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The Building Sustainable Performance of the Umrah Travel Business in DKI Jakarta: Studies on Umrah Travel in DKI Jakarta Province

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Abstract
This study examines the effect of Quality Management and ethical leadership on the sustainability of the Umrah Travel business through corporate performance. A structured questionnaire was used to collect data from managers of Umrah Travel who work for the companies surveyed. Data from random sampling by distributed questionnaires to 80 participants found 395 official Umroh travels companies in DKI Jakarta. The results showed that Quality Management effect Business Sustainability. However, Quality Management has a positive and significant effect on company performance. Ethical leadership has a positive and significant effect on company performance. Ethical leadership also has a positive and significant effect on Business sustainability. Company Performance positively and significantly affects the sustainability of the Umrah travel business in DKI Jakarta. This study encourages company leaders to use a Quality management practice framework to improve company performance and long-term business sustainability. Umrah travel companies must improve the quality of Management practices and long-term business sustainability. In achieving long-term business sustainability, ethical leadership practices and company performance are the foundation and driving forces for achieving these goals. The research update is to add a systemic deposit (implementation guarantee) for every departure plan; every Umrah travel must deposit a minimum departure guarantee of 15-25%.

Keywords: Quality Management, Ethical Leadership, Firm Performance, Business Sustainability

1. Introduction

The trend of halal tourism is growing rapidly and becoming competitive with the same product and service offerings (Widyastuti, 2017; Wu *et al*., 2019). Currently, the tourism sector is the second most important sector (El-Gohary, 2016). The demand to perform Umrah has increased rapidly in the Umrah travel industry in Indonesia (Beston *et al.*, 2019; Al Hasan, 2017; El-Gohary, 2016; Hatem El-Gohary, 2015; Lestari *et al.,* 2013; Octadian *et al.*, 2017).

In recent years, there has been an increasing interest in achieving the goal of sustainable Umrah in Indonesia (Ghada *et al.*, 2022). In religious tourism, people with similar beliefs travel individually or in groups for religious purposes (Kaur *et al*., 2020). The Muslim community believes in buying Umrah packages and services from Umrah travel companies in the market to fulfill their desires, comfort, and satisfaction with Umrah tourism (Ali. M et al., 2018; Wahab *et al*., 2016; Nia. K. *et al*., 2017).

The increase in Umrah pilgrims from year to year can be seen from 2008. Indonesia has 328,321 pilgrims, and in 2018 reached 1,005,000 pilgrims. At the same time, the queue for Hajj departure in Indonesia has been long, in reach decades. DKI Jakarta has an average hajj queue length of 19 years. The long waiting time to go to Hajj makes many Indonesian Muslim communities choose to go for Umrah first because it does not require a long time or is expensive like the cost of Hajj (Puji *et al*., 2018; Kemenag.go.id, 2020).

Along with the increasing number of people performing Umrah, some problems arise in implementing Umrah; there are at least 23 problematic Umrah travel agents (simpu.kemenag.go.id., 2020). The Ministry of Religion has granted permits to 1606 PPIU (special Umrah licenses). Umrah Travel Organizer (PPIU) offers religious tourism such as Umrah and Hajj. Umrah is worship similar to Hajj (Majid *et al.*, 2016; Taiebi *et al*., 2019). The postponement of Umrah and Hajj due to the Covid-19 Pandemic has not only caused social, economic, and psychological crises. Still, it has also hampered the sustainability of the Umrah travel business in Indonesia (Aishath *et al*., 2021). This industry is very important because of its nature and level of competition (Hassan *et al*., 2016).

Many pilgrims are deceived because Hajj and Umrah travel agents offer Umrah package prices cheaper than those set by other travel agents. Their price is below the minimum price of Hajj and Umrah from the Ministry of Religious Affairs and the AMPHURI Association (Association of Hajj and Umrah Organizing Association of the Republic of Indonesia), which is $ 1,700 or 22 million rupiah (Puji. H. *et al*., 2018) and also below the price set by the Government. The Umrah business provides services, and businesses trust the congregation to Umrah travel. They are afraid to admit failure in investing money from Umrah pilgrims. However, they continue to cheat money from Umrah pilgrims for their interests. Travel costs are very sensitive to pilgrims (Othman *et al*., 2019). Factors that influence the pricing of Umrah travel packages are based on the cost of the duration of stay with quality services and investment in tourist trips (Al-Qarni et al*., 2013; Kumaladewi* et al., 2017).

The revocation of PPIU permits that fail to dispatch Umrah pilgrims has been regulated in Article 25 of PMA Year 2018. While article 25 stipulates that PPIU is prohibited from abandoning Umrah pilgrims, which results in pilgrims failing to leave for Saudi Arabia, violating the validity period of visas, the Ministry of Religion can also revoke PPIU's operational license if it makes legality loans to Non-PPIU.

The Ministry of Religion can suspend PPIU certification if PPIU refuses to be surveillance, the management system fails to meet certification requirements, and non-conformity of special audit results/ownership is found, which requires the certificate to be frozen. PPIU, whose license is not renewed, is also a manual financial system due to poor facilities and infrastructure. If the PPIU repeats the mistake resulting in a written warning, it will be frozen and may not operate for two years. These problems can cause PPIU to be unable to maintain business sustainability for the long term. The inability of Umrah Travel to maintain business continuity caused PPIU to experience large losses in terms of company finances.

The government must strengthen **regulations and bank guarantees** and supervise the implementation of PPIU in Indonesia (Haji.kemenag.go.id., 2022). The Ministry of Religious Affairs of the Republic of Indonesia issued Regulation of the Minister of Religious Affairs Number 8 of 2018 concerning the implementation of Hajj and Umrah Travel as legal protection for pilgrims (Habiburrahman. H., 2019; Syahputra., 2019; Izzul.M., 2019). With the provision that the amount of Bank guarantee for PPIU business licensing of Rp. 100,000,000 (one hundred million rupiahs) and Bank Guarantee as PPIU business licensing requirements of Rp. 250,000,000 (two hundred fifty million rupiahs) must be met by Umrah Travel (Yaqut. C.Q., 2021). Decree of the Minister of Religious Affairs of the Republic of Indonesia number 221 of 2018 concerning the cost of organizing Umrah before the pandemic was Rp. 20,000,000 (twenty million rupiahs by meeting minimum service standards such as transportation, accommodation, guidance, health, protection of pilgrims and officers, and administration (Lukman. H. S. 2018). Decree of the Minister of Religious Affairs of the Republic of Indonesia number 777 of 2020 concerning the cost of organizing Umrah worship reference to the pandemic period of Rp. 26,000,000 (twenty-six million rupiahs), which must be obeyed by PPIU (Fachrul. Razi., 2020).

2. Research Method

The research approach used in this study is quantitative, which is an approach that applies the principles of positivism in studying research phenomena based on theoretical and empirical studies that form the research conceptual framework.

The research population is the entire part or component used as the focus of research to study its characteristics. The population of this study is a company engaged in the Umrah travel sector in DKI Jakarta. Based on data obtained from the website of the Ministry of Religion of the Republic of Indonesia (2019), it is known that there are 395 official PPIUs located in DKI Jakarta, with a distribution of 21 PPIUs in West Jakarta, 61 PPIUs in Central Jakarta, 167 PPIUs in South Jakarta, 134 PPIUs in East Jakarta, and 12 PPIUs in North Jakarta.

This study chose a sample of 80 companies in anticipation of incomplete questionnaires. Details of the data for the 80 research samples can be seen in Table 3.2. the following.

Table 1. Rincian 80 Sampel Penelitian

No	Area	sample
1	Central Jakarta	13
2	East Jakarta	27
3	South Selatan	34
4	North Jakarta	3
5	West Jakarta	4
	Total	80

Details of the companies that became the research sample grouped by region can be seen in the attached Umrah travel data in DKI Jakarta. The analysis technique used in this research is structural equation modeling (SEM). The SEM used in this research is SEM-PLS.

3. Result and Discussion

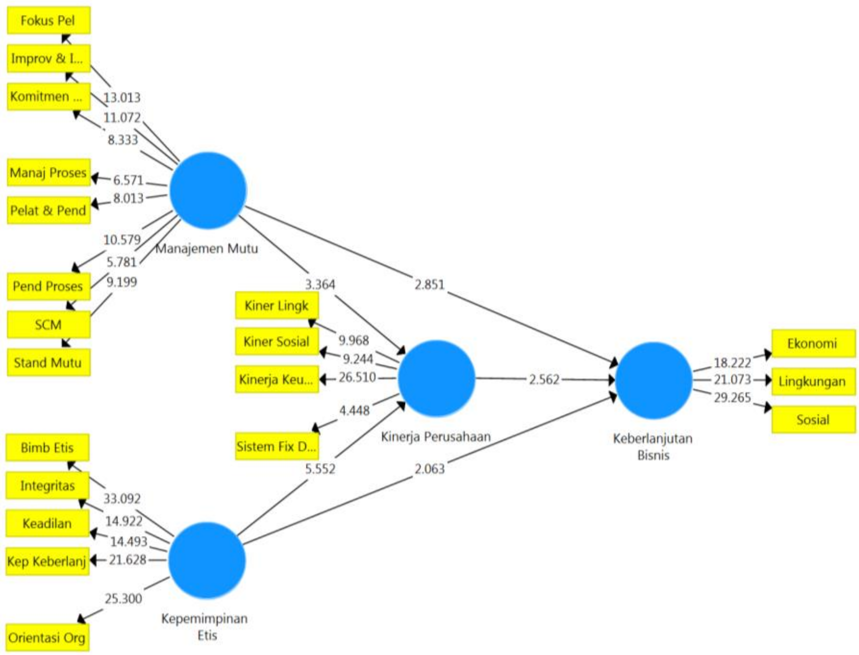

Figure 1. Hasil *Bootstrapping* Model Penelitian
(Source: *Output SmartPLS*, 2020)

Table 2. *Path Coefficients* (Mean, STDEV, t-Value)

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	F Hitung	P Values
Quality management → Business Continuity	0,319	0,340	0,112	2,851		0,005
Ethical leadership → Business Continuity	0,311	0,311	0,151	2,063		0,040
Company Performance → Business Continuity	0,333	0,312	0,130	2,562		0,011
Quality management → Company Performance	0,348	0,355	0,103	3,364		0,001
Ethical leadership → Company Performance	0,585	0,579	0,105	5,552		0,000
Quality management and Ethical leadership → Company Performance					38,5 > 3,965	
Quality management, Ethical leadership, and Company Performance → Business Continuity					38,0 > 3,117	

Source: Output *SmartPLS, 2020*

The Effect of Quality Management on Business Sustainability

Based on the results of *running* smart-PLS software, it is known that quality management has a significant effect on business sustainability. This study's results support previous research that stated that quality management affects company performance (Elhuni &; Ahmad, 2014; Famularo *et al.*, 2010; Reed et al., 2000).

The results of this study are also to the opinions of the participants in the *Forum Group Discussion* (FGD), which states that quality management is well applied to an Umrah travel company such as managing professionally, collaborating with other parties related to Umrah, coordinating operational activities according to their respective duties and authorities, and being able to recruit qualified employees according to their fields. This well-implemented quality management can affect business sustainability.

While running the Umrah travel business, some trips are not implemented properly in compliance. 26 Umrah trips had their operational licenses revoked as PPIU. Moreover, there are still PPIUs that lend the legality of licensing to other non-PPIU parties and the existence of unlicensed PPIU branch offices. Based on these dimensions, it can be understood that quality management does not directly affect business sustainability in the long run.

The Effect of Quality Management on Company Performance

Based on the results of *running* smart-PLS software, it is known that quality management has a significant positive effect on company performance. This study's results align with previous studies' results (Kaynak, 2003; Lestari *et al.*, 2013; Rafailidis, Trivellas, &; Polychroniou, 2017).

Quality management drives a paradigm shift in management philosophy to improve organizational effectiveness (Reunanen &; Junno, 2017). Quality management practices can assist in achieving quality objectives and support managers in achieving performance improvements. (Amasaka, 2013) mentions that quality management is a customer-focused approach that aims to meet or exceed customer expectations concerning products or services and is often viewed as a company-wide philosophy or strategy.

(Narasimhan, 2014) states that quality management can improve service companies' business performance. According to one study, about 50% of customers focus on organizational change to improve service quality to meet competitive survival demands (Pettigrew, 2001). The climate of service companies is dynamic, as many are shifting from a traditional physical view of organization-based to a more people-oriented structure (Cuganesan, 2006), with one study clearly showing a positive relationship between quality management and organizational performance. The Umrah travel business is visibly a business that is oriented toward people management, in contrast to other service businesses such as hotel service businesses, tourism, etc., which involve dominant investment in infrastructure.

The Influence of Ethical Leadership on Business Sustainability

Based on the results of *running* smartPLS software, it is known that *ethical leadership* has a significant positive effect on *Business Sustainability.* This study's results align with previous studies' findings (Eisenbeiß &; Brodbeck, 2014; Kalshoven et al. &; De Hoogh, 2011).

Ethical leadership is an important study of business sustainability. Not a few large companies eventually collapsed due to ethical issues. Enron, Arthur Andersen, WorldCom, Tyco, Parmalat, and Health South are among the companies in developed countries where leaders fail ethically. Top executives of corporate organizations contributed to the recent credit crunch by making fraudulent decisions that artificially inflated profits to increase compensation (Quintal et al., 2010).

Ethical behavior includes key principles such as honesty, integrity, fairness, and concern for others. It is a situation in which leaders engage in behaviors that benefit others and refrain from behaviors that may harm others (Toor &; Ofori, 2009). Often, company leaders see their work as a separate part of their lives.

The results of this study are also to the opinions of the participants in *the Forum Group Discussion* (FGD), which states that well-applied leadership, such as monitoring, controlling every activity, coaching, guiding and directing members of the organization, providing a good example for employees can influence. This well-implemented leadership can affect business sustainability.

The Effect of Ethical Leadership on Company Performance

Based on the results of *running* smart-PLS software, it is known that *ethical leadership* has a significant positive effect on *Company Performance.* The results of this study reinforce previous findings stating that EL has a positive effect on company performance (Hansen et al., &; Dunford, 2013; Mitchell & Yates, 2002; Piccolo *et al.*, 2010; Toor & Ofori, 2009; Walumbwa, Morrison, &; Christensen, 2012; Walumbwa & Schaubroeck, 2009).

Ethical leadership is increasingly important because it can cause the downfall of large organizations. In the past decade, scandals such as the fall of Enron, the fall of Lehman Brothers, and the collapse of the housing market, partly caused by the unethical behavior of leaders, have subsequently shaken confidence in business executives (Hannah et al., 2011). Therefore, it is proven that such unethical behavior can be fatal and cause harm to the business organization. (Caldwell, Hayes, & Long, 2010) since the disaster that befell Enron, business interest in ethical behavior has increased exponentially. He also suggested that business success depends on integrating corporate resources and norms; on the one hand, the company focuses on achieving financial performance. On the other hand, social performance should not be ignored, resulting in a consistent synthesis of effective governance.

(Edelman & Nicholson, 2005) suggests that the fall of Enron led to the unemployment of thousands of employees, loss of investment, resurrected stricter government regulation, and severely undermined consumer confidence in the financial industry. Examples of unethical behavior from these organizations have forced businesses to revisit strategic policies, helping them learn that ethical leadership is a path that leads to profitability. This ethical dilemma has forced leaders to revisit existing leadership paradigms (Monahan, 2012). Intensifying business competition and limited resources in the global marketplace has exponentially raised the issue of ethical leadership.

The results of this study are also to the opinions of participants in *the Forum Group Discussion* (FGD), which states that well-applied leadership, such as monitoring, controlling every activity, coaching, guiding, and directing members of the organization, providing a good example for employees can influence. This well-defined leadership can affect the company's performance.

The Effect of Company Performance on Business Sustainability

Based on the results of *running* smartPLS software, it is known that the *Company's Performance* has a significant positive effect on *Business Sustainability.* The results of this study are in line with previous research. On the other hand, it weakens the findings (Jacobs et al., 2011), which state that the relationship between company performance and business sustainability is insignificant.

The intricacies in business and global transformation have driven companies to realize their business sustainability agenda. This study conceptualizes company performance as multidimensional constructs, including financial, competitive, environmental, and social performance. Meanwhile, corporate sustainability refers to the economic, environmental, and social dimensions. A recent review has found a positive correlation between company performance and corporate sustainability performance.

Research by (Lestari *et al.*, 2013) shows that the company's performance influences business sustainability. That is, high company performance will improve business sustainability. Remember, company performance is the overall performance of the company along the dimensions of operational excellence, customer relations, revenue growth, and financial performance (e.g., return on investment, profit margins, and sales growth). So the performance of travel companies correlates with the frequency of departure and the number of pilgrims who depart each time (Dewi, 2017). The frequent departures each year and the more pilgrims who depart show the high performance of a travel company.

4. Conclusion

Quality management is a comprehensive step to improve the quality, competitiveness, effectiveness, and flexibility of Umrah Travel to increase pilgrim satisfaction. Umrah travel must maintain the loyalty of pilgrims (old, new, prospective pilgrims, and potential pilgrims in the community). Because if pilgrims who have used Umrah travel services see a bad system, there will be a high disappointment. This can affect the company's name both internally and externally. Disappointed pilgrims will be quick to provide information through *word of mouth*.

Umrah travel leaders must be able to create a high level of uniqueness and comfort through quality management, such as making stages for each process that is fixed and concrete; services must meet the best qualification standards, such as cheap package prices but quality (not cheap), experienced mentors (favored and preferred by pilgrims), all processes ranging from registration, visas, tickets, hotels, departures must be on time, The process of managing the congregation ball pickup system (continuous communication with the congregation) until the process is complete and do not let the congregation feel that the process is long, not noticed, we must always communicate first. Companies may create packages for TOP, Middle, and Low Level, but services must meet the best qualification standards.

Priority services must be well served, starting from registration, departure, worship, and return. In addition, there is a problem with the data of pilgrims who have departed not being stored through the system, making it difficult to get pilgrim data for the previous year (because the system is still offline and there is no online data backup). Companies must ensure that the pilgrims' manifest data is integrated with government systems or use systems already integrated directly with the Government, like Erahajj. The strategic steps above will encourage long-term business continuity.

Umrah Travel is a company engaged in services (*full services*). A company that prioritizes service and maintains the trust of the congregation, the community, and the government. People or pilgrims who have used Umrah travel services several times to the holy land will continue to use the Umrah travel faithfully. Companies may pursue targets for Umrah business, but leaders must pay attention to the competitive environment, know who the competitors are, what kind of regulations are, whether there are problems or not, and what is the financial ability to dispatch pilgrims.

Umrah travel leaders must be able to improve company performance continuously. Strategies that can be done are to increase the ability of working capital as the company's financial strength. One of the determining factors for the company's success in improving company performance is working capital and company financial reporting. Do not let travel owners have problems with Tax Return Reporting because finances are not recorded neatly. Because travel companies that have strong finances will be able to handle the process of booking airline tickets (including deposits to flights to get special prices), hotel reservations (including deposits for 3-star, 4-star, and 5-star hotels), catering reservations (deposits for Indonesian food and middle eastern food for three times a day), transit hotel reservations in Jakarta if the cost has been included in the package value for pilgrims from out of town), Booking transportation while in Mecca and Medina.

Umrah travel companies must have good financial strength (capital) to run the Umrah and Hajj business. Companies should focus on seeking profits and maintaining consistency in increasing reasonable profits. Companies should not create and promote Umrah travel packages to influence the community (umrah with cheap promo costs) but make pilgrims trapped and confused in every process; for example, pilgrims are charged additional fees or changes in departure schedules. This will make costs swell, and it is considered that the company is not committed to the cheap concept offered. The company must maintain the internal and external environment. Internal environment such as providing free Umrah rewards for outstanding employees for employees including their parents. For external environments, for example, the listed reward is five free and must be kept (not just promises).

Travel leaders must have visionary leadership and a vision or insight into the future. Do not create problems and be irresponsible. However, it must be able to solve problems that occur in the internal and external environment. Leaders should not only take advantage of opportunities and all means to get results or profits but are not willing to sacrifice time, mind, energy, and finances to solve problems. Visionary leaders always strive to realize the vision and mission of the Umrah travel company, innovate, and achieve targets. Visionary leaders will encourage employees to innovate for better company development. The move will make the company sustainable for the long term.

Companies must improve the quality management process and ethical leadership so that it can be well integrated between quality management and ethical leadership that will encourage the improvement of company performance. Quality management, ethical leadership, and company performance that runs well can ultimately affect the maximum improvement in the sustainability of the Umrah travel business in the DKI Jakarta area.

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