

Optimization of Customer Service Quality Using ISO 9001:2015 Principles at PT. Trust Pearl

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ABSTRACT

This study aims to analyze the quality of services provided by PT. Mutiara Amanah to its customers (Umrah pilgrims) based on the dimension of service quality, and to formulate an ISO 9001:2015 implementation strategy to improve service quality. The qualitative descriptive method was used with data collected through in-depth interviews using pattern matching analysis, observations, document studies, and Focus Group Discussions (FGD) with the PDCA (Plan-Do-Check-Act) approach. This research was conducted from August to October 2022 at PT. Mutiara Amanah, Bojonegoro. The results showed that the company's service quality met the five dimensions of SERVQUAL: reliability, responsiveness, assurance, empathy, and tangible appearance, achieving a satisfaction score of 81% from 50 respondents. The FGD identified 140 complaints from pilgrims and 140 service desires, which were then reduced to five main categories. Using Pareto analysis, 80% of complaints come from 20% of service areas, with external services (airlines, hotels, visa providers) and personal services as the main concerns. The company's ISO 9001:2015 implementation strategy includes the PDCA cycle: planning, complaint identification, implementation of service improvements, checking through the Tour Guide handbook, and action by updating SOPs. These findings show that the PDCA-based ISO 9001:2015 framework is effective in systematically improving the quality of Umrah travel services.

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INTRODUCTION

The development of Umrah travel services in Indonesia has grown significantly following the enactment of Law Number 8 of 2019 concerning the Implementation of Hajj and Umrah, which legally equates Umrah services with Hajj services in terms of state supervision. At the time of this study, around 1,750 Licensed Umrah Travel Operators (PPIU) were registered with the Ministry of Religious Affairs, thereby increasing competition in this sector.

Damayanti's research (2017) shows that good service quality affects customer satisfaction and loyalty. Therefore, the application of ISO 9001:2015 principles that focus on customer satisfaction, process approach, and continuous improvement can be an effective strategy in optimizing the quality of customer service at PT. Pearl of Trust.

In this competitive environment, service quality has become a decisive factor for retaining customers. PT. Mutiara Amanah (Mutamtour), which was founded in 2013 and is headquartered in Bojonegoro, East Java, is the first and only local PPIU in its region. The company caters to a customer base that is mostly elderly (80% over 60 years old), who need special and attentive care. Its commitment is summarized in the tagline "Amanah Mendampingi" (Loyal Companion), which underlies all of its service models. To systematically manage and improve the quality of services, an internationally recognized quality management system such as ISO 9001:2015 provides a structured framework. ISO 9001:2015 emphasizes a risk-based approach and a Plan-Do-Check-Act (PDCA) cycle that is implemented at all levels of the organization. For Umrah travel companies, adopting ISO 9001:2015 signifies a commitment to customer satisfaction at every stage of the Hajj journey, from registration in Indonesia to return from the Holy Land.

Therefore, this study investigates how PT. Mutiara Amanah provides service quality in all five dimensions of SERVQUAL, and how the company formulates strategies to optimize service quality using ISO 9001:2015 principles as a framework for continuous improvement.

Literature Review And Problem Statement

According to Abid M, in an era of increasingly competitive business competition, the quality of customer service is one of the main factors in determining the success of the company. Companies are required to be able to provide consistent, effective, and consistent services in accordance with customer needs to increase customer satisfaction and loyalty. One of the international standards that are widely applied to improve service quality is the International Organization for Standardization through the ISO 9001:2015 quality management system. The quality of service has been studied extensively as a key determinant of customer satisfaction. According to Tjiptono (2019), service quality refers to the overall characteristics of a product or service that meets customer expectations, with two main factors at play: expected service and perceived service. When the perceived service meets or exceeds expectations, the quality of the service is evaluated positively. The SERVQUAL Parasuraman model identifies five dimensions of service quality: reliability (the ability to deliver the promised service accurately and consistently), responsiveness (willingness to help customers quickly), assurance (knowledge, politeness, and competence of employees), empathy (individualized attention and communication), and physical form (physical facilities, equipment, and appearance of personnel).

ISO 9001:2015, developed by the International Organization for Standardization, provides a framework for a Quality Management System (QMS) that ensures consistent delivery of products and services that meet customer requirements. This standard replaces prescriptive documentation requirements with a focus on organizational performance through risk-based thinking and PDCA cycles. For Umrah travel service providers, ISO 9001 requires comprehensive documentation of all service processes and requires a systematic risk analysis from registration to the safe return of pilgrims. Previous research has shown that the implementation of ISO 9001 has a positive impact on service quality outcomes in various sectors, including education and construction services [5][6]. However, its application in the context of Umrah travel in Indonesia, especially for local PPIU companies

serving elderly clients, is still not explored. This gap motivated this study, which examines how the principles of ISO 9001:2015 can be operationalized to optimize the quality of services for Umrah pilgrims.

METHOD

This study uses a qualitative descriptive research approach, in accordance with Moleong (2021), which defines qualitative research as a holistic investigation of the phenomena experienced by the subject through descriptive language in a naturalistic context. This research was conducted at PT. Mutiara Amanah, Jl. KHR. Moh. Rosyid No. 100, Bojonegoro, from August to October 2022. Data was collected using three main methods. First, in-depth interviews were conducted with eight key informants: Directors, administrative staff (five people), a Tour Guide, and 50 Umrah pilgrims who traveled between October 2022 and January 2023. The interviews were arranged based on the five dimensions of SERVQUAL using a Likert scale questionnaire (1–5) consisting of 22 items to 50 respondents. Second, document analysis includes organizational records, operational SOPs, PPIU permits, accreditation certificates, and financial audit reports. Third, two Focus Group Discussion (FGD) sessions were held at PT. The meeting rooms on the second floor of Mutiara Amanah, each lasting 120 minutes, engage the Director and Tour Leader to discuss the PDCA cycle for service improvement.

The data analysis used Robert K. Yin's (2008) pattern matching logic to compare empirical findings with theoretically predicted patterns based on the SERVQUAL dimension. The FGD data was analyzed using content analysis, with systematic coding and a total reduction of 280 data points (140 complaints and 140 service wishes) to five categories. Pareto analysis is then applied to identify the 20% of service areas responsible for 80% of complaints. The validity of the data is ensured through source triangulation, extended observation, and increased research diligence.

RESULTS AND DISCUSSION

Service Quality of PT. Pearls of Trust in All Dimensions of SERVQUAL

A quantitative assessment based on 50 respondents resulted in a total service quality score of 4,478 out of a maximum of 5,500, representing 81% satisfaction—classified in the "good" category. These results confirm that PT. Mutiara Amanah is felt positively in these five dimensions.

Table 1. Service Quality Assessment Results by SERVQUAL Dimension

Dimensions	Key Findings from the Interview	Rating
Reliability	Services are in line with the SOP 'Amanah Mendachingi': 3 manasik sessions, mosque assistance for 5 daily prayers, health checks, and provision of medicines. Departure schedules and itineraries are always adhered to.	Meet standards
Responsive	The staff serves the pilgrims online and offline with detailed explanations based on the catalog. Document guidance and	Meet standards

Dimensions	Key Findings from the Interview	Rating
Warranty	hotel upgrade requests are handled quickly. Tour Leaders and Muttowif undergo training, coaching, and competency certification. Comprehensive insurance, airport transfers, and manasik sessions ensure the safety of pilgrims.	Meet standards
Empathy	The staff maintains professional friendliness towards all pilgrims regardless of the level of the package. Medical supplies are provided; Post-trip alumni meetings maintain relationships.	Meet standards
Real Evidence	A three-storey office with a dedicated room for manasik, meetings, and administration. Staff follow the standard of appearance (batik uniform, hijab, identity card). Miniature Kaaba for practice.	Meet standards

This finding is consistent with Tjiptono (2019), who stated that service quality is considered satisfactory when the perceived service is in line with customer expectations. In particular, the reliability dimension is reinforced by the company's systematic SOP documentation covering all stages of the Umrah journey, which reflects ISO 9001:2015's emphasis on documented information.

ISO 9001:2015 Implementation Strategy Using PDCA

The FGD session resulted in a total of 140 complaints and 140 service wishes from worshippers, which were systematically reduced through content analysis and coded into five service categories. Pareto analysis revealed that the dominant complaint category was external services (airlines, hotels, visa providers, catering, and airport handling) at 40.71%, followed by a personal service gap of 30.71% (see Table 2).

Table 2. Pareto Analysis of Pilgrim Complaints and Service Wishes

Yes	Category	Complaints	Cumulative	%	Cumulative %
1	External services (airlines, hotels, visas, catering, airport handling)	57	57	40.71%	40.71%
2	Personalized service	43	100	30.71%	71.43%
3	Company internal services (travel/teams)	30	130	21.43%	92.86%
4	General services	10	140	7.14%	100.00%
5	Urgent service	0	140	–	100.00%
	TOTAL	140		100.00%	

Applying the Pareto principle, 80% of complaints come from 20% of service areas—i.e. external services and personal mentoring. This analysis directly became the basis of the PDCA-based ISO 9001:2015 strategy formulated through focused group discussions (FGDs):

Plan: Based on Pareto analysis, 80% of complaints are caused by 20% of service touchpoints. The company prioritizes improving the competence of Tour Guides and coordinating external services as the most impactful interventions.

Do: PT. Mutiara Amanah implemented targeted improvements including an enhanced Tour Guide training program, systematic health checks for pilgrims before departure, and updated SOPs for airport and hotel coordination.

Check: An evaluation mechanism is established using the Tour Guide Handbook to monitor whether complaints are recurring. This is in line with Clause 9.1.2 of ISO 9001:2015, which requires monitoring of customer satisfaction through predetermined methods.

Action: Based on the results of the evaluation, the Tour Leader's SOP was officially updated to standardize personal mentoring services, establishing clear protocols for mosque mentoring, medical care, shopping assistance, and congregation documentation support.

These findings are consistent with Yonatan and Palit (2015), who affirm that PDCA-based improvement activities ensure that service characteristics meet the quality standards desired by consumers. The integration of PDCA in ISO 9001:2015 provides an interlocking cycle of enhancement that perfectly matches the dynamic and labor-intensive nature of Umrah travel services

CONCLUSION

This study shows that the quality of PT. Mutiara Amanah fulfills the five dimensions of SERVQUAL—reliability, responsiveness, assurance, empathy, and tangible appearance—by achieving a satisfaction score of 81% from pilgrim respondents. The company's distinctive "Amanah Mendachingi" commitment operates these dimensions through structured SOPs that cover every stage of the Umrah journey.

The ISO 9001:2015 implementation strategy, operationalized through the PDCA cycle, provides an effective and systematic approach to identifying and addressing service gaps. A Pareto analysis of the FGD data revealed that coordination of external services and personal mentoring were the main drivers of complaints, which guided targeted interventions in Tour Leader training and SOP revisions. These findings contribute to the limited literature on the implementation of ISO 9001:2015 in Umrah travel services in Indonesia, particularly for companies serving the predominantly elderly pilgrim population. The next research should examine the long-term outcomes after ISO 9001:2015 certification and explore the role of digital service platforms in increasing pilgrim satisfaction.

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