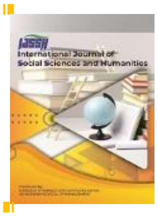

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Management of Non-Tax State Revenue Management at the Technical Implementation Unit of the Lombok Embarkation Hajj Dormitory for the 2022–2024 Period

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Abstract

This study discusses the management of Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP) management at the Technical Implementation Unit of the Lombok Embarkation Hajj Dormitory for the 2022–2024 period. The main problem of this study departs from the lack of optimal utilization of Hajj Dormitory facilities outside the Hajj season, even though these facilities have great potential as a source of PNBP through the rental of buildings, lodging rooms, manasik areas, and other supporting services. This study uses a qualitative approach with data collection techniques through interviews, observations, and documentation. The research informants include the Head of Technical Implementation Unit (Unit Pelaksana Teknis/UPT), the Head of the PNBP Team, the PNBP Treasurer, and employees involved in the management and reporting of PNBP. The results of the study show that PNBP management is carried out through asset optimization, service quality improvement, strengthening human resources, service promotion, administrative digitalization, and cross-agency cooperation. The realization of PNBP shows an increasing trend, namely IDR 1,023,915,000 in 2022, IDR 1,936,310,000 in 2023, and IDR 2,502,870,000 in 2024. However, management still faces obstacles in the form of budget limitations, limited facilities and infrastructure, lack of socialization, public stigma that Hajj Dormitory is only for pilgrims, competition with the private sector, and limited digital innovation. This study concludes that increasing PNBP requires a professional asset management strategy, intensive digital promotion, strengthening human resources, modernizing facilities, and collaboration with various stakeholders.

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Introduction

The Technical Implementation Unit (Unit Pelaksana Teknis/UPT)) of the Lombok Embarkation Hajj Dormitory has a strategic function in the implementation of the Hajj pilgrimage in Indonesia, especially as a place for accommodation, preparation for departure, repatriation of pilgrims, as well as the implementation of supporting services such as *customs, immigration, and quarantine* (CIQ) (Ministry of Religion of the Republic of Indonesia, 2013; Jumali et al., 2023). This function makes the Hajj Dormitory an important part of the integrated national hajj service ecosystem. Along with the development of public service needs, Hajj Dormitory not only functions as a seasonal facility, but also develops into facilities that can be used by the general public for various activities such as educational, religious, social, training, meetings, seminars, and other activities (Rahayu, 2022; Rohman, 2021). This change shows a transformation of the public service function towards optimizing the use of state assets more productively.

The change in function is in line with the government's policy regarding optimizing state assets and increasing Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP) (Fitriani, 2021; Lestari, 2022). In the perspective of modern public management, asset optimization is part of the strategy to improve the performance of public organizations based on the efficiency and effectiveness of services (Moore, 1995; Boyne, 2003). Hajj Dormitory facilities such as meeting halls, lodging rooms, manasik rooms, and other supporting facilities have significant economic potential if managed professionally and performance-based (Astuti & Rahman, 2023; Singh & Gupta, 2021). However, this potential is not fully optimal because there is still a perception of the public who view the Hajj Dormitory only as a transit place for pilgrims (Rahmawati et al., 2022).

PNBP data from the Lombok Embarkation Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT) shows positive developments during the 2022–2024 period. In 2022, the PNBP target is IDR 1,464,000,000 with a realization of IDR 1,023,915,000 (69.94%). In 2023, the target increases to IDR 2,198,050,000 with a realization of IDR 1,936,310,000 (88.09%). Furthermore, in 2024, the target of IDR 2,121,650,000 has been successfully exceeded with the realization of IDR 2,502,870,000 (117.97%). This achievement shows an increase in the use of post-pandemic facilities and an improvement in the performance of public asset management (Kurniawan & Dewi, 2021; Yuliani, 2023). Conceptually, the Lombok Embarkation Hajj Dormitory not only functions as a provider of accommodation services for pilgrims, but also as a public asset management entity that has economic and social value (Moore, 1995; Rahayu, 2022). The *function expansion* that occurred reflects the paradigm shift from single-function-based services to multifunctional services that are oriented towards optimizing state assets (Rohman, 2021; Astuti & Rahman, 2023).

However, the optimization still faces various challenges, one of which is the limited public perception, so that the level of utilization of facilities by the public has not been maximized (Rahmawati et al., 2022). In addition, from the perspective of *public service management*, the success of asset management is greatly influenced by the quality of human resources, management systems, and service innovations (Singh & Gupta, 2021; Yuliani et al., 2023). Based on these conditions, this study is focused on the analysis of PNBP management management at the Lombok Embarkation Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT), strategies to increase revenue optimization, and identify supporting and inhibiting factors that affect management effectiveness. Based on literature reviews and empirical practices in the management of public assets, there are still a number of significant research gaps in studies related to the management of Hajj Dormitory and the optimization of Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP). First, existing research tends to focus on the operational function of the Hajj Dormitory as a service facility for pilgrims, especially on the technical aspects of departure and return. This dominant focus on the operational dimension has caused studies of Hajj Dormitory as a state asset that has economic potential to not receive adequate attention, especially in the context of optimizing PNBP as one of the sources of state revenue.

Second, there are still limited studies that integrate the perspective of asset management with the improvement of PNBP performance. Most research has not comprehensively linked asset management strategies, the use of non-hajj facilities, and their contribution to increasing state revenue. The disconnect of this analysis is especially seen at the level of regional Technical Implementation Units (Unit Pelaksana Teknis/UPT), such as the Lombok Embarkation, where the dynamics of asset management and the potential for commercialization of facilities have not been explored systematically. Third, there are shortcomings in studies based on local contexts and changes in conditions after the COVID-19 pandemic. The transformation of the pattern of use of public facilities, including Hajj Dormitories that have shifted from seasonal functions to more multifunctional functions, has not been analyzed in depth. In fact, these changes have important implications for management strategies, service demand patterns, and revenue increase mechanisms.

Fourth, previous research has also not comprehensively described the implementing factors that affect the effectiveness of PNBP management. The existing analysis still tends to be partial and has not integrated internal factors such as the quality of human resources, management governance, and infrastructure conditions, with external factors such as government policies, public perception and acceptance, and the dynamics of the service market. The limitations of this holistic approach cause the understanding of the determinants of success in PNBP management is still incomplete. Therefore, this research offers a number of novelties that enrich the study of public asset management and the optimization of Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP), especially in the context of the Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT). First, this study integrates asset management analysis with PNBP performance more comprehensively. In this perspective, PNBP is no longer understood solely as financial output, but as the result of a structured and interrelated asset management system, which includes effective and efficient facilities utilization strategies, service development, service marketing, and operational governance.

Second, this study raises the approach of transforming the function of the Hajj Dormitory from a seasonal facility to *a multi-purpose public facility*. This shift in function reflects a new dynamic in the management of public facilities that is not only oriented towards hajj services, but also on optimizing the use of assets for various social, educational, and institutional activities. This approach is still relatively limited in academic studies, especially in the context of the Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT) in Indonesia, thus providing a new perspective in the study of public services based on state assets. Third, this study provides an empirical contribution through the analysis of the PNBP improvement strategy based on the local context, namely the Lombok Embarkation Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT). This contextual approach allows the research to describe more specifically the dynamics, challenges, and opportunities faced in the management of PNBP at the operational level. Thus, the results of the research are not only descriptive, but also have the potential to be used as a model or reference for other Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT)s in Indonesia in developing income optimization strategies.

Fourth, this study develops a more holistic analysis by identifying the supporting and inhibiting factors for PNBP management comprehensively. These factors are not only seen from internal aspects such as management, human resources, and infrastructure, but also include institutional, policy, and public perception and participation. The integration of these various dimensions provides a more complete understanding of the effectiveness of PNBP management compared to previous studies that tended to be partial.

Methods

This study employed a descriptive qualitative design to examine the management of Non-Tax State Revenue (*Penerimaan Negara Bukan Pajak*/PNBP), revenue enhancement strategies, and implementation obstacles at the Lombok Embarkation Hajj Dormitory Technical Implementation Unit (*Unit Pelaksana Teknis*/UPT). The research was conducted at the Lombok Embarkation Hajj Dormitory UPT during **[insert research period]**. A qualitative approach was considered appropriate because it enables an in-depth understanding of meanings, processes, institutional practices, and social dynamics within their real field context (Moleong, 2019; Suryanto, 2023). The research population comprised all actors and documents related to PNBP management at the institution, while the research subjects were selected purposively, including the Head of UPT, Head of the PNBP Team, PNBP Treasurer, relevant employees, and other parties involved in the management and utilisation of Hajj Dormitory facilities (Moleong, 2019; Sentanu et al., 2023). Secondary data were obtained from financial reports, performance reports, organisational structures, PNBP-related regulations, policy documents, and other supporting records to strengthen the validity of the findings (Yuliani, 2023; Kusuma & Suryadi, 2022).

The research procedure consisted of problem identification, informant selection, data collection, data classification, analysis, verification, and conclusion drawing. Data were collected through in-depth interviews, observation, and documentation. The instruments used included interview guidelines, observation sheets, and documentation checklists. Interviews were conducted to obtain detailed information on PNBP management practices and revenue improvement strategies (Effendy, 2020; Mulyana, 2019), while observation was used to examine facility utilisation patterns and operational processes in their natural setting (Moleong, 2019; Astuti & Rahman, 2023). Documentation was used to review written evidence relevant to the research object (Yuliani et al., 2023). Data were analysed through data reduction, data presentation, conclusion drawing, and verification, following an interactive qualitative analysis model (Moleong, 2019; Suryanto, 2023). Data validity was ensured through source triangulation, member checking, and peer discussion to confirm the credibility, accuracy, and consistency of the findings (Sentanu et al., 2023; Moleong, 2019).

Results and Discussions

1. Performance Of PNBP Management Of The Lombok Embarkation Hajj Dormitory Technical Implementation Unit (Unit Pelaksana Teknis/UPT)

The performance of Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP) management at the Lombok Embarkation Hajj Dormitory in the last three years shows a significant and consistent increasing trend. This reflects the improvement of governance and the success of the asset optimization strategy implemented by the manager. Quantitatively, the achievement of PNBP realization has increased from year to year, which is also the main indicator in assessing the effectiveness of public asset-based financial management.

In 2022, the realization of PNBP was recorded at IDR 1,023,915,000 from the target of IDR 1,464,000,000 or reached 69.94%. This achievement shows that the performance of PNBP management is still at a level that is not optimal. This condition is influenced by the continued impact of the COVID-19 pandemic which still limits community mobility and activities that utilize public facilities. The restriction of social and institutional activities in that period caused the level of utilization of Hajj Dormitory facilities to be relatively low, so that it had a direct impact on PNBP revenue.

Entering 2023, PNBP's performance shows a significant increase. The realization of PNBP reached IDR 1,936,310,000 from the target of IDR 2,198,050,000 or 88.09%. This increase indicates the recovery process of social and economic activities of the community after the pandemic. The community and government agencies began to use public facilities for various activities such as seminars, training, and official meetings. In addition, the manager's efforts in increasing promotion and expanding access to the use of facilities have also begun to show positive results in increasing revenue.

In 2024, the performance of PNBP management will experience a very significant surge. The realization of PNBP reached IDR 2,502,870,000 from the target of IDR 2,121,650,000 or 117.97%. This achievement not only shows success in meeting the target, but also exceeding the target that has been set. The increase indicates that the asset optimization strategy implemented has been running effectively and is able to have a real impact on improving financial performance. The high rate of facility utilization, improved service quality, and expanded user reach are the main factors that drive this achievement.

Overall, the trend of improving PNBP performance from 2022 to 2024 shows a more productive and results-oriented transformation of public asset management. The Hajj Dormitory, which previously functioned more as a supporting facility for the implementation of the Hajj pilgrimage, has now developed into a potential source of state revenue through the PNBP mechanism. This transformation reflects the application of the principle of *value for money*, where state assets are optimally utilized to generate economic value without neglecting their primary function as a public service provider.

In addition, the improvement in PNBP performance also shows a paradigm shift in public sector management, from an administrative approach to a managerial approach that emphasizes efficiency, effectiveness, and productivity. In this perspective, the management of state assets is not only focused on the maintenance aspect, but also on efforts to create added value through innovative and sustainable utilization. Thus, the performance of the PNBP, UPT Hajj Embarkation Dormitory Lombok can be said to have shown a positive development direction and has the potential to continue to be improved in the future through strengthening strategies and innovations in public asset management.

2. Analysis of PNBP Increase Strategy

Analysis of the strategy to increase Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP) at the Lombok Embarkation Hajj Dormitory Unit shows that the success of increasing revenue is inseparable from the implementation of an integrated approach between asset optimization, service quality improvement, and management innovation based on user needs. The strategy implemented is adaptive to the operational characteristics of the Hajj Dormitory which tend to be seasonal, so it requires diversification of the use of facilities to remain productive throughout the year. In this context, PNBP management is not only oriented towards increasing revenue, but also on the efficiency of the utilization of state assets that previously had a limited level of utilization.

One of the main strategies implemented is the optimization of facility utilization. The Hajj Dormitory opens access to the use of various facilities such as halls, meeting halls, lodgings, and manasik areas to the general public, government agencies, and the private sector outside the Hajj season. This strategy has proven to be effective in reducing idle capacity and increasing asset utilization rates. By utilizing facilities in a sustainable manner, managers are able to turn assets that were previously passive into active sources of income. This approach reflects a paradigm shift in the management of public assets, from mere maintenance to optimization of economic value.

In addition, improving service quality is an equally important strategy. In the service sector, service quality has a close relationship with user satisfaction and loyalty. Technical Implementation Unit (Unit Pelaksana Teknis/UPT) Hajj Embarkation Dormitory Lombok strives to maintain service standards through improving cleanliness, comfort, security, and speed of administrative services. Services that are responsive to user needs are also an important factor in creating a positive service experience. This has an impact on increasing user trust and the potential for future service reuse, which indirectly contributes to the increase in PNBP.

Strengthening human resources (HR) is also an integral part of the strategy to increase PNBP. Employees are not only required to have technical skills in facility management, but also service, communication, and adaptation skills to technological developments. Continuous training and competency development is carried out to ensure that the quality of services provided is in accordance with user expectations. From the perspective of public management, human resources are strategic assets that determine the success of policy implementation and the quality of service output.

Another strategy is to strengthen the promotion and socialization of services. The use of digital media such as official websites and social media is carried out to increase visibility and access to information for the public. In addition, cooperation with various parties such as government agencies, universities, and travel agents also expands the reach of service users. This promotional strategy is important to change the perception of the public who have tended to think that the Hajj Dormitory is only intended for pilgrims.

In addition, digitization of services is a strategic step in increasing the efficiency and transparency of PNBP management. The use of non-cash payment systems, information system-based transaction recording, and the development of online ordering services provide convenience for users while increasing financial management accountability. Digitalization also plays a role in minimizing administrative errors and accelerating the service process.

Table 1. Analysis of PNBP increase strategy

No	Strategy	Key Implementations	Impact on PNBP
1	Facility optimization	Rental of halls, buildings, lodgings, manasik areas	Increase asset utilization and revenue
2	Service improvements	Cleanliness, comfort, safety, responsiveness of service	Increase user satisfaction and loyalty
3	Strengthening human resources	Training, improvement of service and technology competencies	Improve service quality
4	Promotion and socialization	Social media, websites, cross-sector cooperation	Expand the reach of users
5	Digitization of services	Non-cash payments, online ordering systems, digital record-keeping	Improve efficiency and transparency

Based on the table, it can be seen that each strategy has a complementary contribution in improving PNBP performance. There is no single strategy that stands alone, but all work synergistically in creating an effective management system. Overall, the strategy to increase PNBP at the Lombok

Embarkation Hajj Dormitory reflects the application of modern public management principles that emphasize efficiency, innovation, and user orientation. The success of this strategy shows that the optimization of public assets through an integrated approach can be an effective solution in increasing state revenues in the non-tax sector. However, the sustainability of the strategy still requires strengthening the aspects of innovation, digitalization, and institutional capacity building in order to be able to face increasingly complex challenges in the future.

3. Supporting Factors for PNBP Management

The success of the management of Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP) at the Lombok Embarkation Hajj Dormitory is inseparable from the existence of various supporting factors that play a significant role in increasing the effectiveness of asset utilization and revenue performance. These factors can be classified into two main dimensions, namely internal factors that come from the capacity of the organization, and external factors that come from the strategic environment outside the organization. The interaction between these two factors forms a support system that allows the management of PNBP to run optimally, adaptively, and sustainably.

From the internal side, the main factors that support the increase in PNBP are the quality and capacity of human resources (HR). Competent human resources have a strategic role in managing facilities, providing services to users, and carrying out administrative functions effectively. Employees who have adequate technical and non-technical skills, such as communication, excellent service, and the use of technology, are able to create a positive service experience for users. This has a direct impact on user satisfaction levels, which ultimately increases the potential for reuse of the service as well as recommendations to others. Thus, the quality of human resources is the main foundation in determining the success of PNBP management.

In addition to human resources, the availability and feasibility of facilities are also very decisive internal factors. The Lombok Embarkation Hajj Dormitory has various strategic facilities, such as meeting halls, large capacity halls, lodging rooms with various classes, and hajj manasik areas. Adequate and well-maintained facilities provide added value for service users, thereby increasing the attractiveness and competitiveness of similar service providers. In this context, the quality of facilities and infrastructure not only serves as operational support, but also as an economic asset that can be optimized to generate income.

Another internal factor is the quality of service provided to service users. Services that include aspects of cleanliness, comfort, security, and speed and accuracy of administrative services are important indicators in assessing the performance of PNBP management. The better the quality of service provided, the higher the level of user satisfaction. In the long run, this satisfaction will create user loyalty and increase the positive image of the institution in the eyes of the public. Therefore, service quality is a key factor that directly affects the sustainability of increasing PNBP.

In addition, a professional and accountable management system is also an equally important supporting factor. The implementation of a transparent administrative system, orderly financial records, and the use of technology in transaction management contribute to increased efficiency and accountability. A good management system not only increases public trust, but also facilitates the process of monitoring and evaluating PNBP performance in an ongoing manner.

Meanwhile, from the external side, the strategic location factor is one of the advantages possessed by the Lombok Embarkation Hajj Dormitory UPT. Accessibility that is easily accessible to the public and proximity to social and government activity centers provide added value in attracting service users.

This strategic location allows the Hajj Dormitory facility to be the main choice for various activities, both formal and informal.

Another external factor is the existence of cross-sector cooperation with various parties, such as government agencies, universities, religious organizations, travel agents, and communities. This collaboration plays a role in expanding the network of facility utilization and increasing service exposure to the wider community. Through this collaboration, the Hajj Dormitory not only functions as a service provider, but also as part of a social ecosystem that supports various community activities.

In addition, the increasing need for representative public facilities is also an external factor that supports the increase in PNBP. The development of social, educational, and religious activities has driven the increasing demand for meeting rooms, lodging, and other supporting facilities. This condition provides an opportunity for the Lombok Embarkation Hajj Dormitory UPT to take advantage of the market potential optimally.

Overall, the supporting factors for the management of PNBP show that the success of increasing revenue is not only determined by one specific aspect, but also by the synergy between the organization's internal capacity and supporting external conditions. The balance between these two factors is key in creating effective, efficient, and sustainable PNBP management. By strengthening these supporting factors, the Lombok Embarkation Hajj Dormitory UPT has a great opportunity to continue to improve the performance of PNBP in the future.

4. Factors Inhibiting PNBP Management

Although the management of Non-Tax State Revenue (Penerimaan Negara Bukan Pajak/BNBP) at the Lombok Embarkation Hajj Dormitory UPT shows a positive increasing trend, in practice there are still various inhibiting factors that affect the optimization of performance and maximum utilization of assets. These obstacles are multidimensional, including internal aspects of the organization as well as external factors that are beyond the direct control of the manager. The existence of these obstacles shows that the increase in PNBP does not only depend on the strategy implemented, but also on the ability of the organization to overcome various existing limitations.

From an internal perspective, budget limitations are one of the main obstacles in PNBP management. The limited allocation of funds has an impact on the slow process of modernizing facilities, maintaining facilities and infrastructure, and developing human resource capacity. In fact, in the context of today's public service competition, the quality of facilities and services is a very decisive factor in attracting service users. In addition, limited human resources are also significant obstacles, especially in terms of mastery of digital technology, service marketing, and services based on user needs. This competency gap has the potential to reduce the quality of services and hinder innovation in PNBP management.

Limited facilities and infrastructure are also an inhibiting factor that cannot be ignored. Some of the available facilities still need to be improved in order to be able to compete with similar service providers from the private sector, such as hotels and modern meeting halls. This condition affects users' perception of the quality of services provided, so that it can affect the level of facility utilization.

On the other hand, external factors also have a considerable influence on the management of PNBP. One of the main obstacles is the stigma of the community who still think that the Hajj Dormitory is only intended for pilgrims. This perception causes the use of facilities by the general public to be not optimal, even though the policy of the facility has been opened for various activities outside the Hajj season. In addition, competition with the private sector that offers more modern facilities, a more flexible reservation system, and a more aggressive promotion strategy is a challenge for the Lombok Embarkation Hajj Dormitory UPT.

Table 2. Classification of obstacles to PNBP management

No	Inhibiting Factors	Types of Factors	Impact on PNBP
1	Budget constraints	Internal	Hindering the modernization of facilities and services
2	Human Resources Limitations	Internal	Lowering the quality of service and innovation
3	Limited facilities and infrastructure	Internal	Lowering the competitiveness of facilities
4	Social stigma	External	Limiting the use of facilities
5	Private sector competition	External	Reduce service appeal
6	Limitations of digitalization	Internal	Hinders service efficiency and reach

In addition to these factors, limitations in the implementation of service digitalization are also quite significant obstacles. In the era of digital transformation, people tend to access information and services online. However, the lack of optimal ordering, promotion, and digital-based service systems causes the service reach to not be maximized. This has an impact on the low exposure of facilities to the wider community and a lack of efficiency in the service process. Overall, these various inhibiting factors show that PNBP management not only requires the right strategy, but also requires strengthening institutional capacity, sustainable innovation, and adaptability to environmental changes. Therefore, comprehensive improvement efforts are needed, both through improving the quality of human resources, modernizing facilities, and strengthening service digitization, so that PNBP management can run more optimally and competitively in the future.

Conclusion

This study concludes that the management of Non-Tax State Revenue (*Penerimaan Negara Bukan Pajak*/PNBP) at the Lombok Embarkation Hajj Dormitory has been implemented through an integrated approach involving asset optimisation, public service improvement, human resource strengthening, administrative digitalisation, service promotion, and cross-agency cooperation. The facilities of the Hajj Dormitory are not only used to support Hajj pilgrimage services, but also have economic potential as a source of PNBP through their utilisation for religious, social, educational, training, seminar, and public activities. The increase in PNBP realisation from 2022 to 2024, including the achievement exceeding the target in 2024, indicates that asset optimisation and service improvement strategies have contributed positively to revenue performance. However, several obstacles remain, including budget limitations, limited human resource competence, inadequate facility modernisation, weak promotion, public perception that the Hajj Dormitory is only intended for pilgrims, competition with private service providers, and the suboptimal implementation of digital services.

Future research is recommended to examine PNBP management in other Hajj Dormitories or similar public service institutions using comparative or quantitative approaches to measure the effectiveness of specific revenue enhancement strategies. For practitioners, the Lombok Embarkation Hajj Dormitory needs to strengthen digital-based promotion, improve service quality, develop employee competencies, and modernise facilities gradually to increase competitiveness and public trust.

From a policy perspective, stronger institutional support is required through adequate budgeting, clearer asset utilisation regulations, integrated digital service systems, and broader collaboration with government agencies, private institutions, educational institutions, religious organisations, and the community. These efforts are essential to ensure that the Hajj Dormitory can optimise its role as a sustainable source of PNBP while maintaining its primary function as a service centre for Hajj pilgrimage implementation.

Acknowledgments

The manager of the Lombok Embarkation Hajj Dormitory needs to strengthen massive socialization through digital and conventional media so that the public understands that the Hajj Dormitory can be used for non-hajj activities. The Ministry of Religious Affairs needs to provide regulatory and budgetary support for the modernization of facilities and the strengthening of digital systems. Researchers can then conduct comparative studies between Hajj Dormitories in various regions to find a more effective and replicable PNBP management model nationally.

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