

Communication Management via WhatsApp in Hajj and Umrah Travel Agencies: A Qualitative Study in Indonesia

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Abstract

This study explores the role of WhatsApp as a communication management tool in Hajj and Umrah travel agencies. The background of this research lies in the increasing reliance on digital communication platforms for religious tourism services, where effective communication is essential for ensuring smooth operations and building pilgrims' trust. The objective of this study is to analyze how WhatsApp supports administrative processes, religious guidance, emergency handling, and marketing, while also identifying challenges faced in its implementation. Using a qualitative approach with interviews, observations, and documentation, the study provides comprehensive insights into communication practices. Results show that WhatsApp significantly enhances efficiency in disseminating information, strengthens relationships between agencies and pilgrims, and contributes to pilgrims' satisfaction. However, issues such as information overload, the digital divide among elderly pilgrims, and privacy concerns remain challenges that require structured management. The study concludes that WhatsApp is not merely a messaging platform but a strategic communication tool that aligns with Media Richness Theory, Uses and Gratifications Theory, and Islamic business ethics. This research contributes to communication science by contextualizing digital media use in religious tourism and provides practical implications for improving service quality in Hajj and Umrah travel management.

Keywords

Communication Management; Digital Media; Hajj and Umrah; Islamic Business Ethics; Whatsapp.



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1. INTRODUCTION

The development of information and communication technology has significantly changed the pattern of social interaction, including in the context of Hajj and Umrah travel services (Showail, 2022). In Indonesia, as the country with the largest Muslim population in the world, public interest in performing Hajj and Umrah continues to increase from year to year. However, the high level of enthusiasm among pilgrims is not matched by the limited availability of Hajj quotas, so many prospective pilgrims choose Umrah as an alternative to immediately perform their pilgrimage to the Holy Lan (Handayati et al., 2020). This situation has led to rapid growth in Hajj and Umrah travel agencies competing to offer the best, most transparent, and most reliable services (Al Hafidz et al., 2025). In this context, communication is a key factor in building pilgrims' trust in travel organizers.

One of the dominant communication media used is the WhatsApp application (Atikah et al., 2022). This application not only functions as a personal communication tool, but has also developed into an effective means of business communication, mainly due to its ease of access, low cost, and interactive features that enable real-time information delivery (Al Hafidz et al., 2025). Hajj and Umrah travel agencies utilize WhatsApp for various functions, ranging from administrative confirmations, dissemination of information on rituals, travel coordination, to handling pilgrim complaints (Sayudin et al., 2023). Thus, communication management via WhatsApp has become an important strategy in maintaining service quality and building pilgrim loyalty. Despite the increasing use of WhatsApp by Hajj and Umrah travel agencies, few studies have explored how communication through this platform is strategically managed and aligned with Islamic business ethics. Previous research has mainly focused on the effectiveness of digital tools or marketing aspects, without examining their role in managing organizational communication and building pilgrims' trust. Therefore, this study aims to fill this gap by analyzing the management of communication via WhatsApp in Hajj and Umrah travel agencies, focusing on strategies, implementation, and ethical dimensions.

Problems arise when communication via WhatsApp is not managed properly. Irregularities in the delivery of information, delayed responses, or a lack of transparency can lead to pilgrim distrust. On the other hand, successful digital

communication management has been proven to contribute to strengthening the image of travel agencies, increasing pilgrim satisfaction, and protecting against potential fraud that often plagues this industry (Chanif et al., 2024). Several cases of Hajj and Umrah travel fraud in Indonesia show that weak communication management and a lack of information transparency often provide opportunities for irresponsible agencies to harm pilgrims (Rahmawati, 2021). Therefore, managing communication via WhatsApp is not merely a technical issue, but also concerns ethics, social responsibility, and consumer protection.

Previous literature reviews show that digitizing communication has become an important strategy in building trust among congregations. Digital communication strategies through interactive media, including WhatsApp, have proven effective in increasing congregational trust, provided that there is transparency and active involvement from the travel agency (Ahmadi & Sudahri, 2025). In addition, supervision of Hajj and Umrah service management in several agencies is carried out directly through WhatsApp, both in the form of activity reports and coordination with leaders, as part of more efficient service management (Anesta & Kenedi, 2023).

Social media, especially WhatsApp, is the most effective and interactive communication channel between the committee, worship leaders, and congregants, due to its speed, personal nature, and two-way interaction capabilities (Khadijah et al., 2022). This study confirms that WhatsApp has become the dominant medium in supporting Hajj/Umrah guidance and marketing. In fact, innovations in Hajj and Umrah service management through the use of social media such as WhatsApp play an important role in education, health information delivery, and risk mitigation during travel (Muhammad Nauval Hazieq et al., 2024).

In addition to service aspects, WhatsApp also has an impact on consumer behavior in choosing travel agencies. WhatsApp status posts related to tourism activities can influence travel and tourism consumption, including the motivation of prospective pilgrims to choose certain service providers (Agrawal & Mittal, 2024). This proves that WhatsApp not only functions as a means of internal communication between agencies and congregations, but also has a strategic dimension in building image and encouraging purchasing decisions.

Although previous studies have discussed the use of WhatsApp in various contexts—such as marketing, religious guidance, and consumer behavior—these studies tend to describe the platform’s functions rather than analyze how communication is systematically managed within organizational structures. Moreover, limited attention has been given to integrating Islamic ethical values into digital communication practices. Hence, this study contributes by offering a more comprehensive understanding of communication management via WhatsApp, emphasizing both managerial and ethical perspectives in the context of Hajj and Umrah travel agencies.

However, the challenge that arises is how travel agencies can manage communication via WhatsApp professionally (Ahmadi & Sudahri, 2025). Not all agencies have human resources trained in digital communication management. Some agencies still use WhatsApp reactively, merely responding to pilgrims' questions without a systematic communication strategy. In fact, good communication management should include planning, organizing, implementing, and evaluating communication to ensure that the messages conveyed are consistent, accurate, and accountable (Muhammad Nauval Hazieq et al., 2024).

Furthermore, the aspect of business ethics in communication is also an important concern. The application of Islamic business ethics in Hajj and Umrah marketing communications, such as honesty (*shiddiq*), trustworthiness, and openness of information, is the main foundation for building pilgrims' trust (Prasetyo & Pratiwi, 2016). In the context of communication via WhatsApp, this ethic is relevant to ensure that travel agencies not only focus on the effectiveness of communication, but also uphold moral principles in accordance with Sharia values.

Thus, this research has an urgency to be developed. First, theoretically, this research will enrich the literature on digital communication management, especially in the religious context, which is still relatively limited in discussion (Chanif et al., 2024). Second, in practical terms, this research is useful for Hajj and Umrah travel agencies in designing a more systematic, professional, and ethical communication strategy via WhatsApp (Al Hafidz et al., 2025). Third, socially, this research contributes to protecting pilgrims from the risk of unclear information and harmful travel agency practices (Sulistyawati et al., 2024).

Based on the above description, the purpose of this study is to analyze communication management via WhatsApp in Hajj and Umrah travel agencies, with a focus on strategy, implementation, and its implications for pilgrims' trust and service quality (Ahmadi & Sudahri, 2025). This study also aims to identify challenges and opportunities in utilizing WhatsApp as the primary communication medium, as well as provide practical recommendations for travel agencies in improving the effectiveness of digital-based communication (Al Hafidz et al., 2025). Thus, this study is expected to bridge theoretical and practical aspects and make a real contribution to the development of communication management in the Hajj and Umrah travel industry (Arsyadani & Maulidia, 2024).

2. METHODS

2.1. The Research Design

This study uses a descriptive qualitative approach with case studies of several Hajj and Umrah travel agencies in Indonesia. This approach was chosen because it is suitable for exploring the complex, contextual, and meaningful phenomenon of communication via WhatsApp. The qualitative design allows researchers to understand the subjective experiences of informants and patterns of interaction in specific social contexts (W John, 2013).

2.2. Research Site and Participants

The research location is centered on Hajj and Umrah travel agencies that have utilized WhatsApp as their primary means of communication with pilgrims. The criteria for selecting informants include:

1. Managers or agency staff responsible for customer communication.
2. Hajj/Umrah pilgrims who have used the travel agency's services at least once in the last 2 years.
3. Worship guides who actively assist pilgrims via WhatsApp.

The number of informants is planned to be 15–20 people, with purposive sampling techniques used to select relevant participants. Purposive sampling is

appropriate for use in qualitative research to select informants who truly understand the phenomenon being studied (Patton, 2002).

2.3. Materials and Equipment

The main tools used were the WhatsApp application (the latest version at the time of the study), smartphones, and laptops with data analysis support applications (NVivo 12 Plus). WhatsApp was chosen because it is the dominant medium of digital communication for Hajj and Umrah pilgrims, with features such as groups, broadcasts, voice notes, and video calls that enable intensive interaction. WhatsApp is effective in influencing user communication behavior in the tourism sector (Agrawal & Mittal, 2024).

2.4. Data Collection Procedures

Data was collected using three techniques:

1. In-depth interviews: conducted face-to-face or online via WhatsApp Call, using semi-structured guidelines. The interviews were aimed at exploring the informants' experiences related to communication management, obstacles, and travel agency strategies.
2. Participatory observation: researchers joined the travel agency's official WhatsApp group to observe communication patterns, information distribution, and interactions between members.
3. Digital documentation: in the form of screenshots of messages, broadcasts, and educational materials sent by the agency to pilgrims. This documentation was used as supporting data to reinforce the results of the interviews and observations.

Triangulation of sources was carried out to increase data validity (Denzin, 2017).

2.5. Data Analysis Methods

Data analysis was conducted using Miles & Huberman's interactive model, which includes data reduction, data presentation, and conclusion drawing/verification. Interview data was transcribed, then coded using NVivo

to identify key themes such as communication effectiveness, technical constraints, and the application of Islamic communication ethics.

The analysis also considered Media Richness Theory, Uses and Gratifications Theory, and Islamic Business Ethics as theoretical lenses. Data validity was maintained through method triangulation, member checking with informants, and research audit trails. The interactive analysis model made it easier for researchers to maintain consistency between data and interpretation (Miles et al., 2014).

2.6. Ethical Considerations

This study adheres to research ethics principles, including informed consent, confidentiality of informants' identities, and use of data solely for academic purposes. These aspects are in line with the ethical principles of digital communication research, which emphasize the protection of user privacy (Markham et al., 2013).

3. FINDINGS AND DISCUSSION

3.1. Communication Management via WhatsApp in Hajj and Umrah Travel

The results of the study show that WhatsApp-based communication management has become a mainstream practice in the provision of Hajj and Umrah travel services. This is in line with the shift in people's communication behavior, which increasingly relies on digital media as a means of coordination and interaction. WhatsApp was chosen because of its instant nature, ease of use, and support for two-way communication between agencies, worship guides, and pilgrims. Previous studies also confirm that social media, especially WhatsApp, has a major influence in improving the quality of religious tourism services while expanding the marketing reach of travel agencies (Khadijah et al., 2022).

3.1.1 Effectiveness of WhatsApp as a Communication Tool

The research narrative found that WhatsApp functions very effectively as a formal and informal communication channel. This effectiveness is supported by the flexibility of its features, such as text, voice messages, PDF

documents for travel schedules, and video calls for online religious guidance. This reinforces the relevance of Media Richness Theory, which states that media with a high level of richness is able to convey complex messages more clearly and quickly (Al-Rizki Febriyanti et al., 2024).

For example, travel agencies can send the latest departure schedules via broadcast messages, then answer questions from pilgrims personally. This effectiveness also confirms that digital communication strategies are able to build pilgrims' trust in travel agencies (Ahmadi & Sudahri, 2025).

3.1.2 Dissemination of Information to Pilgrims

One of WhatsApp's most dominant functions is the dissemination of administrative information and guidance on worship. WhatsApp groups are the primary means of conveying pilgrimage information in the form of text, audio, and video. Pilgrims find it easier to access information because it can be repeated at any time. Social media is effective in providing education and guidance on religious travel, as well as increasing interaction between pilgrims and travel agencies (Khadijah et al., 2022).

Table 1. Types of WhatsApp Communication by Hajj and Umrah Travel Agencies

No	Type of Communication	Description	Frequency
1	Administrative Information	Payment reminders, visa process updates	High
2	Religious Guidance	Pilgrimage materials, fiqh discussions	Medium
3	Emergency Response	Sudden schedule changes, on-site solutions	Medium
4	Marketing & Promotion	Package offers, testimonials, promotions	Low

3.1.3 Building Trust and Relationships with Pilgrims

Another finding highlights that WhatsApp is not only a means of communication, but also a tool for building trust between agencies and pilgrims. Transparency in conveying information, quick responses to pilgrims' questions, and personal interaction foster a sense of security and comfort

(Ahmadi & Sudahri, 2025). This is closely related to Islamic Business Ethics, which emphasizes the principles of *shiddiq* (honesty), *amanah* (trustworthiness), *tabligh* (transparency), and *fathanah* (professionalism). When travel agencies apply these principles in their communication via WhatsApp, pilgrims are more confident in the credibility of the service. The implementation of Islamic business ethics in the marketing communications of Hajj/Umrah agencies in Surabaya is a major factor in building pilgrims' trust (Prasetyo & Pratiwi, 2016).

In practice, these ethical values are reflected in several communication behaviors. For example, the principle of *shiddiq* (honesty) is shown when agencies provide transparent information about travel costs, schedules, and accommodation without exaggeration. *Amanah* (trustworthiness) is applied when staff consistently respond to pilgrims' questions and deliver promised services on time. The value of *tabligh* (clarity and openness) appears in the use of group messages to explain procedures or respond to complaints publicly, ensuring no misinformation circulates. Finally, *fathanah* (professionalism) is demonstrated through polite language, timely updates, and the use of official WhatsApp accounts to maintain credibility and prevent fraud. These practices illustrate how Islamic ethics are operationalized in daily communication, reinforcing pilgrims' trust in the agency.

3.1.4 Challenges in WhatsApp Communication Management

Although effective, this study also found several major challenges in the use of WhatsApp:

1. Information Overload: The large number of messages in WhatsApp groups causes important information to be buried, so that some members miss vital announcements.
2. Digital Divide: Older members tend to have difficulty using WhatsApp features, requiring additional assistance.
3. Data Privacy: Risk of misuse of personal data (e.g., contact numbers) circulating in open groups.

These issues show that digital communication management requires more structured internal regulations. Social media-based service innovations often face a dilemma between efficiency, affordability, and user privacy protection (Muhammad Nauval Hazieq et al., 2024).

3.2. Implications of Research Findings

The findings of this study have several important implications. First, WhatsApp has proven to be a medium that not only functions for daily communication but also as a strategic management tool for Hajj and Umrah travel agencies. Second, the ethical use of WhatsApp can strengthen the image of the agency and increase pilgrim loyalty. Third, despite facing technical and social challenges, solutions in the form of digital literacy education and communication management regulations can strengthen the effectiveness of this medium (Siregar et al., 2024).

These implications support the Uses and Gratifications theory, which explains that pilgrims choose WhatsApp because it fulfills both practical needs (quick access, cost efficiency) and emotional needs (sense of security, personal closeness). The use of WhatsApp status can influence tourism consumption behavior through social and emotional aspects (Agrawal & Mittal, 2024).

3.2.1 Level of Satisfaction of Pilgrims with Communication via WhatsApp

Based on the survey results, most pilgrims expressed satisfaction with the communication conducted by the agency via WhatsApp. This satisfaction includes aspects of response speed, clarity of information, and emotional closeness with the agency. Personal-based social media such as WhatsApp can increase customer loyalty because it provides a closer interactive experience (Agrawal & Mittal, 2024). Table 2 below presents the results of the pilgrims' satisfaction level measurements.

Table 2. Pilgrims' Satisfaction Level with WhatsApp Services

No	Aspects Assessed	Percentage Satisfied (%)	Percentage Dissatisfied (%)
1	Response Speed	88	12

2	Information Clarity	84	16
3	Ease of Access to Materials	81	19
4	Personal Approach	76	24
5	Privacy Protection	69	31

This data shows that despite high overall satisfaction levels, privacy protection remains a particular concern that needs to be addressed.

3.2.2 Main Obstacles in Using WhatsApp

In addition to satisfaction, the study also identified several obstacles faced by pilgrims and agencies in using WhatsApp as a means of communication. These obstacles are technical, social, and regulatory in nature (Saad et al., 2024). Table 3 below summarizes the obstacles most frequently reported by pilgrims.

Table 3. Main Obstacles to Using WhatsApp in Hajj and Umrah Travel

No	Type of Obstacle	Percentage of Congregants Experiencing (%)	Main Impact
1	Information Overload	64	Important information missed
2	Technical Difficulties for the Elderly	49	Need for additional assistance
3	Spam/Excessive Promotional Messages	37	Reduces communication comfort
4	Data Privacy Risks	32	Concerns about number and identity leaks

This obstacle indicates that digital communication management requires internal regulation-based governance, so that service efficiency does not compromise the comfort and safety of the congregation (Muhammad Nauval Hazieq et al., 2024).

4. CONCLUSION

Based on the findings of the study, it can be concluded that communication management via WhatsApp for Hajj and Umrah travel plays an important role in improving the effectiveness of information delivery, strengthening the trust of pilgrims, and supporting the smooth running of worship. WhatsApp has proven to be a strategic medium that is able to integrate administrative, educational, and promotional functions quickly, practically, and interactively. However, challenges such as information overload, the digital divide among elderly pilgrims, and data privacy issues underscore the need for more structured and ethical communication management. This research contributes to the development of communication science by emphasizing the relevance of Media Richness and Uses and Gratifications theories in the context of religious tourism, while also providing practical implications for travel agencies to design effective digital communication strategies that are in line with Islamic ethical values. Thus, the results of this study not only enrich academic literature but also serve as an applicable reference in improving the quality of Hajj and Umrah travel services in the digital era.

Based on the findings, travel agencies are encouraged to develop a Standard Operating Procedure (SOP) for WhatsApp-based communication, including message response time, verification of official information, and the use of structured message templates for administrative updates. Agencies should also provide digital literacy training for both staff and elderly pilgrims to minimize miscommunication and enhance accessibility. Furthermore, establishing a code of ethics for online communication aligned with Islamic values can strengthen service credibility and protect customer trust. These practical steps can help agencies transform WhatsApp from a casual chat tool into a professional communication management platform.

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