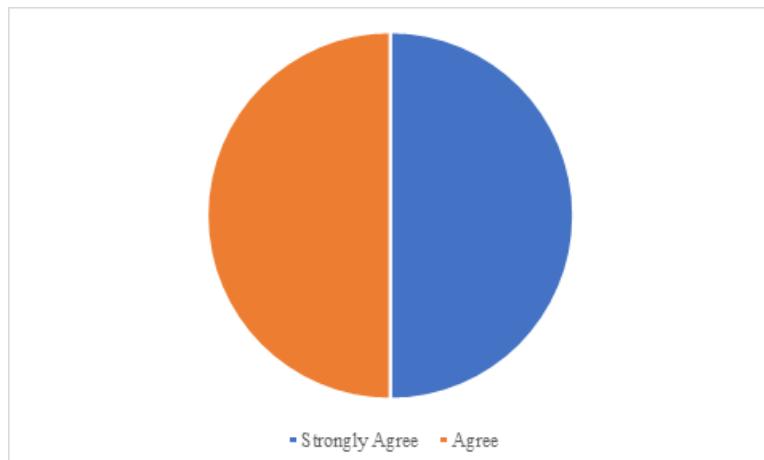


Figure 1.12. This Model assists managers in more Effectively Overseeing the Facilities and Infrastructure of HUGC.

Based on Figure 1.12 regarding the statement, "This model assists managers in more effectively overseeing the facilities and infrastructure of HUGC," all respondents (100%) provided positive feedback, with 50% indicating Strongly Agree and the remaining 50% Agree.

These findings suggest that the implemented Model is effective in enhancing the capabilities of HUGC managers in managing facilities and infrastructure. Respondents perceived that the application of this Model helps establish a more structured, efficient, and measurable management system, thereby supporting the improvement of guidance service quality for pilgrims.

This result is consistent with previous studies (Kusnawan et al., 2018), which assert that innovative, quality-based, and systematic management models can strengthen institutional governance in religious organizations, including in the context of Hajj and Umrah guidance. Accordingly, the implementation of this Model not only improves technical aspects of facilities and infrastructure but also enhances the overall organizational effectiveness of HUGC. A comparative insight can be drawn from the study by Khan, Polat, and Bashir (2023) entitled "Factors Affecting the Financial Performance of Islamic Banks in Pakistan." Although this study focuses on the financial sector rather than religious institutions, it offers relevant implications regarding the role of integrated management systems in improving organizational performance. Their findings revealed that internal factors such as organizational size, asset quality, and operational efficiency significantly influence the financial performance of Islamic banks. At the same time, external shocks, such as the COVID-19 pandemic, negatively affected liquidity and profitability (Khan et al., 2023).

When compared to the Integrated Quality Management (IQM) model developed for HUGC in this study, similar managerial principles apply. Both institutions, Islamic banks and HUGC, rely on internal quality mechanisms, leadership, and efficiency to ensure effective service delivery. The emphasis on operational efficiency and governance transparency in Islamic banking resonates with the accountability and leadership reinforcement components of the HUGC model. Moreover, just as financial institutions must maintain sustainability in the face of dynamic external challenges, HUGC requires adaptive quality systems to maintain consistent performance and trust among pilgrims.

Thus, the synthesis from Khan et al. (2023) strengthens the theoretical foundation that internal quality control, leadership competence, and efficient resource management are universal determinants of institutional success, whether in financial or religious service organizations. This comparative perspective enriches the conceptual depth of the integrated management approach proposed in this research.

CONCLUSION

This study developed an Integrated Quality Management (IQM)-based Model for the Hajj and Umrah Guidance Center (HUGC) aimed at enhancing institutional quality, the professionalism of guides, and service

effectiveness for pilgrims. The Model was developed through four research and development stages adapted from Borg and Gall (1989): preliminary research, planning and development of the initial product, main field testing, and final product testing and dissemination.

The results indicate that the implementation of this Model was considered valid, practical, and effective by experts, guides, and HUGC managers. Based on questionnaires and interviews, it was found that (a) The accessibility of the Model was relatively high (73.99%), indicating the readiness of institutions to adopt an integrated quality management system; (b) The acceptability of the Model reached 66.87%, demonstrating a positive reception toward the potential implementation of the Model within HUGC; (c) The effectiveness of the Model was reflected in improvements in leadership, communication, collaborative culture, guide commitment, service transparency, and managerial participation.

Empirically, the Model has been shown to (a) Enhance leadership roles in establishing the vision, mission, and direction of institutional management; (b) Strengthen supervision and guidance in the implementation of Hajj rituals; (c) Foster a collaborative and communicative organizational culture; (d) Encourage the commitment of guides and managers to improve service quality continuously; (e) Reinforce principles of transparency and accountability in institutional governance.

Consequently, the developed integrated quality management model can be effectively applied in HUGC in Padang City. Furthermore, the Model has the potential to be replicated in other HUGC institutions as a guideline for sustainable, professional, and pilgrim-oriented improvements in Hajj and Umrah guidance services.

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