



A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Young Pilgrimage Generation Campaign Program in Indonesia

Yolandari Gustira¹, Vishnu Juwono²

^{1,2} Faculty of Administrative Science Universitas Indonesia

Korespondensi: yolandari.gustira@ui.ac.id

RIWAYAT ARTIKEL

Diterima: 07/12/2024

Ditelaah: 07/01/2025

Diterbitkan: 01/02/2025

KUTIPAN

Gustira, Y. & Juwono, V. (2025). A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Young Pilgrimage Generation Campaign Program in Indonesia. *PESIRAH: Jurnal Administrasi Publik*, 5(2), 1-16, doi: 10.47753/pjap.v5i2.222

Abstrak

Ibadah haji merupakan rukum islam kelima yang menjadi pedoman hidup bagi umat muslim yang wajib dilaksanakan jika mampu dengan mengunjungi tanah suci Makkah. Indonesia sendiri merupakan negara dengan populasi penduduk muslim terbesar didunia, serta sebagai pengirim jamaah terbanyak yang diberikan kuota rata-rata 221.000 jamaah haji setiap tahunnya. Sebagai Lembaga yang diberikan kewenangan oleh pemerintah untuk mengatur dan mengelola keuangan haji, Badan Pengelola Keuangan Haji (BPKH) berupaya untuk menyelesaikan isu terkait Kesehatan jamaah, serta masalah usia keberangkatan jamaah yang mayoritas 60-75% merupakan penduduk lanjut usia 50-70 tahun sebagai akibat dari antrian panjang keberangkatan. Adapun BPKH berupaya menyelesaikan dan mengantisipasi permasalahan tersebut lewat Program Kampanye Haji Muda yang diluncurkan pada tahun 2021 ini. Menggunakan metode penelitian kuantitatif lewat pengumpulan data melalui kuisioner, peneliti mengevaluasi keterlaksanaan Program Kampanye Haji Muda dengan metode analisis SWOT yang menguji masing-masing factor internal (*Strength & Weakness*), dan eksternal (*Opportunity & Threat*) dalam menilai kesuksesan dan ketercapaian Program Kampanye Haji Muda oleh BPKH.

Kata kunci: Analisis SWOT, BPKH, Program Kampanye Haji Muda

Abstract

The Hajj pilgrimage is the fifth pillar of Islam and serves as a fundamental guideline for Muslim life. This pilgrimage is generally carried out by individuals who are physically and financially capable of visiting the holy land of Mecca. Indonesia, which is a country with the largest Muslim population in the world, has been observed to send the highest number of pilgrims to Hajj each year, with an average quota of 221,000. Considering the significance and potential of this event, an institution was authorized by the government to regulate and manage its finances, namely the Hajj Financial Management Agency (BPKH). This institution was developed with the primary aim of resolving issues related to the health of pilgrims and the prolonged period of departure. These delays have been observed to be particularly disadvantageous to the pilgrims, the majority of whom (60-75%) are elderly people aged between 50 to 70 years. Typically, BPKH anticipates resolving and preventing the associated problems of prolonged departure through the Young Hajj Campaign Program launched in 2021. In order to achieve the study objective, a quantitative study approach was adopted. Data collection was carried out through the administration of questionnaires, after which the implementation of the Young Hajj Campaign Program with



the SWOT analysis approach was evaluated. The SWOT analysis was adopted to test each internal (Strength & Weakness), and external (Opportunity & Threat) factors with the aim of assessing the success and achievement of the Young Hajj Campaign Program by BPKH.

Keywords: SWOT Analysis, BPKH, Young Hajj Campaign Program

INTRODUCTION

Hajj is generally defined as a scenario where an individual sets out on a journey to visit a sacred place for the purpose of worship. Specifically, it is a pilgrimage for Muslims to Mecca, Saudi Arabia, and is considered a deeply spiritual journey. The mandate to perform the Hajj is explicitly mentioned in the Quran, which is the holy scripture of Muslims. As stated in a previous study, this sacred pilgrimage, which is typically destined in Saudi Arabia, brings together over 2 million pilgrims annually from approximately 180 countries worldwide (Goni et al., 2021). This elucidation is further supported by the data from the General Authority for Statistics in the Kingdom of Saudi Arabia, or simply the *Saudi Arabian Statistical Institute*, where it was documented that the number of Hajj pilgrims in 2019 under normal conditions reached 2,489,409. The obtained figure, as of the year of compilation, represented a slight increase of approximately 4.96% compared to the 2,372,675 pilgrims recorded in 2018 (Jokhdar et al., 2021). It is important to state that out of the total pilgrims in 2019, 1,885,027 were foreigners, while 634,379 were from within the host country, Saudi Arabia. Further analysis has shown that the majority of foreign pilgrims originated from Asian countries.

As part of this Asian group, Indonesia stands out as the country with the largest Muslim population globally and consistently sends the highest number of Hajj pilgrims each year. This is reflected in the pilgrimage quota allocated by the Saudi Arabian government, which has allowed Indonesia to send an average of 221,000 pilgrims annually between 2011 and 2024. Certain years have even seen Indonesia receive additional quotas (DPR RI, 2024; Indonesiabaik.id, 2024; Kemenag RI, 2024), this trend is showed in Figure 1.

In Indonesia, the Hajj pilgrimage is regarded as a very important public service managed by the state. The Indonesian government delegates authority to the Ministry of Religion, specifically the Directorate of Hajj and Umrah Organization (PHU), to oversee all aspects of the Hajj pilgrimage for Indonesian pilgrims. However, following the enactment of Law Number 34 of 2014, the government established an independent institution, which was exclusively saddled with the task of managing financial aspects of the pilgrimage. As stated in Chapter III, Article 20, Paragraphs 1 and 2 of the law, the Hajj Financial Management Agency (BPKH) is explicitly responsible for overseeing Hajj finances. BPKH operates as an independent public legal entity and is directly accountable to the President through the Minister of Religion. Accordingly, it is important to establish that the organization of the Hajj pilgrimage in Indonesia is currently carried out collaboratively. This is evidenced by the fact that the Ministry of Religion handles the technical and operational aspects, while BPKH manages financial contributions of prospective pilgrims. Under Law Number 8 of 2019 concerning the Implementation of the Hajj and Umrah Pilgrimage, prospective pilgrims are required to pay a registration deposit, which is commonly referred to as the Hajj Pilgrimage Travel Fee (Bipih). This deposit is subsequently entrusted to BPKH, and used for investment purposes. The returns from these investments are then distributed back to the prospective pilgrims in the form of subsidies, thereby easing financial burden of the pilgrimage.

Figure 1. Graph of Indonesian Hajj Pilgrim Quota in the period 2011 – 2024



Source: *Indonesiabaik.id*

Management of the Hajj pilgrimage in Indonesia is far from straightforward, specifically considering its significance as a mandatory religious duty for approximately 221,000,000 Muslims in the country. According to Hulwati et al., (2022), Hajj, which is the fifth pillar of Islam, was obligatory for Muslims who were materially, physically, and mentally capable. This implies that, beyond financial and mental readiness, the pilgrimage also requires pilgrims to be in strong physical health. However, in practice, 75% of Hajj registrants in Indonesia are over 40 years old, and 60% of those who embark on the pilgrimage each year fall into the high-risk (Risti) category in terms of health. This is largely attributed to the long waiting period, which can span 15 to 30 years before departure (BPKH, 2021). As a result, many pilgrims face deteriorating health conditions while performing the rituals and struggle with understanding the rules or using modern facilities.

To address these challenges, particularly the long queues and the age profile of departing pilgrims, the Indonesian government, through the Ministry of Religion, the House of Representatives Commission VIII, and BPKH, jointly developed a policy framework. This policy, namely the Minister of Religion Regulation (PMA) Number 13 of 2021, was introduced and used to obligate a minimum registration age of 12 years for Hajj. Accordingly, the regulation became the foundation for the Young Hajj Campaign Program introduced by BPKH and launched in 2021. Program specifically targets young people, including millennials, alongside respective parents, promoting early registration for the Hajj queue. The initiative aims to ensure pilgrims have optimal physical health and are better prepared to fulfill the pillars and recommended practices (sunnah) of the Hajj pilgrimage.

The current study aims to thoroughly explore the Young Hajj Campaign Program as the topic of investigation through the SWOT analysis approach to gain deeper insights. Using a short questionnaire, the study evaluates the *strengths, weaknesses, opportunities, and threats*, of program, laying emphasis on its effectiveness in addressing the Hajj queue and age-related challenges in Indonesia. The results are expected to provide a clearer understanding of the potential of program to streamline the Hajj departure process and improve the entire experience of pilgrims.

LITERATURE REVIEW

The Concept of Hajj and Hajj Financial Management



Hajj is the fifth pillar of Islam and is obligatory for Muslims who are physically and financially capable of performing it (Goni et al., 2021). In Indonesia, the administration of the Hajj pilgrimage is managed by the Ministry of Religious Affairs, while the financial aspects are overseen by the Hajj Financial Management Agency (BPKH) following the enactment of Law No. 34 of 2014 (Hulwati et al., 2022). The financial management of Hajj involves fund collection, investment, and redistribution of investment returns in the form of subsidies to reduce travel costs for pilgrims (BPKH, 2023). However, one of the major challenges in Hajj management in Indonesia is the long waiting period, which ranges between 20 to 40 years (BPKH, 2024). In response to this issue, the government, through BPKH, introduced the Young Hajj Campaign Program, which encourages early registration for Hajj starting at 12 years old, as stipulated in Minister of Religious Affairs Regulation (PMA) No. 13 of 2021.

SWOT Analysis in Program Evaluation

To evaluate the effectiveness of the Young Hajj Campaign Program, a SWOT analysis is employed, which is a strategic tool used to assess internal factors (strengths and weaknesses) and external factors (opportunities and threats) in a program or policy (Bulba & Orobei, 2023). According to Pearce & Robinson (1988), SWOT facilitates the development of strategies by leveraging strengths to capitalize on opportunities, addressing weaknesses by utilizing available opportunities, mitigating threats through strengths, and anticipating threats by reducing weaknesses. SWOT analysis has been widely applied in public administration and policymaking, including Hajj financial management. As demonstrated in a study by Rangkuti (2014), the application of SWOT in public policy enhances the effectiveness of strategies, particularly in managing complex financial and logistical systems involving millions of pilgrims. The Young Hajj Campaign Program has several strengths that contribute to its potential success. First, it enables early registration for Hajj from the age of 12 years, as mandated by PMA No. 13 of 2021 (BPKH, 2021). Additionally, public awareness of the program has been increasing through various socialization efforts, and the initiative helps young people plan their Hajj finances in a more structured manner. However, there are also notable weaknesses. One of the primary concerns is the lack of public trust in BPKH's credibility as a Hajj fund management institution (Chaniago & Juwono, 2020). Furthermore, public awareness of the program remains low due to insufficient promotional efforts, and transparency issues in Hajj fund investment and management have led to skepticism among prospective pilgrims (Hulwati et al., 2022).

On the external side, the program presents several opportunities that could enhance its effectiveness. The growing awareness among the public regarding the importance of early Hajj registration provides a strong foundation for the program's success. Additionally, regulatory support encourages younger individuals to enroll in the Hajj queue earlier, and technological advancements, particularly in financial technology (Fintech), offer opportunities to simplify secure payments and fund tracking (Kittur, 2023). However, the program also faces several threats. One major issue is the concern over the security of Hajj funds, especially those allocated for investment purposes (BPKH, 2024). Furthermore, some prospective pilgrims prefer the Hajj Plus Program, which allows them to bypass long waiting periods by paying higher fees (Rustika et al., 2020). Additionally, convincing younger generations to participate in the Young Hajj Campaign remains a challenge, as some remain skeptical about whether the program effectively addresses Indonesia's long-standing Hajj queue problem.

SWOT Implementation in Program Decision-Making

As a strategic analysis tool, SWOT plays a critical role in evidence-based policymaking. According to Rangkuti (2014), the SWOT Matrix is useful for identifying optimal strategies based on internal and external factors. Several strategic recommendations can be made to optimize the Young Hajj Campaign Program. The S-O (Strength-Opportunity) strategy involves enhancing public outreach and promotional campaigns to increase awareness among young individuals and their parents. The W-O (Weakness-



Opportunity) strategy focuses on improving financial transparency and expanding digital accessibility to gain public trust. The S-T (Strength-Threat) strategy emphasizes educating the public on Hajj fund security to counter misinformation. Lastly, the W-T (Weakness-Threat) strategy involves strengthening regulatory oversight to ensure the program's sustainability and improve public confidence in its effectiveness. Overall, the Young Hajj Campaign Program presents a promising initiative to address Indonesia's prolonged Hajj queue issue. However, its success depends on effective socialization, financial transparency, and strategic policy implementation. By leveraging SWOT analysis, stakeholders can develop a comprehensive approach to optimize the program and ensure its long-term sustainability.

RESEARCH METHOD

Creswell, J.W. and Creswell, J.D., (2017) defines quantitative study as an approach aimed at testing an object under investigation through the evaluation of variables or assessment indicators. Similarly, Sugiyono, (2012) described the quantitative study as an approach rooted in the philosophy of positivism, with the primary objective of testing hypotheses. Kittur, (2023) further characterized the study approach as a process of acquiring knowledge through the collection of numerical data, which serves as the basis for analysis to extract the desired information.

In this study, the primary focus is on the SWOT Analysis of the Young Hajj Campaign Program implemented by the BPKH. To effectively explore this topic, a descriptive quantitative study approach was adopted, which included the presentation of descriptively explained numerical analysis. Accordingly, the data used for the exploration were collected through a survey approach, which included the administration of short questionnaires to individuals aged between 20 to 30 years. Each respondents were assessed based on respective registration status for the Hajj pilgrimage, with education level included as an indicator to evaluate the access of the demographic to the most recent and relevant information. Furthermore, to complement the survey results, direct observations were carried out by attending several socialization events and short seminars organized by BPKH to promote the Young Hajj Campaign Program. The analysis was subsequently supported by reviewing materials and documents, including meeting notes from the discussions of BPKH with Commission VIII of the Indonesian House of Representatives. This multi-faceted approach ensures a comprehensive understanding of the implementation and impact of program.

1. Data Analysis (Decision Making Study)

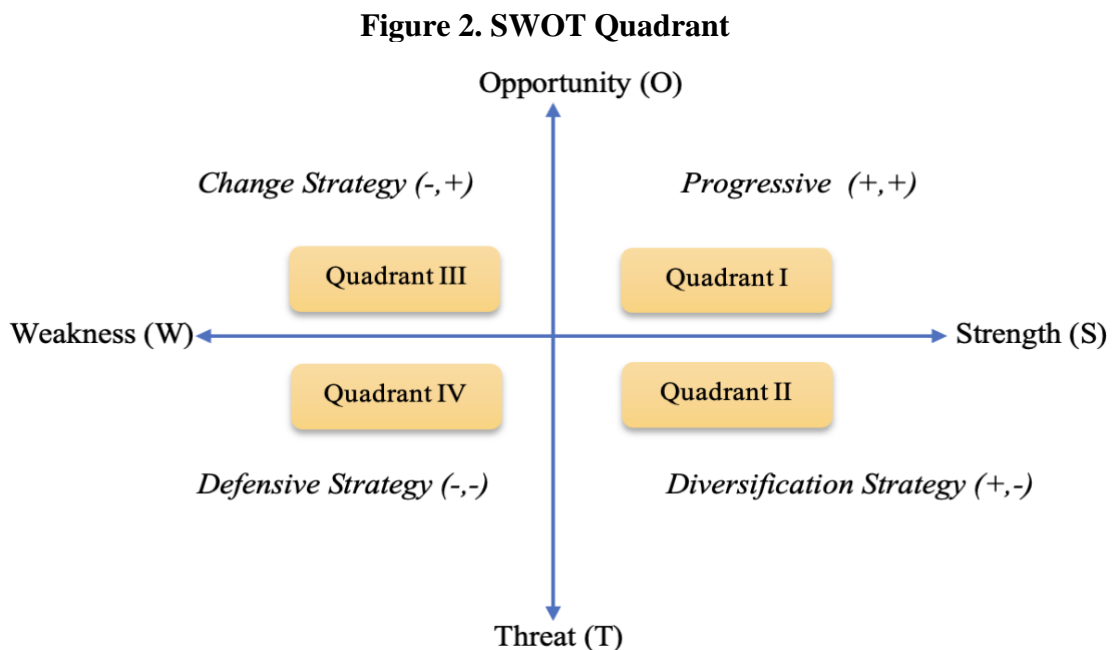
Hidayat & Patricia Wulandari (2022) defined data analysis as the process of organizing and structuring collected data into patterns, categories, and classification units, which subsequently develop into themes that could be synthesized into statements or conclusions. Similarly, Chaniago & Juwono (2020) emphasized that data analysis comprised the process of grouping data or variables and presenting the grouped data points in a manner that addresses specific study questions or problems, testing phenomena, and drawing meaningful conclusions.

As an important phase in the majority of publications, data analysis often serves the purpose of a reference point for informed decision-making. Nay et al., (2021) explained that decision-making typically included identifying and tracing the background of a problem, evaluating recommendations, and choosing actionable solutions. Decision-making can proceed through either scientific methodologies or managerial approaches, depending on the context.

Based on the presented insights, a quantitative study approach was adopted with the SWOT (*Strength, Weakness, Opportunity, Threat*) analysis to evaluate community perceptions of the Young Hajj Campaign Program initiated by BPKH. SWOT analysis is a strategic tool designed to evaluate internal and external factors that impact the ability of an organization to implement programs effectively. Internally, it examines strengths and weaknesses, while externally, the analysis assesses opportunities and threats (Bulba

& Orobei, 2023). John A Pearce & Richard B Robinson, (1988) further refined the SWOT analysis approach, asserting that it systematically identified key factors and strategies to leverage strengths and opportunities while minimizing weaknesses and mitigating threats.

The SWOT analysis is showed in the form of quadrants which can be seen in the following scheme:



Source: John A Pearce & Richard B Robinson (1988)

Based on the scheme presented in Figure 2, it can be seen that the SWOT quadrant is divided into four namely:

- Quadrant I/ Progressive (positive, positive)

This quadrant shows a favorable condition where there is maximum potential strength and opportunity, hence the policy recommendations that can be categorized under this aspect are progressive, continual, or expandable in scope from program/plan.

- Quadrant II/ Strategy Diversification (positive, negative)

This quadrant shows that there is a strong internal condition but will be faced with several significant threats or challenges. The recommended strategy that can be carried out under this quadrant includes *Strategy Diversification*. This strategy optimizes internal strength with various practical efforts to conquer existing challenges/threats.

- Quadrant III/ Change Strategy/turn around (negative, positive)

This quadrant shows that there is a weak condition from within but has reliable opportunities. Therefore, it is recommended to turn around or change the existing strategy or improve the internal to be able to improve or cover existing weaknesses and take advantage of opportunities.

- Quadrant IV/Defensive Strategy (negative, negative)

The fourth quadrant shows the presence of a very difficult situation where various internal weaknesses are suppressed by external threats. Within the context, it is recommended to adopt a defensive strategy to improve internal performance to face external threats that cannot be avoided.



After completing the calculation of weight, ranking, and scoring, the subsequent step includes conducting the SWOT matrix analysis test. This matrix test was described by Rangkuti, (2014) as follows:

Table 1. SWOT Analysis Matrix

SWOT Analysis Matrix	STRENGTH (S)	WEAKNESS (W)
OPPORTUNITY (O)	S-O	W-O
THREAT (T)	S-T	W-T

Source: Rangkuti, (2014)

Referring to the matrix, it can be seen that the SWOT matrix could accurately explore how opportunities and threats from the external environment of the organization can be overcome through proper management of strengths and weaknesses. Accordingly, the matrix aims to facilitate the analysis of strategies or steps that should be taken after the SWOT test of program. Four alternative strategies that can be carried out in this regard include:

- S-O (Strength – Opportunity)
Manage and optimize strengths to take advantage of existing opportunities.
- S-T (Strength – Threat)
Manage and optimize strengths to anticipate novel threats.
- W-O (Weakness – Opportunity)
Improve and minimize weaknesses by taking advantage of existing opportunities.
- W-T (Weakness – Threat)
Improve and minimize weaknesses to overcome existing threats.

RESULTS AND DISCUSSION

Definition, Duties, and Functions of BPKH

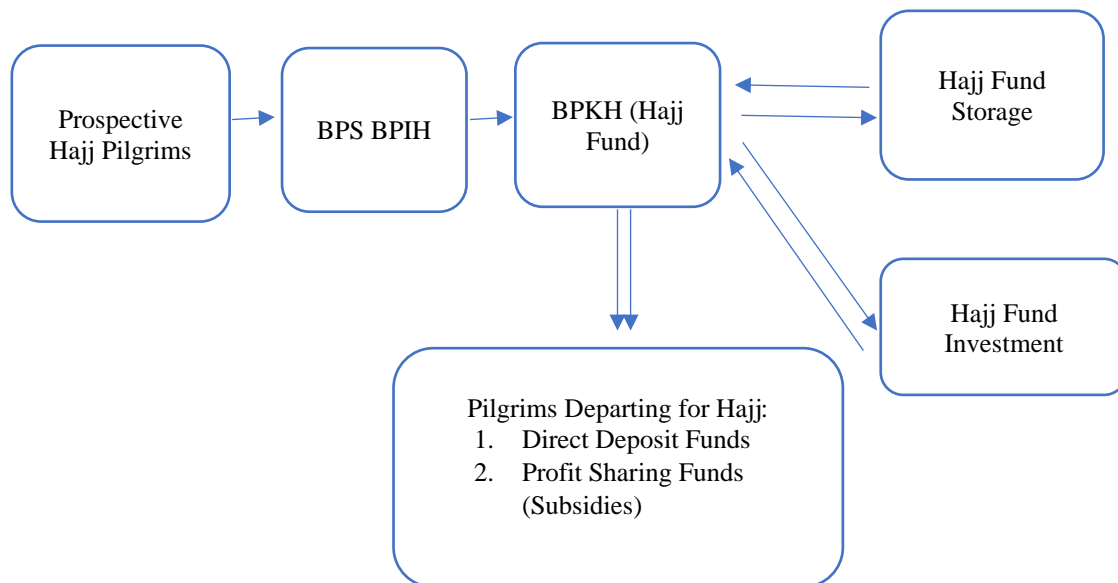
The establishment of the BPKH is legally grounded in Law Number 34 of 2014 concerning Hajj Financial Management. This is explicitly outlined in Article 1, paragraph 4, where BPKH was defined as the institution authorized to exclusively manage Hajj's financial activities. As a public legal entity, BPKH is directly accountable to the President through the Minister of Religion of Indonesia and has been fully operational since 2017. In order for BPKH to effectively fulfill its duties and responsibilities, the institution implements a structured scheme of activities, which can be visually represented as follows Figure 3.

Referring to Figure 3, prospective Hajj pilgrims are required to deposit an initial payment, called the Hajj Pilgrimage Travel Fee (Bipih), as part of the registration process. This payment is typically made through the Bank Receiving Hajj Pilgrimage Cost Deposits (BPS BPIH) and subsequently managed by BPKH. The funds are then divided into two, of which a portion is saved, and the rest is invested in strategic sectors by the authorized institution. Furthermore, the profits generated from these investments are used to subsidize the pilgrims' Hajj departure costs and to fund community welfare initiatives (BPKH, 2023).

As an institution tasked with managing and organizing the planning of Hajj pilgrimages, BPKH recognizes the presence of various critical issues requiring resolution, particularly management of the departure queue for Indonesian pilgrims. A significant concern in this regard is the health of pilgrims, as the majority of those who embark on the Hajj are elderly and considered high-risk due to age and health conditions. Addressing this issue has become a priority for the Indonesian Ministry of Religion, Commission VIII of the Indonesian House of Representatives, and BPKH. In response, BPKH has been

granted the authority to devise and implement solutions, which led to the launching of the Young Hajj Campaign Program in 2021. This program was introduced with the primary aim of addressing the previously outlined challenges and promoting better preparation for the pilgrimage.

Figure 3. Hajj Financial Management Flow by BPKH



Source: Slide Materi Diseminasi BPKH, 2023

Young Hajj Campaign Program

The Hajj pilgrimage is generally considered an important annual undertaking for the predominantly Muslim population of Indonesia. However, this event has been observed to present a highly complex set of challenges, particularly regarding pilgrimage departures. These challenges typically necessitate the adoption of innovative approaches, meticulous planning, and strategic oversight by policymakers to address the pressing issues effectively. Following two years of pandemic-induced delays, which not only postponed pilgrimages but also increased the accumulation of departure queues, the urgency for comprehensive solutions has significantly increased (Atique & Itumalla, 2020). A critical concern in this aspect is the health of Hajj pilgrims. This issue requires significant attention from the government and emphasizes the need for selectivity and the adoption of actionable solutions. According to Rustika et al., (2020), fulfilling the Istitha'ah requirement, which typically comprises physical ability and health, is fundamental for pilgrims participating in Hajj. Under normal conditions, even before the pandemic, reports have shown the occurrence of several fatalities among pilgrims who were found unfit to meet Istitha'ah requirements, not to mention numerous instances of illness and fatigue experienced during the rigorous Hajj rituals.

This health-related problem is closely related to the prolonged waiting period for departures, which has been growing longer each year (Alahmari et al., 2022). Furthermore, the issuance of the Decree of the Minister of Religious Affairs of Indonesia Number 494 of 2020, which canceled Hajj pilgrimages in 2020 and 2021 due to the pandemic, further compounded the issue. The resultant delays have significantly extended the waiting list for pilgrims across the country. As a result of the delay, certain provinces, including Aceh, East Java, West Nusa Tenggara, and South Kalimantan, now face average waiting times



of 33-36 years, among the longest in the country (BPKH, 2024). The provinces with the longest waiting periods are detailed in Table 2:

Table 2. Hajj Departure Waiting List Based on the Longest Provincial Queue

Province	Long Queue
Central Java	31 years
Aceh, Jambi, D.I.Y	32 years
East Java, Bengkulu	34 years
West Nusa Tenggara	36 years
South Kalimantan	38 years
South Sulawesi	40 years

Source: BPKH (2024)

Referring to Table 2, the five outlined provinces were observed to have experienced the longest waiting periods for Hajj departures. With the growing Muslim population in Indonesia, which consists of an estimated 13 million individuals eligible for the Hajj but yet to register, the concerns surrounding both the extended queues and the health challenges faced by pilgrims necessitate strategic interventions. In an effort to address these issues, the Minister of Religion Regulation Number 13 of 2021 mandated that the minimum registration age for Hajj be set at 12 years old. This regulation was specifically enacted with the aim of enabling individuals to register early, thereby mitigating the probability of embarking on the pilgrimage at an advanced age, following a queue averaging 20-40 years.

In response, the BPKH introduced the Young Hajj Campaign Program. Program, aptly named "Young Hajj," was launched with several rationales underpinning its creation (BPKH, 2021), including the fact that:

- The Muslim population in Indonesia consists of approximately 221 million people.
- There are 13 million eligible people among the Muslim population who are yet to register for or perform the Hajj.
- The total number of Hajj waiting registrants is approximately 5,400,000 prospective pilgrims.
- The average waiting period for the Hajj is up to 20-40 years.
- The majority of pilgrims (75%) who have just registered for Hajj are over 40 years of age.
- In 2019, the number of hajj pilgrims departing at the age of 50-70 years (elderly) comprised 60% of the total pilgrim population.
- The existence Regulation of the Minister of Health Number 15 of 2016 states that hajj pilgrims who are determined to meet the requirements for *isthitho'ah* Hajj Health are strictly those who have the ability to follow the hajj pilgrimage process without the assistance of drugs, equipment, and/or other people.
- The enactment of the regulation of the Minister of Religion Number 13 of 2021 Article 5 on the minimum age limit for Hajj registrants, which set the minimum eligible age at 12 years.

Based on these rationales, the Young Hajj Campaign Program can be inferred to serve as a strategic solution to address the dual challenges of prolonged departure queues and the health issues faced by elderly

Hajj pilgrims. Beyond resolving these issues, the program, which was initiated by BPKH, aims to assist in simplifying and enhancing financial planning for prospective pilgrims. Additionally, it aims to foster a generation of young Hajj pilgrims who achieve Hajj Mabrur and have a longer opportunity to actualize inherent social piety within respective communities.

SWOT Analysis of the Young Hajj Campaign Program Strategy

The introduction of the Young Hajj Campaign Program by BPKH typically represents a proactive approach to addressing the increasingly extended waiting periods for Hajj departures while simultaneously promoting the physical readiness necessary to perform the pillars and sunnah of Hajj to perfection. As stated by Morelli et al., (2022) and Abubakar et al., (2019) the decision-making process comprises several important stages, including identifying problems, setting goals and objectives, determining alternatives to achieve these objectives, evaluating these alternatives against set goals, and selecting the optimal alternative. In the current study, the extent to which internal and external factors influence the implementation of the Young Hajj Campaign program was evaluated.

Using SWOT analysis, the study explored and delineated the internal strengths and weaknesses of BPK, and assessed potential opportunities as well as threats that could affect the execution of program. The results from the SWOT analysis, which was derived from quantitative evaluations of internal factors through the Internal Strategic Factors Analysis Summary (IFAS) and external factors through the External Strategic Factors Analysis Summary (EFAS), are detailed as follows:

Table 3. IFAS and EFAS Calculation Results

INTERNAL STRATEGY FACTORS		Quality Value	Rating	SCORE
STRENGTH				
1	BPKH is already known/known to the general community	0,09	2,72	0,26
2	The community already knows the Young Hajj Campaign Program	0,08	2,19	0,17
3	The community can register for hajj from the early age of 12 years (in PMA No. 13 of 2021)	0,11	3,16	0,35
4	The Mida Hajj Campaign Program can realize the implementation of the hajj pilgrimage that is more optimal	0,12	3,38	0,40
5	The young hajj program can help make hajj financial planning easier/lighter	0,12	3,41	0,40
NUMBER OF STRENGTHS		0,52	14,84	1,57
WEAKNESSES				
1	The community does not trust BPKH as a credible institution in managing hajj funds for pilgrims	0,08	2,25	0,18
2	The community does not know about the Young Hajj Campaign Program because it is not well-socialized	0,12	3,34	0,39
3	Difficulty in accessing information or registering for the Young Hajj Program	0,10	2,81	0,28
4	The young hajj program only adds to the long queue of departures	0,08	2,41	0,20

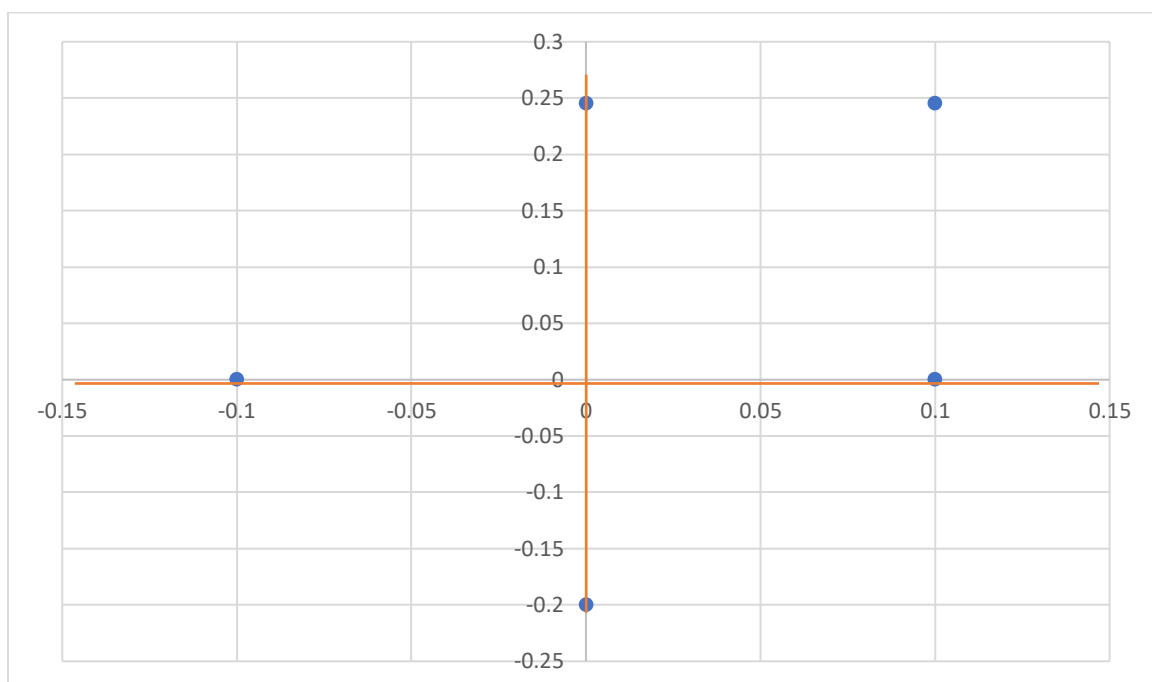
5	Lack of transparency in management of hajj funds	0,11	3,06	0,33
NUMBER OF WEAKNESSES		0,48	13,88	1,37
NUMBER OF STRENGTHS + WEAKNESSES		1,00	28,72	2,94
EFAS Matrix of Young Hajj Campaign Program				
EXTERNAL STRATEGY FACTORS		Quality Value	Rating	Quality Value x Rating
OPPORTUNITIES				
1	It should start registering for Hajj as soon as possible	0,12	3,47	0,42
2	Start registering for Hajj for children when they are at the current age limit of 12 years	0,11	3,16	0,35
3	Advance the age limit for registering for young Hajj from 0 years	0,07	2,09	0,15
4	Going for Hajj should be in good physical condition in order to fulfill the pillars/sunnah of Hajj maximally and perfectly	0,13	3,59	0,45
5	Young Hajj is cool (has many benefits/positive impacts)	0,11	3,09	0,34
TOTAL OPPORTUNITIES		0,54	15,41	1,71
THREATS				
1	The issue of Hajj funds not being safe to store and manage in the form of investments	0,09	2,69	0,25
2	Registering and paying an initial deposit for the young Hajj program does not affect the Hajj departure queue	0,10	2,72	0,26
3	Not interested in the young Hajj campaign program	0,07	2,13	0,16
4	Prefer the Plus Hajj Program hence as not to queue for a long time	0,10	2,94	0,30
5	The Young Hajj program cannot solve the Hajj problem in Indonesia	0,09	2,66	0,25
TOTAL THREATS		0,46	13,13	1,22
TOTAL OPPORTUNITIES + THREATS		1,00	28,53	2,93

Source: Author's Processing (2023)

The analysis of the IFAS table showed that the Young Hajj Campaign Program achieved a strength score of 1.57, while the weakness score was slightly lower at 1.37. This simply implied that the strengths of the program outweighed its weaknesses, although the difference is not highly significant. Similarly, the EFAS table led to the conclusion that the opportunity factor had a score of 1.71, surpassing the threat factor's score of 1.22. These results typically reflect that the opportunities for successfully implementing

program outweigh the associated threats. When evaluating the four factors namely strengths, weaknesses, opportunities, and threats, opportunities were observed to be the most influential determinant of the success of program. The high opportunity score reflected a positive outlook and a significant potential impact on the successful implementation of the Young Hajj Campaign Program by BPKH. Referring to these results, the comparison and relationships among these factors are represented through coordinate points on Graph 2, which is as follows:

Graph 2. IFAS and EFAS SWOT Analysis Graph on the Young Hajj Campaign Program



Source; *Research Process*, (2023)

Based on the graph presented, the meeting point of the X (Strength & Weakness) and the Y (Opportunity & Threat) coordinates on the side of quadrant I, specifically at values between 0.1 and 0.245, showed favorable conditions for the Young Hajj Campaign Program. This placement reflects a scenario with strong strengths and opportunities and provides the foundation for progressive policy recommendations. Based on this insight, program was considered well-positioned for continuation and expansion.

After identifying the strength, weakness, opportunity, as well as threat scores, and establishing the coordinate points within quadrant I with progressive and maximal program conditions, the next step includes determining and formulating strategic options. These strategies are particularly important for optimizing the influencing factors of the Young Hajj Campaign Program to achieve its intended objectives, specifically addressing the health concerns of elderly pilgrims and reducing the increasingly long waiting lists. During this phase, the following strategic options were proposed:

Table 4. Results of SWOT Matrix Analysis on the Young Hajj Campaign Program by BPKH

Opportunities	S – O	W – O
<ol style="list-style-type: none"> 1. It should start registering for Hajj as soon as possible. 2. Start registering for Hajj for children when they are at the current age limit of 12 years. 3. Advance the age limit for registering for young Hajj starting from 0 years. 4. Going for Hajj should be in good physical condition in order to be able to fulfill the pillars/sunnah of Hajj optimally and perfectly. 5. Young Hajj is cool (has many benefits/positive impacts). 	<ol style="list-style-type: none"> 1. Increase the reach of access to information about the Young Hajj Campaign Program through socialization by BPKH to all levels of the community. 2. Disseminate the tagline Young Hajj is Cool in various BPKH cooperation partners and provincial representative offices of the Ministry of Religion to the regency/city. 3. Maintain the minimum age limit for hajj registration at 12 years old. 	<ol style="list-style-type: none"> 1. Initiate the publication of detailed Hajj financial reports, as a form of openness of information. 2. Educate the community regarding the allocation of Hajj fund management, such as, what percentage is for investment, Hajj cash, and operations. 3. Participate in school-level socialization to network and recruit 12-year-old children to learn about Hajj and be interested in registering for young Hajj. 4. Collaborate with influencers or icons of pious young people who have participated in the Young Hajj Program.
Threats	S – T	W – T
<ol style="list-style-type: none"> 1. The issue of hajj funds not being safely stored and managed in the form of investments. 2. Registering and paying an initial deposit for the young hajj program does not affect the hajj departure queue. 3. Not interested in the young Hajj campaign program. 4. Prefer the Hajj Plus Program hence as not to queue for a long time. 5. The young hajj program cannot solve the hajj problem in Indonesia. 	<ol style="list-style-type: none"> 1. Be responsive to various issues and hoaxes in the community by conducting releases, press conferences, and clarifications openly. 2. Take the initiative/prospective pilgrims by encouraging financial institution partners to offer/promote to bank customers when conducting consultations. 3. Emphasize Banks that become BPS BPIH to facilitate the procedural registration for the young hajj program. 	<ol style="list-style-type: none"> 1. Providing digital access for Hajj registration through an application to make it easier for young people to register for Hajj. 2. Designing a more attractive and millennial promotional design. 3. Emphasizing the Hajj Plus program only for urgent needs or elderly people who are physically limited, hence more directed at the young Hajj program.

Source: Author's Processed Results, (2023)



These strategies are based on the evaluation and performance measurement of the factors influencing the success of the Young Hajj Campaign Program. The obtained results showed that a slight modification to the form of the strategy could be beneficial. Specifically, intensifying the socialization efforts of program would help reach a broader segment of the community, as well as motivate more individuals to register for Hajj departures.

CONCLUSION

In conclusion, as the country with the largest Muslim population in the world, Indonesia was observed to face certain significant challenges in managing Hajj affairs. These issues include the physical health of Hajj pilgrims, the prolonged waiting period for departure (averaging 20 to 40 years), and the growing need to raise awareness among young people about registering for Hajj. In response to these challenges, the Indonesian government, through BPKH, launched the Young Hajj Campaign Program in 2021, with the specific aim of promoting and fostering early registration for Hajj, starting from the age of 12, in accordance with the Regulation of the Minister of Religion Number 13 of 2021. In this study, an analysis was carried out to effectively evaluate the implementation of the Young Hajj Campaign Program, with a focus on internal and external factors influencing its success. The investigation was carried out using a quantitative study approach, and data was collected through the distribution of questionnaires to young people aged between 20 and 30 years to gather the different perspectives of the demographic on program. Accordingly, using SWOT analysis, the study aimed to provide insights into the strengths, weaknesses, opportunities, and threats of the observed program, with the goal of optimizing its implementation.

The results of the SWOT analysis reflected a strength score of 1.57 and a weakness score of 1.37. On the opportunity side, the obtained score was 1.71, while the threat score was 1.22. The results of the analysis showed that program was positioned in quadrant I, with a favorable outlook due to its strengths and opportunities. Based on these results, several recommendations were made to enhance the effectiveness of the observed program. The recommendations include expanding and intensifying campaign as well as socialization efforts, both offline and through social media, to raise awareness about the Young Hajj Program, specifically the opportunity to register from the age of 12. Furthermore, BPKH, as the implementer of the program, should consider periodic publications on management of Hajj funds and collaborate with young influencers to serve as ambassadors for the initiative. It is also important to add that improving the accessibility and practicality of registration through digital platforms would invariably make the process more convenient. With a broader and more effective dissemination of information, it is expected that more young people will be motivated to register for Hajj early, thereby ensuring the majority are in better health and better prepared to fulfill the pillars and sunnah of Hajj.

REFERENCES

- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation and Knowledge*, 4(2). <https://doi.org/10.1016/j.jik.2017.07.003>



- Alahmari, A. A., Khan, A. A., Alamri, F. A., Almuzaini, Y. S., Alradini, F. A., Almohamadi, E., Alsaedi, S., Asiri, S., Motair, W., Almadah, A., Assiri, A. M., & Jokhdar, H. A. (2022). Hajj 2021: Role of mitigation measures for health security. *Journal of Infection and Public Health*, 15(11). <https://doi.org/10.1016/j.jiph.2022.09.006>
- Atique, S., & Itumalla, R. (2020). Hajj in the Time of COVID-19. In *Infection, Disease and Health* (Vol. 25, Issue 3). <https://doi.org/10.1016/j.idh.2020.04.001>
- Badan Pengelola Keuangan Haji (BPKH). (2021). *Laporan Kinerja 2021*. Jakarta: BPKH.
- Badan Pengelola Keuangan Haji (BPKH). (2023). *Materi Diseminasi Keuangan Haji*. Jakarta: BPKH.
- Badan Pengelola Keuangan Haji (BPKH). (2024). *Laporan Pengelolaan Keuangan Haji dan Investasi*. Jakarta: BPKH.
- Bulba, V., & Orobei, V. (2023). SWOT ANALYSIS OF PUBLIC ADMINISTRATION IN THE DEVELOPMENT OF SOCIAL INFRASTRUCTURE IN RURAL AREAS OF UKRAINE BY SECTORS. *Public Administration and State Security Aspects*, Vol.2/2023. <https://doi.org/10.52363/passa-2023.2-22>
- Chaniago, A. R., & Juwono, V. (2020). Implementasi Kebijakan Pengembangan Kawasan EKonomi Khusus Tanjung Kelayang. *Jurnal Borneo Administrator*, 16(2). <https://doi.org/10.24258/jba.v16i2.676>
- Creswell, J.W. and Creswell, J.D., 2017. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. In *Sage publications*.
- DPR RI. (2024, May 3). *Komisi VIII Terus Dorong Agar Kuota Haji Indonesia Bertambah - EMedia DPR RI*. E-Media DPR RI. <https://emedia.dpr.go.id/2024/05/03/komisi-viii-terus-dorong-agar-kuota-haji-indonesia-bertambah/>
- Goni, M. D., Hasan, H., Deris, Z. Z., Arifin, W. N., & Baaba, A. A. (2021). Hajj pilgrimage amidst covid-19 pandemic: A review. *Bangladesh Journal of Medical Science*, 20(4). <https://doi.org/10.3329/bjms.v20i4.54127>
- Hidayat, R., & Patricia Wulandari. (2022). Data Analysis Procedures with Structural Equation Modelling (SEM): Narrative Literature Review. *Open Access Indonesia Journal of Social Sciences*, 5(6). <https://doi.org/10.37275/oaijss.v5i6.142>
- Hulwati, H., Andespa, R., & Mujiono, S. (2022). Hajj Fund Investment Management in Indonesia. *At-Tijarah: Jurnal Ilmu Manajemen Dan Bisnis Islam*, 8(1). <https://doi.org/10.24952/tijarah.v8i1.5189>
- Indonesiabaik.id. (2024, June). *Negara dengan Kuota Haji Terbesar di Dunia | Indonesia Baik*. Indonesiabaik.Id. <https://indonesiabaik.id/infografis/negara-dengan-kuota-haji-terbesar-di-dunia>
- John A Pearce, I., & Richard B Robinson, J. (1988). Strategic management : strategy formulation and implementation. *Scrbdcom*, 6.
- Jokhdar, H., Khan, A., Asiri, S., Motair, W., Assiri, A., & Alabdulaali, M. (2021). COVID-19 Mitigation Plans during Hajj 2020: A Success Story of Zero Cases. *Health Security*, 19(2). <https://doi.org/10.1089/hs.2020.0144>
- Kemenag RI. (2024, March 25). *Kuota 2024 Terbesar Sepanjang Sejarah Penyelenggaraan Ibadah Haji*. Direktorat Jenderal Penyelenggaraan Haji Dan Umrah. <https://haji.kemenag.go.id/v5/detail/kuota-2024-terbesar-sepanjang-sejarah-penyelenggaraan-ibadah-haji>
- Kementerian Agama Republik Indonesia. (2021). *Peraturan Menteri Agama (PMA) Nomor 13 Tahun 2021 tentang Penyelenggaraan Ibadah Haji Reguler*. Jakarta: Kementerian Agama RI.
- Kittur, J. (2023). Conducting Quantitative Research Study: A Step-by-Step Process. *Journal of Engineering Education Transformations*, 36(4). <https://doi.org/10.16920/jeet/2023/v36i4/23120>



- Morelli, M., Casagrande, M., & Forte, G. (2022). Decision Making: a Theoretical Review. *Integrative Psychological and Behavioral Science*, 56(3). <https://doi.org/10.1007/s12124-021-09669-x>
- Nay, Z., Huggins, A., & Deane, F. (2021). Automated Decision-Making and Environmental Impact Assessments: Decisions, Data Analysis and Predictions. *Law, Technology and Humans*, 3(2). <https://doi.org/10.5204/lthj.1846>
- Pearce, J. A., & Robinson, R. B. (1988). *Strategic management: Strategy formulation and implementation* (6th ed.). McGraw-Hill.
- Rangkuti, F. (2014). Analisis SWOT Teknik Membedah Kasus Bisnis, Cara perhitungan bobot, rating, dan OCAI. In *Jakarta: PT Gramedia Pustaka Utama*.
- Rustika, R., Oemiati, R., Asyary, A., & Rachmawati, T. (2020). An evaluation of health policy implementation for Hajj Pilgrims in Indonesia. In *Journal of Epidemiology and Global Health* (Vol. 10, Issue 4). <https://doi.org/10.2991/jegh.k.200411.001>
- sugiyono. (2012). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.