

ABSTRACT

This research is motivated by the urgency of effective human resource management (HRM) in the organization of the Hajj pilgrimage, considering the strategic role of Hajj officers in delivering optimal services to pilgrims. The complexity of Hajj operations, the large number of pilgrims, and the high proportion of elderly participants require a structured and professional system of selection, training, and performance evaluation. The Directorate General of Hajj and Umrah (DJPHU) at the Indonesian Ministry of Religious Affairs plays a central role in ensuring the quality of Hajj services, with success largely dependent on proper HR management.

The study aims to comprehensively examine the HR management process for Hajj officers, from manpower planning, recruitment, and training to placement and performance evaluation, as well as to identify the challenges encountered in its implementation. It also seeks to uncover the supporting factors contributing to the successful execution of Hajj duties in the field. The main focus is on improving the effectiveness, transparency, and accountability of HR management processes, providing a foundation for the formulation of more adaptive and sustainable policies.

A qualitative research approach with a case study strategy was employed. Data were collected through in-depth interviews with key informants, direct observation, and official document analysis. Thematic analysis was used to identify patterns, meanings, and interrelationships among findings. This approach allowed the researcher to explore the subjective experiences of stakeholders, understand policy dynamics, and identify gaps between regulations and field implementation.

The findings indicate that the selection process for Hajj officers involves multiple stages, including administrative screening, computer-based tests, interviews, and field competency assessments. Centralized training programs focus on technical readiness, mental resilience, and service communication. Performance evaluation is conducted continuously from the training phase through the operational period in Saudi Arabia, utilizing daily monitoring, direct supervision, and visual documentation. Supporting factors include administrative completeness, personal competence, technological readiness, and inter-agency coordination.

Challenges identified include limited integration of digital systems, disparities in individual quality, insufficiently detailed technical guidelines, and external constraints such as extreme weather and quota policies. The study recommends enhancing transparency in selection processes, strengthening competency-based training, developing measurable performance indicators, and optimizing the use of information technology. These findings are expected to contribute to strengthening HR management in faith-based public service sectors, particularly in the context of Hajj pilgrimage management.

Keywords: *Hajj Officer Selection, Performance Evaluation, Competency, Monitoring, Strategic Human Resource Management*