

ABSTRAK

Muhammad Satria Surya Bangsa: Analisis Implementasi Standar Operasional Prosedur (SOP) Kompetensi *Tour Leader* Pada Penyelenggara Perjalanan Ibadah Umrah (PPIU) Qiblat Tour Di Kota Bandung

Standar kompetensi *Tour Leader* pada berbagai PPIU masih bervariasi, sementara kajian yang menguraikannya secara mendalam menggunakan teori kompetensi Spencer & Spencer masih terbatas. Penelitian ini bertujuan mengetahui dan menganalisis implementasi SOP kompetensi *Tour Leader* pada PPIU Qiblat Tour di Kota Bandung berdasarkan lima komponen kompetensi Spencer & Spencer, serta faktor pendukung dan penghambat penerapannya.

Penelitian ini menggunakan metode kualitatif dengan pendekatan deskriptif. Informan dipilih melalui purposive sampling, terdiri atas pihak manajemen dan *Tour Leader* aktif PPIU Qiblat Tour, dengan dukungan dua informan jemaah sebagai sumber triangulasi. Data dikumpulkan melalui wawancara mendalam, observasi langsung, dan dokumentasi, lalu dianalisis implementasi dengan model interaktif Miles & Huberman serta diuji keabsahannya melalui triangulasi sumber dan teknik.

Hasil penelitian menunjukkan bahwa pengetahuan teknis perjalanan dan pelaksanaan ibadah telah terinternalisasi melalui pengalaman kerja berulang, bukan sekadar rujukan dokumen SOP. Keterampilan tercermin konsisten pada setiap tahapan SOP, dari pengelolaan jemaah sebelum keberangkatan hingga pendampingan ibadah di Arab Saudi. Sikap 3S (Sapa, Salam, Senyum) dan orientasi pelayanan personal telah menjadi bagian kepribadian *Tour Leader* yang melampaui standar minimal SOP. Aspek karakteristik pribadi dan motivasi belum dapat disimpulkan karena keterbatasan data wawancara.

Faktor pendukung yang teridentifikasi adalah pengalaman kerja *Tour Leader* yang membuat penguasaan SOP lebih otomatis, sedangkan faktor penghambat belum teridentifikasi secara eksplisit. Penelitian ini menyarankan PPIU Qiblat Tour mendokumentasikan pengetahuan dan keterampilan yang bersifat tacit ke dalam SOP tertulis yang lebih rinci serta menyelenggarakan pembinaan yang mencakup kelima komponen kompetensi secara utuh.

Kata Kunci: Standar Operasional Prosedur, Kompetensi, *Tour Leader*, PPIU, Spencer & Spencer

ABSTRACT

Muhammad Satria Surya Bangsa: *Analysis of the Implementation of Standard Operating Procedures (SOP) for Tour Leader Competencies at Qiblat Tour, an Umrah Pilgrimage Travel Organizer (PPIU), in Bandung City*

Competency standards for Tour Leader s across different PPIUs still vary, while in-depth studies using the Spencer & Spencer competency theory remain limited. This study aims to identify and analyze the SOP for Tour Leader competency at PPIU Qiblat Tour in Bandung City based on the five components of the Spencer & Spencer competency model, as well as the supporting and inhibiting factors in its implementation.

This study employs a qualitative method with a descriptive approach. Informants were selected through purposive sampling, consisting of management staff and active Tour Leader s of PPIU Qiblat Tour, supported by two pilgrim (jemaah) informants as a source of triangulation. Data were collected through in-depth interviews, direct observation, and documentation, then analyzed using the Miles & Huberman interactive model, with validity ensured through source and technique triangulation.

The findings show that technical travel knowledge and knowledge of worship implementation have been internalized through repeated work experience rather than a literal reliance on SOP documents. Skill is consistently reflected at every stage of the SOP, from managing pilgrims before departure to accompanying them during worship in Saudi Arabia. The 3S attitude (Sapa/greeting, Salam/regards, Senyum/smile) and a personalized service orientation have become part of the Tour Leader 's character, going beyond the minimum SOP standard. The personal trait and motive components could not be concluded due to limited interview data.

The identified supporting factor is the Tour Leader 's accumulated work experience, which makes mastery of the SOP more automatic, while an inhibiting factor could not yet be explicitly identified. The study recommends that PPIU Qiblat Tour document the tacit knowledge and skills of its Tour Leader s into a more detailed written SOP and conduct training that comprehensively covers all five competency components.

Keywords: *Standard Operating Procedure, Competency, Tour Leader , PPIU, Spencer & Spencer*