

Management Education: Strategies for Strengthening Hajj and Umrah Businesses at an Early Age at Majelis Taklim Al-USmaniyah, Rawa Gempol, Teluk Naga, Tangerang Regency

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INDEXING	ABSTRACT
Keywords: Keyword 1; Business Management Keyword 2; Hajj and Umrah Keyword 3; Early Age Keyword 4; Community empowerment Keyword 5; Sharia Entrepreneurship	The goal is to provide management education and strategies for strengthening the Hajj and Umrah business to the community, especially the younger generation, from an early age. The method of implementing the activity includes the presentation of material on the concept of Sharia-based Hajj and Umrah business management, interactive discussions, simulations of preparing simple business plans, and evaluation of participant understanding. The seminar participants numbered 60 people, consisting of teenagers, housewives, and community leaders. This activity is designed not only to increase knowledge, but also to motivate participants to be able to take advantage of business opportunities in the field of religious travel services professionally. The evaluation results showed a significant increase in participant understanding. As many as 85% of participants said they had a better understanding of the basic concepts of Hajj and Umrah business management, and 70% of them expressed interest in starting a business in this sector. Participants were also able to prepare a simple business plan that includes opportunity analysis, cost estimates, and marketing strategies. This activity proves that early childhood development is important to prepare a generation of Hajj and Umrah business actors who are competent, have integrity, and comply with Sharia principles. In the future, it is hoped that there will be follow-up programs in the form of digital marketing training, Sharia financial management, and strengthening business networks so that this potential can develop sustainably.

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INTRODUCTION

The Hajj and Umrah services industry in Indonesia is a sector with enormous economic potential and strong religious values. Indonesia, as the country with the largest Muslim population in the world, consistently sends the largest number of Hajj and Umrah pilgrims each year (Zakiyah, 2024). According to data from the Indonesian Ministry of Religious Affairs, Indonesia's regular Hajj pilgrim quota in 2024 will reach 221,000, not including Umrah pilgrims, whose numbers are many times greater. In some provinces, the waiting list for regular Hajj pilgrimages can even reach 20 to 30 years, leading many Muslims to choose Umrah as an alternative. This situation opens up significant opportunities for the development of religious travel services, which not only cover travel to the Holy Land but also support services such as manasik (rituals), accommodation,

transportation, and worship equipment (Tamheryaan et al., 2024).

This enormous potential also presents challenges. On the one hand, market demand for Hajj and Umrah services continues to increase, while competition among service providers is also intensifying. Many businesses have emerged with various offering schemes, but many ultimately cease operations due to inability to maintain service quality or failure to manage finances effectively (Kurniawan, 2021). Even more concerning, the emergence of Umrah travel fraud cases that harm pilgrims demonstrates the continued weakness of managerial competence and business ethics among some business actors (Dwijayanti et al., 2025). This phenomenon reinforces the urgency of fostering and educating business management based on Sharia principles from an early age, so that the next generation has a strong foundation for developing businesses in this sector professionally, sustainably, and responsibly.

The Majelis Taklim plays a strategic role in this context. As a non-formal educational institution deeply rooted in the community, the Majelis Taklim serves not only as a place for religious instruction but also as a center for character development and life skills (Khasanah et al., 2024). The Majelis Taklim Al-Insanjyah in Rawa Gempol, Teluk Naga Village, Tangerang Regency, has long been a forum for regular religious studies, moral development, and socio-religious activities. The seminar "Management Education: Strategies for Strengthening Hajj and Umrah Businesses at an Early Age" at this Majelis represents an educational innovation that integrates religious knowledge with practical Islamic entrepreneurship skills.

The local context of Teluk Naga Village also provides a strong foundation for this activity. This coastal area is known for its strong Muslim community, active religious social networks, and economic potential based on trade and services. Many residents have experience working abroad or in the religious tourism sector, but not all have been able to translate this experience into sustainable businesses. This seminar is expected to foster a younger generation who not only understands the business opportunities of the Hajj and Umrah pilgrimage but also has the ability to design, market, and manage these businesses in accordance with Sharia principles.

The Hajj and Umrah industry has unique characteristics that distinguish it from other service sectors. Success in this industry is largely determined by the level of pilgrim trust, compliance with government and sharia regulations, and consistent service quality. According to Muhyiddin (2020), satisfactory service is the main differentiator between long-lasting service providers and those that fail. This includes clarity of package information, regular schedules, worship assistance, and the comfort of the facilities provided. Therefore, technical knowledge alone is not enough; a strong moral commitment is also required to serve pilgrims with integrity.

Increasingly fierce competition in this sector also demands innovation and adaptation to change. Policy changes from the Saudi Arabian government, such as electronic visa regulations, quota restrictions, and accommodation standards, can directly impact business operations. Businesses must swiftly adapt their business strategies to avoid missing opportunities (Yahya et al., 2024). Furthermore, advances in information technology offer new opportunities to expand markets, for example by utilizing social media, marketplaces, or mobile applications for marketing and customer service (Sifwah et al., 2024).

Majlis Taklim Al-Insanjarah was chosen as the location for this community service program because it has a diverse network of participants, ranging from teenagers and housewives to community leaders. This diversity creates the potential for intergenerational collaboration in developing Hajj and Umrah businesses. Teenagers can be the driving force of innovation, particularly in the use of technology, while the older generation can provide practical experience and established networks. This synergy is expected to produce a highly competitive business model.

The expected benefits are felt not only by individual participants, but also by the community and industry as a whole. For participants, this activity provides practical knowledge and skills. For the Majlis Taklim, this activity strengthens its role as a center for learning and economic empowerment of the community. For the Teluk Naga Village community, the emergence of new entrepreneurs can create jobs, increase economic turnover, and strengthen social solidarity. For the national Hajj and Umrah industry, the contribution of competent and high-integrity human resources will help improve the quality of service and the sector's reputation.

With this background, urgency, and purpose, this seminar was designed not only as a platform for knowledge transfer but also as a platform for networking and collaboration among participants. The participatory approach used is expected to instill in participants a sense of active participation in the learning process, ensuring that the material presented is not merely passive knowledge but also encourages concrete action after the event. In the long term, this activity is expected to become a model for developing Hajj and Umrah businesses that can be replicated in other regions, ensuring widespread and sustainable benefits.

LITERATURE REVIEW

Early childhood management education holds strategic significance because it can foster an entrepreneurial mindset, managerial skills, and ethical awareness from an early age. Young people who understand the basic concepts of business planning, marketing strategy, financial management, and related regulations will be better prepared to compete in industries that require high levels of trust, such as the Hajj and Umrah pilgrimages. With proper guidance, they can also leverage digital technology to expand their service reach, improve customer communication, and manage operations more efficiently. In an era of rapid growth in digital marketing and e-commerce, these skills are key to competitiveness (Aulia et al., 2024).

Management education from an early age is also crucial to minimize the risk of business failure due to lack of planning. Many small-scale Hajj and Umrah businesses have failed due to unprofessional financial management, ineffective promotion, or a lack of partnership networks (Nababan et al., 2023). Young people who are equipped with managerial skills from an early age will be better prepared to anticipate these challenges. They can master business planning, which includes market analysis, promotional strategies, risk management, and transparent and accountable financial governance.

A literature review supports the relevance of this activity. Setiawan and Rahmawati (2019) emphasized that entrepreneurship education integrated with religious values will produce entrepreneurs with greater integrity. Yusran et al. (2025) added that effective marketing in the service sector requires a focus on building long-term relationships with customers, not just one-time transactions. Meanwhile, Kusumaningtyas and Latifah

(2024) underscored the importance of digitalization in expanding market reach for religious travel businesses. All of these perspectives formed the conceptual foundation of the seminar.

The general objective of this activity is to strengthen the capacity of the community, especially the younger generation, in managing Hajj and Umrah businesses professionally and in accordance with Sharia. Specifically, this activity aims to: (1) provide a basic understanding of Hajj and Umrah business management, (2) train skills in preparing simple business plans, (3) motivate participants to take advantage of business opportunities in this sector, (4) expand community-based business networks, and (5) instill business ethics based on Sharia principles.

RESEARCH METHOD

This community service activity was carried out through seminars and training at the Majelis Taklim Al-Insanjyah, Rawa Gempol, Teluk Naga District, Tangerang Regency, in August 2025. The main target is members of the council, especially the younger generation who are of productive age and have the potential to develop a hajj-umrah business from an early age. The implementation of the activity began with the initial competency identification stage of participants through a pre-test that measured basic understanding of hajj-umrah business management, starting from legal aspects, operational processes, to marketing strategies. The results of this stage became the basis for the implementation team to determine the focus of the material to be presented.

Furthermore, a management education module was developed specifically with a youth-friendly approach, using simple language, engaging visuals, and easy-to-understand case studies. This module includes core materials such as the principles of Sharia business management, the official process for congregational registration, community-based and digital media marketing strategies, Sharia-compliant financial management, and the development of a simple business plan that can be implemented by beginners.

The seminar was conducted interactively, with presentations accompanied by open discussions. Participants not only received theoretical knowledge but also learned about the success stories of young entrepreneurs in the Hajj and Umrah sector as a source of inspiration. Following the seminar, participants participated in small-group workshops where they were asked to develop their own business strategy plans, including SWOT analysis, target market, costing schemes, and marketing strategies. Facilitators provided direct guidance to ensure each group developed a realistic plan that complies with Sharia principles.

To strengthen understanding, simulations and case studies were conducted on managing pilgrim departures, from cost calculations to developing operational timelines. The training concluded with a post-test to gauge participants' knowledge gains after the training. Participants also received recommendations for next steps, whether to start their own business or pursue management education at a higher level. With this implementation method, the community service activities are expected to not only broaden their knowledge but also equip the younger generation with practical skills for managing Hajj and Umrah businesses from an early age.

RESULT AND DISCUSSION

The implementation of a management education training program to strengthen Hajj and Umrah businesses at an early age has shown significant results. Based on the identification phase, it was found that most participants were highly motivated, but their knowledge was limited to aspects of worship, not including business management, legality, and marketing. The participants' greatest potential lies in their ownership of digital devices, which can be optimized for promotional purposes.

Participants' understanding improved significantly after the training. The material presented, covering business planning, business plan development, official Ministry of Religious Affairs regulations, digital marketing, and partnership strategies, proved relevant to their needs. Evaluation results showed an average increase in understanding of 46% compared to before the training.

Follow-up actions included the formation of a business group based on the Islamic study group (Majelis Taklim), strengthening networks with authorized travel agencies, and planning further training specifically for digital marketing. Challenges faced included limited time, varying digital literacy skills, and internet connection issues. However, the full support of the Majelis Taklim management and the enthusiasm of the participants were key factors in the program's success.

This program proves that structured management education can be an effective strategy in building independent Hajj and Umrah businesses from an early age.

Identifying Potential and Needs of Participants

Participants came from diverse backgrounds, including housewives, teenagers, and administrators of a religious study group in the Rawa Gempol area of Teluk Naga, Tangerang Regency. They shared a strong interest in developing the Hajj and Umrah travel industry, both as an economic opportunity and as a form of socio-religious contribution.

Based on the pre-test results, the majority of participants understood the general procedures for pilgrimage rituals, such as the rituals, rules of procedure, and necessary equipment. However, their understanding of business management, marketing strategies, financial management, and compliance with legal requirements was not yet systematically developed.

The main needs identified were practical guidance that integrates business management with sharia principles, understanding of Ministry of Religious Affairs regulations, digital-based promotional strategies, and ethics of congregational service.

In terms of equipment, almost all participants owned smartphones, which have the potential to be effective promotional and communication tools. However, their ability to utilize digital technology remains low, necessitating intensive training to maximize this potential and strengthen Hajj and Umrah businesses from an early age.

a. Background of Participants

Participants consisted of housewives, teenagers, and administrators of Islamic study groups who had a high interest in the Hajj and Umrah travel business.

b. Initial Conditions of Knowledge

The pre-test results showed that participants' understanding was still limited to the ritual aspects of the pilgrimage, while management and business insights were not yet structured.

- c. Primary Needs
Participants need practical guidance that combines aspects of management, legality, marketing, and ethics of congregational service.
- d. Potential Facilities
Almost all participants have smartphones, but the use of digital technology for business is still low.

Improving Participant Understanding

After the training, participants significantly improved their understanding of strategies for strengthening Hajj and Umrah businesses at an early age. Participants began to grasp the basic principles of business management, including thorough planning, structured implementation, and evaluation to ensure business sustainability.

They are able to draft a simple business plan that includes market analysis, cost estimates, marketing strategies, and profit projections. They also gain increased knowledge of business legal procedures according to Ministry of Religious Affairs regulations, including licensing, certification, and the terms of cooperation with authorized travel agencies.

From a technological perspective, participants became more skilled at utilizing social media platforms like WhatsApp, Instagram, and Facebook for promotions and building customer networks. They also grew a greater awareness of the importance of partnering with authorized travel agencies, ensuring that their businesses can operate safely, legally, and sustainably in accordance with Sharia principles.

- a. Understanding Business Management Principles
After attending the training, participants understood that the Hajj and Umrah business is not merely about organizing pilgrimages, but requires thorough planning, structured implementation, and regular evaluation. They began to be able to organize a workflow ranging from analyzing pilgrims' needs, determining travel packages, arranging accommodations, and providing post-pilgrimage services. This principle provides a strong foundation for a sustainable, not just seasonal, business. Strengthening tolerance and empathy, dialogue between students from different social backgrounds has built interpersonal empathy and an awareness of plurality. In sharing sessions, students listened to the experiences of classmates from minority religions, ethnicities, or religious practices. From this, a sense of mutual understanding and respect for differences, which is at the heart of the practice of moderate Islam, has developed.
- b. Ability to Create a Simple Business Plan
Participants can create a business plan document that includes market analysis, initial capital calculations, promotional strategies, and profit and risk projections. They are taught how to tailor their target market, such as congregations from the surrounding area, with competitive package offers. This understanding helps participants develop a clear and focused business vision.
- c. Mastery of Business Legality Procedures
Participants understand that Hajj and Umrah businesses must comply with the licensing requirements of the Ministry of Religious Affairs, including official registration, operational permits, and certification as an Umrah Travel Organizer (PPIU) or its authorized partner. This knowledge reinforces the importance of legal compliance to avoid legal violations and maintain the trust of pilgrims.

d. Utilization of Social Media for Promotion

Participants are now able to utilize social media platforms like WhatsApp, Instagram, and Facebook as effective marketing tools. They learn to create promotional content in the form of compelling photos, video testimonials, and package information. Utilizing digital media opens up opportunities to expand market reach without high promotional costs, while simultaneously fostering direct interaction with potential pilgrims.

e. Awareness of the Importance of Formal Partnerships

Participants recognized that collaborating with officially licensed travel agencies is a crucial strategy to ensure the smooth and safe journey of pilgrims. This partnership allows participants to offer comprehensive services, from transportation and accommodation to manasik guidance, supported by a proven system. This awareness also prevents fraud cases that often tarnish the image of the Hajj and Umrah business.

The detailed results of the impact of these facilities are presented in the following table:

Tabel 1. Increase in Participant Understanding

Training aspects	Before the Dialogue	After the Dialogue	Change (%)
business management	40%	85%	+45%
Business Plan	35%	80%	+45%
Regulation & legality	30%	78%	+48%
Digital marketing	25%	75%	+50%
Business partnership	20%	70%	+50%

Source: Author (2025)

Based on the table above, the average increase in participants' understanding increased in five main aspects of the Hajj and Umrah business, starting from business management, business plan preparation, legal procedures, use of social media, to awareness of official partnerships, which shows the effectiveness of the training in improving participants' competencies.

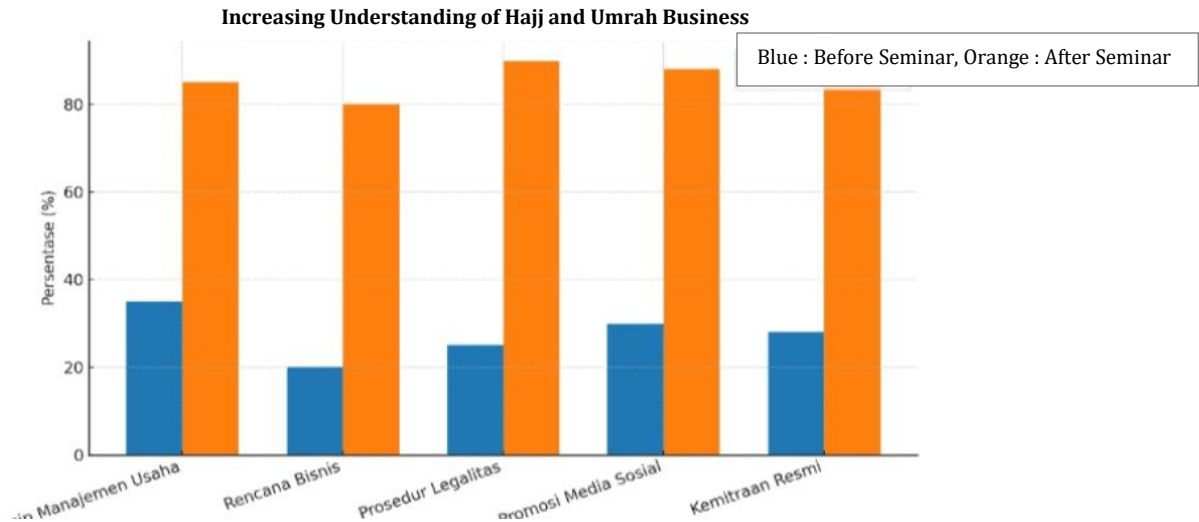


Figure 1. Bar chart shows a significant increase

Notes from Figure 1 : Manajemen Usaha (Business Management), Rencana Bisnis (Business planning), Prosedur Legalitas (Legality Procedure), Promosi Media Sosial (Media Social Promotion), Kemitraan Resmi (official partnership)

Source: Author (2025)

Implementation Evaluation

Evaluation of the implementation of the training "Management Education: Strategies for Strengthening Hajj and Umrah Businesses at an Early Age" was carried out by measuring success from a quantitative, qualitative, and participant participation level perspective.

a. Quantitative

The results showed that the average post-test score for participants reached 82%, a significant increase compared to the pre-test average of 52%. This increase indicates that the training material successfully increased participants' understanding by 30 percentage points. The areas with the greatest increases were mastery of business legal procedures (+40%) and digital marketing strategies (+38%). These results demonstrate that the learning method used was effective in transferring core knowledge to participants.

b. Qualitative

In terms of quality, participant feedback indicated that the training material was easy to understand, presented in simple, relevant language, and supported by real-world case examples. The presenters were considered communicative, able to answer questions clearly, and connected business management theory to the operational practices of Hajj and Umrah businesses. Participants felt the material was immediately applicable, particularly in business planning and promotional strategies.

c. Participation

The participation rate reached 95% of the total invitees, consisting of religious study group administrators, housewives, and teenagers. This high number reflects strong enthusiasm for the training topic. In addition to full attendance, the majority of participants actively asked questions, discussed the topic, and participated in the business plan simulation. This confirms that the interactive method used successfully maintained participant attention and engagement throughout the event.



Figure 2. Provides education for early childhood

Source: Author (2025)

Follow-up efforts

To ensure the sustainability of the Hajj and Umrah travel business training, targeted strategic steps are needed. This follow-up will not only focus on applying the knowledge gained but also on strengthening collaboration, improving skills, and expanding participants' business networks. The following is the mutually agreed-upon follow-up plan:

- a. Forming a joint business group under the guidance of the Islamic study group
As a first step in business development, participants agreed to form a joint business group focused on Hajj and Umrah services. This group would be under the coordination and guidance of a religious study group (Majelis Taklim), thus gaining social legitimacy and strong moral support from the community. A simple organizational structure was established to assign roles such as chairperson, treasurer, and marketing team. Initial activities included pooling capital, identifying potential pilgrims, and scheduling promotional programs.
- b. Schedule advanced training specifically for digital marketing
To increase competitiveness, advanced training is planned with a focus on digital marketing strategies. This training will cover social media optimization techniques, creative content creation, and the use of paid advertising. Participants will also be trained in creating a content calendar, managing interactions with potential pilgrims, and utilizing e-commerce platforms as a means of payment.
- c. Establish initial partnership with an official travel agency in Tangerang
To accelerate legalization and access to official services, participants will establish an initial partnership with a Hajj and Umrah travel agency in Tangerang. This partnership includes collaboration in marketing pilgrimage packages, using official facilities, and providing administrative assistance. This step will enhance the credibility of the business they establish in the eyes of the public.

Obstacles Encountered

During the program's implementation, several obstacles were identified that impacted its smooth operation. First, time constraints were a major obstacle, particularly

for participants with household responsibilities, preventing them from fully attending all training sessions. Second, there were varying levels of understanding among participants. Younger participants tended to master digital technology more quickly, while older participants were more experienced in community management but required more intensive guidance in using social media. Third, uneven access to media such as mobile phones and the internet presented a challenge, particularly for participants living in areas with weak and minimal network connections. These obstacles resulted in delays in participating in online sessions and online marketing practices. However, these obstacles were overcome through rescheduling, paired mentoring, and the use of offline learning media.

a. Time Limitation

Some participants, particularly housewives, faced challenges juggling their time between attending the training and managing household chores. This resulted in some of them being unable to attend all training sessions in full.

b. Variation in Level of Understanding

Younger participants generally master digital media use more quickly than older participants. Meanwhile, older participants possess strong community management experience and insight, but require more time to master digital applications. This difference necessitates an adaptive learning approach.

c. Media access

Not all participants in their residential areas have mobile phones and are tech-savvy, especially in rural areas. This presents a barrier during online learning sessions or digital marketing practices.

CONCLUSION

The Hajj and Umrah travel business training successfully improved participants' knowledge, skills, and awareness regarding business management, legality, digital marketing, and the ethics of serving pilgrims. Evaluation results showed a significant increase from an average pre-test score of 52% to a post-test score of 82%, accompanied by enthusiastic attendance of up to 95%. Participants now have a clearer understanding of business planning, social media utilization, and the importance of partnering with authorized travel agencies. This success provides an important foundation for forming joint business groups, conducting further training, and building sustainable networks.

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