

## Factors Affecting Business Sustainability of Umrah Travel

### (Case Study on Umrah Travel in DKI Jakarta Province)

Murdani\*, Bambang Purwoko, Sri Widyastuti, Widarto Rachbini, Marissa Grace Haque

Pancasila University Postgraduate School Jl. Borobudur No.7, RT.9/RW.2, Pegangsaan, Menteng, Central Jakarta, Special Capital Region of Jakarta 10320

**\*Corresponding Author:** Murdani, Pancasila University Postgraduate School Jl. Borobudur No.7, RT.9/RW.2, Pegangsaan, Menteng, Central Jakarta, Special Capital Region of Jakarta 10320

**Abstract:** This study on the Umrah travel business in DKI Jakarta aims to: 1) analyze the effect of Total Quality Management (TQM) on the company's superior performance, 2) analyze the effects of Total Quality Management (TQM) on business sustainability, 3) analyze the effects of ethical leadership on the superior performance of the companies, 4) analyze the effects of ethical leadership on business sustainability, 5) analyze the effects of the superior performance on business sustainability. This study uses a quantitative approach. The number of samples is 80 managers of Umrah tour operators in DKI Jakarta. Data were collected through questionnaires and in-depth interviews. Data analysis was performed using SEM with Partial Least Square (PLS). The results of the analysis show that Total Quality Management (TQM) has a significant effect on the superior performance, Total Quality Management (TQM) has no effect on business sustainability, ethical leadership has effects on the company superior performance, ethical leadership has effects on business sustainability and superior performance has effects on business sustainability. This means that TQM will produce a sustainable business only if it is supported by superior company performance. While at the same time, ethical leadership is capable to build superior performance and business sustainability.

**Keywords:** Quality Management, Ethical Leadership, Superior Performance, Business Continuity.

#### 1. BACKGROUND

As the largest Muslim country, Indonesia is one of the countries with the largest religious tourists. The motivation for tourism in Indonesia continues to grow to meet the needs of religious tourism. Halal tourism in Indonesia is a recreational product and social purpose by Islamic teachings (Al Hasan, 2017; El-Gohary, 2016; Hatem El-Gohary, 2015; Lestari et al., 2013). The market demand for religious tourism travel, especially Umrah, continues to increase and is getting bigger from year to year (Oktadiana & Pearce, 2017).

Based on the information from the Business Development Coordinator of the Indonesian Tourism Travel Association, the umrah travel business is indeed lucrative because business owners not only get material benefits but also inner satisfaction, that is, they can also go to perform worship to the holy land. Therefore, business opportunities in the field of Umrah travel services in Indonesia are increasingly promising, because Indonesia is the world's largest Muslim country. Besides, the tendency of Indonesian umrah pilgrims has increased from year to year.

The increase in the number of Umrah pilgrims from year to year for a decade has become a good market opportunity for Umrah travel services. The increasing interest in travel services that also serve Umrah travel trips has been responded positively by the Ministry of Religion of the Republic of Indonesia through Law No. 8 of 2019 on the Implementation of Umrah and Hajj Worship, which was only approved by the Government and the House of Representatives. The presence of this law is very much needed to ensure the quality of service, security, and safety of Umrah pilgrims who use Umrah travel services. Furthermore, Law No. 8 of 2019 emphasizes that the management of Umrah must be carried out by the Registered Umrah Tour Operators (PPIU).

However, cases of fraud, embezzlement, money laundering, violations of regulations which failed to depart the pilgrim by the umrah tour operators, have an impact on pilgrims' disappointment and have

an impact on superior business performance and business continuity. Essentially, it deals with the quality of business management and corporate leadership practices. A study conducted by (Lestari et al., 2013) shows that company performance influences business continuity. This means that high superior performance will increase the sustainability of its business.

According to (Kharub & Sharma, 2017), superior performance is a multidimensional measurement of a company that involves several aspects, such as accounting, economics, management of human resources, marketing, psychology, sociology, and strategic management. (Lestari et al., 2013) states that superior performance can be seen from the effectiveness of the leader and the quality of business operational management. Theoretically, the concept of business sustainability is the ability of a company to empower opportunities and to manage risks, and be able to survive in the short, medium and long term, both operationally and valuably. The sustainability of this business can be seen through the elements of economic (financial) performance, strong relationships with stakeholders, social strength, environmental performance, governance, ethics. The connection between these elements then leads the company to achieve sustainable corporate performance (Baumgartner & Ebner, 2010; Gao & Bansal, 2013; Rezaee, 2016).

Based on the argument of the phenomena of various cases that befell umrah business, the study will focus on the main causes that are the cause of the absence of business sustainability. Based on data descriptions and support from the literature review, the focus of the study on quality management, ethical leadership, superior performance are the main factors in the absence of business sustainability. So, this study will examine the interdependence relationship between business sustainability, quality management, ethical leadership, and company performance.

## **2. LITERATURE REVIEW**

Integrated quality management or (Total quality management) began to be widely discussed in the early 1900s which was aimed at managing and controlling to ensure product quality. In the 1930s, statistical analysis and quality control were developed by Walter Shewhart. Around the 1950s, some quality experts made major contributions to the diffusion of quality management methods. (Deming, 1950) taught the Japanese how to manage quality through statistical techniques. (Sila & Ebrahimpour, 2003) introduced the concept of quality control and managerial breakthroughs. (Crosby & Bryson, 2005) promoted zero defects for quality improvement. Since the 1960s, quality management has been viewed from a broader perspective as enterprise-wide quality control, an integrated approach to achieving and maintaining high-quality results involving all levels and all organizational functions (Nguyen, Gizaw, 2014). From this point of view, quality management is created by a set of quality management practices and techniques that are applicable throughout the company to deliver high-quality products to customers.

Quality management is generally considered a sub-discipline of broad operations management. Many quality-centered companies adopt a Total Quality Management (TQM) approach and/or pursue ISO 9000 certification. Feigenbaum mentions that total quality management is a customer-focused approach that aims to meet or exceed customer expectations concerning a product or service and is often seen as a philosophy or strategy for all companies rather than a segmented or piecemeal set of toolsets. TQM has been defined as a process and philosophy to achieve optimal results from process inputs to provide value to customers, while at the same time achieving the company's long-term goals (Mishra, Napier, & Yasar, 2019).

In this study, TQM is measured using the dimensions of top commitment, customer focus, training and education, improvisation and innovation, SCM, organizational empowerment, process approach, process management, quality standards and relationship management (Aliyu, 2016; Elhuni & Ahmad, 2014; K., K.J., & R., 2011).

The ethical behavior of a leader has been integrated into various leadership theories such as transformational leadership (Copeland, 2014), authentic leadership (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008), spiritual leadership (Reave, 2005), and servant leadership theory (Van Dierendonck, 2011), but there is no adequate concept of ethical principles (Eisenbeiss, 2012). Thus, there is a need to classify ethical leadership as a leadership style of its own.

The main reference to understand the concept of ethical leadership is the popular definition (Brown, Treviño, & Harrison, 2005) which defines ethical leadership as a demonstration of normatively appropriate behavior through personal actions and interpersonal relationships, and promotion through a two-way communication until the decision-making process. (Palanski, Avey, & Jiraporn, 2014; Power, Di Domenico, & Miller, 2017). This definition broadens the normative approach, which was formally adopted to define ethical leadership, and adopts a more comprehensive, two-sided ethical leadership; personal moral and ethical managers (Power et al., 2017). Moral personality refers to personality traits that are expected from ethical people such as honesty, integrity, altruism, etc. (Eisenbeiss, van Knippenberg, & Fahrbach, 2015). The ethical manager aspect, on the other hand, includes the proactive behavior of leaders who act as role models who influence and guide their employees (Eisenbeiss et al., 2015; Fyke & Buzzanell, 2013; Palanski et al., 2014). This is achieved through communication channels to discuss ethical standards with employees, build reward systems and accountability for ethical/unethical behavior, and build fair decision-making processes (van Gils, Van Quaquebeke, van Knippenberg, van Dijke, & De Cremer, 2015).

Under ethical leadership, employees are more likely to be psychologically empowered (Dust, Resick, Margolis, Mawritz, & Greenbaum, 2018). This is because ethical leaders give meaning to employees by demonstrating and communicating the value of their work (Dierdorff & Wilson, 2003). Ethical leaders also offer feedback and independence that enhance employee competence (Dust et al., 2018; Yidong & Xinxin, 2013). Additionally, ethical leaders do not feel threatened by handing out authority to employees or giving them autonomy (self-determination).

Studies have consistently shown that ethical leadership has a positive effect on employee performance (Rezaee, 2016). A study has also reported a negative relationship between ethical leadership and employee work deviations or counterproductive work behavior (Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Schaubroeck et al., 2012). The higher the ethical behavior, the smaller the work deviation performed by employees.

Ethical leadership focuses on promoting normative appropriate behavior in the organization (Kacmar, Bachrach, Harris, & Zivnuska, 2011) proposed the concept of ethical leadership both in terms of leader's morality as a person and behavior to manage ethical behavior in a workplace. As individuals, ethical leaders show trust, having an interest that their employees live their lives in an appropriate, ethical and normative manner (Knights & O'Leary, 2006; Resick et al., 2011). As managers, they actively promote normative behavior to employees by modeling appropriate behavior, communicating with followers about standards, making fair management decisions, and disciplining inappropriate behavior (Brown & Treviño, 2006; Jordan, Brown, Treviño, & Finkelstein, 2013; Schaubroeck et al., 2012; Zhu, Treviño, & Zheng, 2016).

Based on theoretical studies and validation studies, (Kalshoven, Den Hartog, & de Hoogh, 2011) developed ethical leadership measures consisting of several fundamental behaviors, including those described by (Brown et al., 2005; De Hoogh & Den Hartog, 2008; Frisch & Huppenbauer, 2014; Fyke & Buzzanell, 2013; Groves & LaRocca, 2011; Jordan et al., 2013; Resick et al., 2011; Sharif & Scandura, 2014) and added a dimension of sustainability. So that the ethical leadership dimension in this research becomes justice, sharing strengths, clarifying roles, people-orientation, integrity, ethical guidance, and concern for sustainability.

In the concept of management, according to (Dao, Langella, & Carbo, 2011) human resources in companies/institutions must be able to fully utilize and increase their power or optimally increase productivity, followed by the creation of quality work relationships associated with fun, tolerance, and mutuality. profitable. Utilizing human resource development recognized by understanding the organizational structure and developing the quality of human resources, both actual and potential. Performance is not just productivity because of the performance concerns that have natural behavior to act freely according to one wishes, since this behavior is still free to act and inseparable from the provisions of the formal role of employees to improve the effective function of the organization.

According to (Hitt, Ireland, & Hoskisson, 2016), company performance is a multidimensional measurement of a company that involves several aspects, such as accounting, economics, human resource organizing, marketing, psychology, sociology, and strategic management. (Figge, Hahn,

Schaltegger, & Wagner, 2002) are known to have developed a more comprehensive company performance measure to achieve the competitive success which can be seen in four areas.

Based on a review of the previous study, this study proposes dimensions of superior business performance including financial performance, competitive performance, environmental performance and social performance (Chen & Zhang, 2015; Denison & Mishra, 1995; Hockerts, 2015; López-Gamero, Molina-Azorín, & Claver-Cortés, 2009; Lyver & Lu, 2018; Salzmann, Ionescu-somers, & Steger, 2005).

The concept of sustainability became known in the 1980s by referring to environmental conditions that require maintenance due to the use of natural resources and engaging in activities designed to increase profits, as long as the condition remains within the rules of open and competitive game rules and free from fraud (Høgevoid & Svensson, 2012). In 1987, The World Commission on Environment and Development (Banerjee, 2008) defined business sustainability as meeting the needs of the present without sacrificing the ability of the next generation to meet their needs.

The paradigm of sustainability is a relationship, inclusiveness, and dependence (inter-connectedness, inclusiveness, interdependence) in a system (Gao & Bansal, 2013). The term sustainability in business refers to the company's ability to maintain the company's operations so that it can survive in the future through achieving economic performance, which in turn will be able to achieve a good company's financial position (profitability, liquidity, and solvency), and a strong relationship between the company and its stakeholders, such as customers, suppliers, and competitors (Famularo, Bruwer, & Li, 2010).

Sustainability in both academic and practical contexts can be defined as preserving the environment to create a better environment for future generations. Whereas in the financial context, sustainability is considered as an emphasis on financial performance that can generate value for shareholders, both in the long, medium, and short term (Ng & Rezaee, 2015).

The concept of business sustainability is a form of economic prosperity, environmental integrity, and social forces that are systematically connected and dependent on one another. In which, in a business context, business sustainability can be explained as a company's positive efforts in managing the three pillars of sustainability mechanism, namely corporate financial performance, corporate social commitment, and corporate environmental commitment (Gao & Bansal, 2013). The Dow Jones Sustainability Indices defines corporate sustainability as a business approach that creates long-term value for shareholders through empowering opportunities and managing risks caused by economic, environmental, and social development (Morioka, Evans, & Carvalho, 2016).

The economic dimension of sustainability performance must reflect financial opportunities, strengths, challenges, risks, and concerns and organizational activities and be measured in terms of financial performance and disclosure attributes and their impact on the creation of shareholder value (Ng & Rezaee, 2015). The International Federation of Accountants (IFAC) states that global business organizations are expected to take responsibility for a broader level of sustainability issues, such as environmental and social issues which will simultaneously affect the company's financial performance and the company's ability to create value from time to time.

Based on this definition, this study proposes dimensions of business continuity, including economic, environmental and social dimensions (Ageron, Gunasekaran, & Spalanzani, 2012; Chen & Zhang, 2015; Ebner & Baumgartner, 2006; Epstein & Roy, 2014).

Based on this explanation, a research hypothesis can be formulated as follow:

H<sub>1</sub> : Quality management has a positive and significant effect on business sustainability.

H<sub>2</sub> : Ethical leadership has a positive and significant effect on business sustainability.

H<sub>3</sub> : Superior performance has a positive and significant effect on business sustainability.

H<sub>4</sub> : Quality management has a positive and significant effect on superior performance

H<sub>5</sub> : Ethical leadership has a positive and significant effect on superior performance.



### 3. RESEARCH METHODOLOGY

This study is quantitative. This study seeks to explain the relationship between the variables involved in the formation of business sustainability, namely TQM, ethical leadership, and superior performance in the Umrah travel business in Jabodetabek.

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 PPIUs (Registered Umrah Tour Operators) officially located in DKI Jakarta with a distribution of 21 PPIU in West Jakarta, 61 PPIU in Central Jakarta, 167 PPIU in South Jakarta, 134 PPIU in East Jakarta, and 12 PPIU in North Jakarta.

In this study, the sample size was determined based on the Slovin formula (Peterson, Slovin, & Chen, 2010). With the Slovin formula, the number of samples was 80 umrah tour operators.

The following is the distribution of travel by region throughout DKI Jakarta:

**Table1.** *Details of the Research Sample*

No	Region	Number of samples
1	Central Jakarta	12
2	East Jakarta	27
3	South Jakarta	34
4	North Jakarta	3
5	West Jakarta	4
	Total	80

The analysis used is a confirmatory analysis using structural equation modeling (Structural Equation Modeling - SEM) with smartPLS. Partial Least Squares (PLS) can be used to test the data obtained by 87 respondents (Chin, 1998). Data were analyzed using SmartPLS 2.0 developed by (Ringle & Wende, S. Will, 2005). SmartPLS 2.0 is used with the consideration that SmartPLS 2.0 is developed based on the modeling and bootstrapping path, and is recommended by (Tenenhaus & Esposito, 2005) and (Wetzels, Odekerken-Schroder, & van Oppen, 2009). The research model developed is reflective. The purpose of the reflective model is data analysis, in which the researcher can further confirm the results of the analysis based on the theory that has been built and the questionnaire data that has been obtained (Ringle & Wende, S. Will, 2005).

### 4. RESULTS AND DISCUSSION

#### 4.1. Results

This research uses Structural Equation Model (SEM) analysis technique with Partial Least Square (PLS). SEM analysis with PLS is carried out in three stages, namely outer model analysis, inner model analysis, and hypothesis testing.

- **Outer Model Analysis**

The following is an analysis table of the outer research model:

**Table2.** *Cronbach Alpha, Composite Reliability And Average Variance Extracted*

Variable	Cronbach's Alpha	Rho_A	Reabilitas Composite	AVE
<i>Business sustainability</i>	0,697	0,710	0,829	0,617
<i>Ethical leadership</i>	0,863	0,870	0,902	0,648
<i>Quality Management</i>	0,669	0,676	0,726	0,681
<i>Performance</i>	0,636	0,635	0,805	0,679

**Source:** *Output SmartPLS 3.0 (2020).*

According to (Ghozali, 2014), the construct reliability test is measured by composite reliability and Cronbach's alpha. A construct is declared reliable if it has a composite reliability value above 0,70 and Cronbach's alpha above 0,60. While the average variance extracted (AVE) value which is adequate to measure validity is 0,5.

Based on the criteria in table 2, the output data processing shows that the results of all outer model criteria are met so that it can be concluded that the research data has good validity and reliability, therefore it can be continued to the inner model analysis.

• **Inner Model Analysis**

Inner model analysis/structural model analysis is carried out to ensure that the structural model being built is robust and accurate. Robust regression is a regression method used when the data has an abnormal error distribution or several outliers affect the model (Ghozali, 2014). This method is an important tool for analyzing data that is affected by outliers so that a model resistant to outliers is produced. A resistant estimate is one that is not affected by large changes in a small part of the data or small changes in a large part of the data.

Inner model evaluation can be seen from several indicators which include; determination coefficient (R<sup>2</sup>); Predictive Relevance (Q<sup>2</sup>); Goodness of Fit Index (GoF). The following is the calculation for each indicator.

1. Determination Coefficient (R<sup>2</sup>)

The following shows the R<sup>2</sup> value of the smartPLS 3 software output

**Table3.** Value of R<sup>2</sup>

	R Square	R Square Adjusted
<i>Business sustainability</i>	0,587	0,570
<i>Performance</i>	0,567	0,555

**Source:** Output smartPLS 3 (2020)

According to (Chin, 1998), R square values above 0,67 are strong, between 0,67 and 0,18 are moderate, and below 0,19 are weak. So, among the variables involved in this study, all of them were categorized as having a moderate relationship.

2. Predictive Relevance (Q<sup>2</sup>)

To calculate Q<sup>2</sup>, a formula can be used

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0,587) (1 - 0,567)$$

$$Q^2 = 0,821$$

This test is performed to determine the predictive capability with the blindfolding procedure. According to (Chin, 1998), if the value obtained is between 0,02 and 0,15, the model has little predictive ability. If the value obtained is between 0,15 and 0,35, the model has a moderate predictive ability. Finally, if the value obtained is above 0,35, the model has high predictability. The calculation of the Q<sup>2</sup> value is 0,82, so the model has a large predictive capability.

3. Goodness of Fit Index (GoF)

(Tenenhaus & Esposito, 2005) formulated that the GoF value is small when it is 0,1, moderate when it is 0,25, and large when it is 0,38. This study calculates the GoF value and finds that the model has a large GoF value. This means that the model can represent real phenomena. The GoF value in SEM with PLS is calculated manually (Tenenhaus (2004) with the formula

$$GoF = \sqrt{AVE^2 \times R^2}$$

$$GoF = 0.50$$

This study concludes that the calculation of the GoF value is 0,50. Therefore, it is concluded that the research model can capture real phenomena in the relationship between the internal work environment, external work environment, strategy, and business performance of the construction industry in Jakarta, Indonesia.

• **Hypothesis Test**

The structural model in SEM-PLS was carried out using a bootstrapping process which produced a t-statistic value. If the t-statistic value is greater than the t-table with a 95% confidence level (> 1.96), then it has a significant effect. The following table shows the output of bootstrapping values along with the conclusion of hypothesis testing.

**Table4.** Summary of Hypothesis Results

Hypothesis	Original Sample (O)	T Statistics ( O/STDEV )	Conclusion
<i>Ethical leadership -&gt;business sustainability</i>	0,717	17,356	Significant
<i>Ethical leadership -&gt;performance</i>	0,661	14,053	Significant
<i>Manajemen mutu-&gt;business sustainability</i>	-0,076	0,758	Insignificant
<i>Manajemen mutu-&gt;performance</i>	0,132	2,906	Significant
<i>Performance -&gt;business sustainability</i>	0,124	3,878	Significant

Source: processed primary data (2020)

#### 4.2. Discussion

Based on the results of running smartPLS software, it is known that quality management has no significant effect on business sustainability. The results of this study criticize the results of previous studies which state that quality management affects business performance (Elhuni & Ahmad, 2014; Famularo et al., 2010; Reed, Lemak, & Mero, 2000).

Quality management is defined as a constant effort to meet the needs and expectations of customers at the lowest cost accompanied by continuous improvement, where all involved are committed, with a focus on processes within the organization (Fields & Roman, 2010). This definition also shows the importance of delivering value at a lower cost, which is consistent with sustainability goals.

Meanwhile, business sustainability is the company's ability to empower opportunities and manage risks and be able to survive in the short, medium and long term both operationally and valuably by involving social, economic, and environmental dimensions. These dimensions require companies to pay more attention to the environment. The Umrah travel business is a business that has almost no negative externalities to the environment. So that if you pay attention to community empowerment activities carried out by umrah travel operators, there are not as many companies as those that produce negative externalities in the form of environmental damage. Activities with the community carried out by umrah travel operators are relatively limited, such as donations for orphans, breaking the fast together with the poor, and the like. We have not heard of an environmental development program, creating green areas with the community, etcetera because it is not linear with the umrah travel business activities. Therefore, it can be understood that the influence between quality management and business sustainability is insignificant.

Quality management has a significant positive effect on performance. The results of this study are in line with the results of previous studies (Kaynak, 2003; Lestari et al., 2013; Rafailidis, Trivellas, & Polychroniou, 2017).

Management quality encourages a paradigm shift in management philosophy to increase organizational effectiveness (Reunanen & Junno, 2017). Quality management practices can help achieve quality goals and support managers to achieve increased performance (Samad, Aziz, Jaidi, & Masoud, 2016). (Amasaka, 2013) states that quality management is a customer-focused approach that aims to meet or exceed customer expectations concerning products or services and is often seen as a philosophy or strategy in all companies.

(Narasimhan, 2014) states that quality management can result in the increased business performance of service companies. 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 firms is dynamic, as many have shifted from a traditional physical view of organization-based to a more people-oriented structure (Cuganesan, 2006), in which one study demonstrates a positive relationship between quality management and organizational performance. In plain view, the umrah travel business is a people management-oriented. In contrast to other service businesses such as hotel services, tourism, etc. which involve dominant investment in infrastructure.

Ethical leadership has a significant positive effect on business sustainability. The results of this study are in line with the findings of previous studies (Eisenbeiß & Brodbeck, 2014; Kalshoven, Den Hartog, & De Hoogh, 2011).

Ethical leadership is an important study of business sustainability. Lots of large companies eventually collapse due to ethical issues. Enron, Arthur Andersen, WorldCom, Tyco, Parmalat, and HealthSouth are some of the companies in developed countries whose leaders failed ethically. The top executives of corporate organizations contributed to the recent credit crunch by making fraudulent decisions that artificially increased profits to increase compensation (Quintal, Lee, & Soutar, 2010).

Ethical behavior includes key principles such as honesty, integrity, fairness, and concern for others. This is a situation in which leaders engage in behavior that is beneficial to others and refrains from behavior that can harm others (Toor & Ofori, 2009). Often, company leaders see their job as a separate part of their life.

Leaders who exhibit ethical behavior are more likely to consider employees' needs and rights and treat them fairly. Developing leaders in organizations is a lifelong process; and ethical leadership programs are designed to equip employees with the fundamentals of effective management. Ethics don't apply only to those on top levels; all individuals at all levels in the organization must comply with ethical rules. Thus, every organization must implement mechanisms to develop future leaders for long-term business survival. Ethical leadership training and development must be in-depth personal reflection guided by materials that enhance the essence of moral principles and leadership insights.

Ethical Leadership has a significant positive effect on performance. The results of this study reinforce previous findings which state that EL has a positive effect on company performance (Hansen, Alge, Brown, Jackson, & Dunford, 2013; Mitchell & Yates, 2002; Piccolo, Greenbaum, den Hartog, & Folger, 2010; Toor & Ofori, 2009; Walumbwa, Morrison, & Christensen, 2012; Walumbwa & Schaubroeck, 2009).

Ethical leadership is increasingly important because it can be the cause of the downfall of large organizations. In the last decade, scandals such as the collapse of Enron, the collapse of Lehman Brothers and the collapse of the housing market, partly caused by the unethical behavior of leaders, have then shaken the trust of business executives (Hannah, Avolio, & Walumbwa, 2011). Therefore, it is proven that unethical behavior can have fatal consequences and cause harm to business organizations. (Caldwell, Hayes, & Long, 2010) show that because of the disaster that befell Enron, business interest in ethical behavior has increased exponentially. He also suggested that business success depends on the integration of corporate resources and norms, on the one hand, that companies focus on achieving financial performance, on the other hand, social performance should not be ignored, so that a consistent synthesis of effective governance occurs.

(Edelman & Nicholson, 2005) show that the fall of Enron caused the unemployment of thousands of employees, lost investment, generated stricter government regulations, and severely damaged consumer confidence in the financial industry. These examples of unethical behavior from organizations have compelled businesses to review strategic policies, helping them to learn that ethical leadership is the path that leads to profitability. This ethical dilemma has forced leaders to revisit the existing leadership paradigm (Monahan, 2012). Increasingly fierce business competition and limited resources in the global marketplace have exponentially raised the issue of ethical leadership.

Ethical leadership is defined as the demonstration of normatively appropriate behavior through personal actions and interpersonal relationships, and the dissemination of these behaviors to followers through two-way communication, reinforcement, and decision making (Brown & Treviño, 2006). This definition is the most appropriate approach to describe ethics and leadership in the academic literature because most of the research in the field has built their theoretical and empirical work based on this understanding. This definition has been used by researchers (Brown et al., 2005; Piccolo et al., 2010).

This contemporary approach to leadership presents a variety of leadership styles such as servant, authentic, and transformational all of which attract attention. The main difference between a servant and ethical leadership is the scope. Servicing leadership limits employee's focus in idealized form. Servant leadership aims to develop and empower employees to achieve organizational goals (Power et al., 2017). Ethical leadership introduces a conception that highlights ethical awareness not only of interactions with employees but also of corporate strategy and goals (De Hoogh & Den Hartog, 2008). A literature review of authentic leadership raises two differences with ethical leadership. First, ethical leadership emphasizes the importance of a leader actively influencing the behavior of followers by using



what is called a transactional pattern. Contrary to this, authentic leadership does not employ such influential aspects. Second, authentic leadership places more emphasis on the abilities and characteristics of a leader. Authentic leadership places more focus on the importance of self-awareness and vice versa with ethical leadership (Brown & Treviño, 2006; Jordan et al., 2013). Research on leadership has confirmed that a leader displays constructive and destructive behavior (Einarsen, Aasland, & Skogstad, 2007). For example, rough leadership causes a variety of negative outcomes for individuals and organizations, such as (Ardichvili, Mitchell, & Jondle, 2009) noting that there is counterproductive work behavior of the organization, counterproductive work behavior directed by superiors, and counterproductive work behavior of interpersonal. The reason is that leaders influence their followers through social exchange and social learning. Therefore, the ethical attitude of leaders is passed on to their followers (Mayer et al., 2012).

Therefore, it is suggested that the behavior of leaders influences the behavior of followers at various levels of the organization. Consequently, ethical leadership not only affects organizations but also business practices (Enderle & Murphy, 2009). Ethical organizations are not only profitable but also socially responsible (Tutar, Altinöz, & Çakiroğlu, 2011). Besides, ethical leadership is considered to guide and direct organizational members towards the achievement of goals and objectives that benefit the organization and its members, other stakeholders, and society.

Consequently, the results of the study confirm the results of previous research as stated (Deshpande & Joseph, 2009) that there is a strong relationship between the ethical behavior of leaders and their success in the organization.

Based on the results of running smartPLS software, it is known that performance has a significant positive effect on business sustainability. The results of this study are in line with previous studies (Chen & Zhang, 2015; Denison & Mishra, 1995; Hockerts, 2015; López-Gamero et al., 2009; Lyver & Lu, 2018; Salzmann et al., 2005). On the other hand, it weakens the findings (Jacobs, Singhal, & Subramanian, 2011) which state that the relationship between performance and business sustainability is insignificant.

The ins and outs of the business, coupled with global transformation, have driven the company to realize its business sustainability agenda. The aspect of company performance in this study is conceptualized as a multidimensional construct that includes financial performance, competitive performance, environmental performance, and social performance. Meanwhile, company sustainability refers to economic dimensions, environmental dimensions, and social dimensions. Regarding this, recent reviews have found a positive correlation between company performance and corporate sustainability performance.

Research conducted by (Lestari et al., 2013) showed that company performance influences business continuity. This means that high superior performance will increase business continuity. Considering that superior performance is the company's overall performance along the dimensions of operational excellence, customer relationships, revenue growth, and financial performance (for example, return on investment, profit margins, and sales growth). Then the performance of the travel company is correlated with the frequency of departure and the number of pilgrims who depart every time (Dewi, 2017). The more frequent departures each year and the more pilgrims depart, indicating that the high performance of a travel company.

## **5. CONCLUSION**

Some of the conclusions that can be presented are as follows:

1. There is no significant influence between Total Quality Management (TQM) on the sustainability of the Umrah travel business in DKI Jakarta.
2. There is a significant effect of Total Quality Management (TQM) on the superior performance of umrah travel in DKI Jakarta.
3. There is a significant effect of ethical leadership on the sustainability of the umrah travel business in DKI Jakarta.

4. There is a significant effect of ethical leadership on the superior performance of umrah travel in DKI Jakarta.
5. There is a significant effect of superior performance on the sustainability of the umrah travel business in DKI Jakarta.

#### **REFERENCES**

- [1] Ageron, B., Gunasekaran, A., & Spalanzani, A. (2012). Sustainable supply management: An empirical study. *International Journal of Production Economics*. <https://doi.org/10.1016/j.ijpe.2011.04.007>
- [2] Al Hasan, F. A. (2017). Penyelenggaraan Parawisata Halal di Indonesia (Analisis Fatwa DSN-MUI tentang Pedoman Penyelenggaraan Pariwisata Berdasarkan Prinsip Syariah). *Al-Ahkam*. <https://doi.org/10.22515/al-ahkam.v2i1.699>
- [3] Aliyu, M. A. (2016). Modelling Total Quality Management Dimensions for Sme. *Journal of Education and Social Sciences*, 3(1995), 165–169.
- [4] Amasaka, K. (2013). The Development of a Total Quality Management System for Transforming Technology into Effective Management Strategy. *International Journal of Management*, 30(2), 610–631.
- [5] Ardichvili, A., Mitchell, J. A., & Jondle, D. (2009). Characteristics of ethical business cultures. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-008-9782-4>
- [6] Banerjee, S. B. (2008). Corporate social responsibility: The good, the bad and the ugly. *Critical Sociology*. <https://doi.org/10.1177/0896920507084623>
- [7] Baumgartner, R. J., & Ebner, D. (2010). Corporate sustainability strategies: Sustainability profiles and maturity levels. *Sustainable Development*, 18(2), 76–89. <https://doi.org/10.1002/sd.447>
- [8] Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2006.10.004>
- [9] Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- [10] Caldwell, C., Hayes, L. A., & Long, D. T. (2010). Leadership, Trustworthiness, and Ethical Stewardship. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-010-0489-y>
- [11] Chen, Q., & Zhang, N. (2015). Does e-commerce provide a sustained competitive advantage? An investigation of survival and sustainability in growth-oriented enterprises. *Sustainability (Switzerland)*, 7(2), 1411–1428. <https://doi.org/10.3390/su7021411>
- [12] Chin, W. W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling*. New Jersey: Psychology Press.
- [13] Copeland, M. K. (2014). The Emerging Significance of Values Based Leadership: A Literature Review. *International Journal of Leadership Studies*.
- [14] Crosby, B. C., & Bryson, J. M. (2005). A leadership framework for cross-sector collaboration. *Public Management Review*. <https://doi.org/10.1080/14719030500090519>
- [15] Cuganesan, S. (2006). The role of functional specialists in shaping controls within supply networks. *Accounting, Auditing & Accountability Journal*. <https://doi.org/10.1108/09513570610679092>
- [16] Dao, V., Langella, I., & Carbo, J. (2011). From green to sustainability: Information Technology and an integrated sustainability framework. *Journal of Strategic Information Systems*. <https://doi.org/10.1016/j.jsis.2011.01.002>
- [17] De Hoogh, A. H. B., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2008.03.002>
- [18] Deming, W. E. (1950). *Elementary principles of the statistical control of quality: a series of lectures*. Nippon Kagaku Gijutsu Remmei.
- [19] Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- [20] Deshpande, S. P., & Joseph, J. (2009). Impact of emotional intelligence, ethical climate, and behavior of peers on ethical behavior of nurses. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-008-9779-z>
- [21] Dewi, S. K. (2017). TREND WISATA UMRAH: ANTARA MENELADANI SUNNAH DAN TURISME SPIRITUAL. *EMPIRISMA*. <https://doi.org/10.30762/empirisma.v26i2.691>
- [22] Dierdorff, E. C., & Wilson, M. A. (2003). A meta-analysis of job analysis reliability. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.88.4.635>

- [23] Dust, S. B., Resick, C. J., Margolis, J. A., Mawritz, M. B., & Greenbaum, R. L. (2018). Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2018.02.002>
- [24] Ebner, D., & Baumgartner, R. J. (2006). The relationship between Sustainable Development and Corporate Social Responsibility. In *Corporate Responsibility Research Conference*.
- [25] Edelman, D., & Nicholson, A. (2005). Arthur Anderson Auditors and Enron : What happened to their Texas CPA licenses ? *Journal of Finance and Accounting*.
- [26] Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2007.03.002>
- [27] Eisenbeiss, S. A. (2012). Re-thinking ethical leadership: An interdisciplinary integrative approach. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2012.03.001>
- [28] Eisenbeiß, S. A., & Brodbeck, F. (2014). Ethical and Unethical Leadership: A Cross-Cultural and Cross-Sectoral Analysis. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-013-1740-0>
- [29] Eisenbeiss, S. A., van Knippenberg, D., & Fahrbach, C. M. (2015). Doing Well by Doing Good? Analyzing the Relationship Between CEO Ethical Leadership and Firm Performance. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-014-2124-9>
- [30] El-Gohary, H. (2016). Halal tourism, is it really Halal? *Tourism Management Perspectives*. <https://doi.org/10.1016/j.tmp.2015.12.013>
- [31] Elhuni, R. M., & Ahmad, M. M. (2014). *Achieve Sustainability through TQM Framework*. *International Journal of Applied Science and Technology*.
- [32] Enderle, G., & Murphy, P. E. (2009). Ethics and corporate social responsibility for marketing in the global marketplace. In *The SAGE Handbook of International Marketing*. <https://doi.org/10.4135/9780857021007.n26>
- [33] Epstein, M. J., & Roy, M.-J. (2014). Making the Business Case for Sustainability. *Journal of Corporate Citizenship*. <https://doi.org/10.9774/gleaf.4700.2003.sp.00009>
- [34] Famularo, B., Bruwer, J., & Li, E. (2010). Region of origin as choice factor: wine knowledge and wine tourism involvement influence. *International Journal of Wine Business Research*, 22(4), 362–385. <https://doi.org/10.1108/17511061011092410>
- [35] Fields, D., & Roman, P. M. (2010). Total Quality Management. *Total Quality Management*, 45, 1630–1649. <https://doi.org/10.1111/j.1475-6773.2010.01152.x>
- [36] Figge, F., Hahn, T., Schaltegger, S., & Wagner, M. (2002). The sustainability balanced scorecard - Linking sustainability management to business strategy. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.339>
- [37] Frisch, C., & Huppenbauer, M. (2014). New Insights into Ethical Leadership: A Qualitative Investigation of the Experiences of Executive Ethical Leaders. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-013-1797-9>
- [38] Fyke, J. P., & Buzzanell, P. M. (2013). The ethics of conscious capitalism: Wicked problems in leading change and changing leaders. *Human Relations*. <https://doi.org/10.1177/0018726713485306>
- [39] Gao, J., & Bansal, P. (2013). Instrumental and Integrative Logics in Business Sustainability. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-012-1245-2>
- [40] Ghozali, I. (2014). *SEM Metode Alternatif dengan menggunakan Partial Least Squares (PLS)*. Semarang: Badan Penerbit Universitas Diponegoro.
- [41] Groves, K. S., & LaRocca, M. A. (2011). An Empirical Study of Leader Ethical Values, Transformational and Transactional Leadership, and Follower Attitudes Toward Corporate Social Responsibility. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-011-0877-y>
- [42] Hannah, S. T., Avolio, B. J., & Walumbwa, F. O. (2011). Relationships between Authentic Leadership, Moral Courage, and Ethical and Pro-Social Behaviors. *Business Ethics Quarterly*. <https://doi.org/10.5840/beq201121436>
- [43] Hansen, S. D., Alge, B. J., Brown, M. E., Jackson, C. L., & Dunford, B. B. (2013). Ethical Leadership: Assessing the Value of a Multifoci Social Exchange Perspective. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-012-1408-1>
- [44] Hatem El-Gohary. (2015). Halal tourism, is it really Halal? *Tourism Management Perspectives*.
- [45] Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. Strategic management: competitiveness & globalization: concepts and cases, Case 17 Starbucks Corporation: The New S-Curves 223–236 (2016). <https://doi.org/10.1017/CBO9781107415324.004>

- [46] Hockerts, K. (2015). A cognitive perspective on the business case for corporate sustainability. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.1813>
- [47] Høgevoid, N. M., & Svensson, G. (2012). A business sustainability model: A European case study. *Journal of Business and Industrial Marketing*. <https://doi.org/10.1108/08858621211197001>
- [48] Jacobs, B., Singhal, V. R., & Subramanian, R. (2011). An Empirical Investigation of Environmental Performance and the Market Value of the Firm. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1320721>
- [49] Jordan, J., Brown, M. E., Treviño, L. K., & Finkelstein, S. (2013). Someone to Look Up To: Executive-Follower Ethical Reasoning and Perceptions of Ethical Leadership. *Journal of Management*. <https://doi.org/10.1177/0149206311398136>
- [50] K., B., K.J., H., & R., R. (2011). *The relationships between organizational culture, total quality management practices and operational performance*. *International Journal of Operations and Production Management* (Vol. 31). <https://doi.org/10.1108/01443571111144850>
- [51] Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Zivnuska, S. (2011). Fostering Good Citizenship Through Ethical Leadership: Exploring the Moderating Role of Gender and Organizational Politics. *Journal of Applied Psychology*. <https://doi.org/10.1037/a0021872>
- [52] Kalshoven, K., Den Hartog, D. N., & de Hoogh, A. H. B. (2011). Ethical Leader Behavior and Big Five Factors of Personality. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-010-0685-9>
- [53] Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2010.12.007>
- [54] Kaynak, H. (2003). The relationship between total quality management practices and their effects on firm performance. *Journal of Operations Management*, 21(4), 405–435. [https://doi.org/10.1016/S0272-6963\(03\)00004-4](https://doi.org/10.1016/S0272-6963(03)00004-4)
- [55] Kharub, M., & Sharma, R. (2017). *Comparative analyses of competitive advantage using Porter diamond model (the case of MSMEs in Himachal Pradesh)*. *Competitiveness Review* (Vol. 27). <https://doi.org/10.1108/CR-02-2016-0007>
- [56] Knights, D., & O'Leary, M. (2006). Leadership, ethics and responsibility to the other. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-006-9008-6>
- [57] Lestari, E. R., Thoyib, A., Zain, D., Santoso, I., Hanaysha, J., Hilman, H., ... Miller, K. (2013). The relationship between TQM practices, quality performance, and innovation performance: An empirical examination. *Journal of Business Research*. <https://doi.org/10.1108/02656710310493625>
- [58] López-Gamero, M. D., Molina-Azorín, J. F., & Claver-Cortés, E. (2009). The whole relationship between environmental variables and firm performance: Competitive advantage and firm resources as mediator variables. *Journal of Environmental Management*, 90(10), 3110–3121. <https://doi.org/10.1016/j.jenvman.2009.05.007>
- [59] Lyver, M. J., & Lu, T. J. (2018). Sustaining innovation performance in SMEs: Exploring the roles of strategic entrepreneurship and IT capabilities. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su10020442>
- [60] Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2008.0276>
- [61] Mishra, R., Napier, R., & Yasar, M. (2019). Do competitors respond to capacity changes? Evidence from U.S. manufacturers. *Operations Management Research*. <https://doi.org/10.1007/s12063-019-00145-9>
- [62] Mitchell, M. A., & Yates, D. (2002). How to use your organizational culture as a competitive tool. *Nonprofit World*, 20, 33–34. Retrieved from [http://libaccess.mcmaster.ca/login?url=http://search.proquest.com/docview/221271958?accountid=12347%5Cnhttp://sfx.scholarsportal.info/mcmaster?url\\_ver=Z39.88-2004&rft\\_val\\_fmt=info:ofi/fmt:kev:mtx:journal&genre=article&sid=ProQ:ProQ:abiglobal&atitle=How+to](http://libaccess.mcmaster.ca/login?url=http://search.proquest.com/docview/221271958?accountid=12347%5Cnhttp://sfx.scholarsportal.info/mcmaster?url_ver=Z39.88-2004&rft_val_fmt=info:ofi/fmt:kev:mtx:journal&genre=article&sid=ProQ:ProQ:abiglobal&atitle=How+to)
- [63] Monahan, K. (2012). A Review of the Literature Concerning Ethical Leadership in Organizations Defining Ethical Leadership. *Emerging Leadership Journeys*.
- [64] Morioka, S. N., Evans, S., & Carvalho, M. M. De. (2016). Sustainable Business Model Innovation: Exploring Evidences in Sustainability Reporting. In *Procedia CIRP*. <https://doi.org/10.1016/j.procir.2016.01.151>
- [65] Narasimhan, R. (2014). Theory development in operations management: Extending the frontiers of a mature discipline via qualitative research. *Decision Sciences*. <https://doi.org/10.1111/deci.12072>



- [66] Ng, A. C., & Rezaee, Z. (2015). Business sustainability performance and cost of equity capital. *Journal of Corporate Finance*. <https://doi.org/10.1016/j.jcorpfin.2015.08.003>
- [67] Nguyen, Gizaw, A. (2014). Factors that influence consumer purchasing decisions of Private Label Food Products A case study of ICA Basic. *Factors That Influence Consumer Purchasing Decisions of Private Label Food Products*.
- [68] Oktadiana, H., & Pearce, P. L. (2017). The 26th CAUTHE Annual Conference 2016: 8–11 February 2016, Sydney, Australia. In *Anatolia*. <https://doi.org/10.1080/13032917.2016.1166418>
- [69] Palanski, M., Avey, J. B., & Jiraporn, N. (2014). The Effects of Ethical Leadership and Abusive Supervision on Job Search Behaviors in the Turnover Process. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-013-1690-6>
- [70] Peterson, R., Slovin, J. P., & Chen, C. (2010). A simplified method for differential staining of aborted and non-aborted pollen grains. *International Journal of Plant Biology*. <https://doi.org/10.4081/pb.2010.e13>
- [71] Pettigrew, A. M. (2001). Management Research After Modernism. *British Journal of Management*. <https://doi.org/10.1111/1467-8551.12.s1.8>
- [72] Piccolo, R. F., Greenbaum, R., den Hartog, D. N., & Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.627>
- [73] Power, S., Di Domenico, M., & Miller, G. (2017). The nature of ethical entrepreneurship in tourism. *Annals of Tourism Research*, 65, 36–48. <https://doi.org/10.1016/j.annals.2017.05.001>
- [74] Quintal, V. A., Lee, J. A., & Soutar, G. N. (2010). Risk, uncertainty and the theory of planned behavior: A tourism example. *Tourism Management*, 31(6), 797–805. <https://doi.org/10.1016/j.tourman.2009.08.006>
- [75] Rafailidis, A., Trivellas, P., & Polychroniou, P. (2017). The mediating role of quality on the relationship between cultural ambidexterity and innovation performance. *Total Quality Management & Business Excellence*, 28(9–10), 1134–1148. <https://doi.org/10.1080/14783363.2017.1309122>
- [76] Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2005.07.003>
- [77] Reed, R., Lemak, D. J., & Mero, N. P. (2000). Total Quality Management and Sustainable Competitive Advantage. *Journal of Quality Management*, 5, 5–26. [https://doi.org/10.1016/S1084-8568\(00\)00010-9](https://doi.org/10.1016/S1084-8568(00)00010-9)
- [78] Resick, C. J., Martin, G. S., Keating, M. A., Dickson, M. W., Kwan, H. K., & Peng, C. (2011). What Ethical Leadership Means to Me: Asian, American, and European Perspectives. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-010-0730-8>
- [79] Reunanen, T., & Junno, M. (2017). Leadership focus in modern expert organization. In *Advances in Intelligent Systems and Computing*. [https://doi.org/10.1007/978-3-319-42070-7\\_90](https://doi.org/10.1007/978-3-319-42070-7_90)
- [80] Rezaee, Z. (2016). Business sustainability research: A theoretical and integrated perspective. *Journal of Accounting Literature*. <https://doi.org/10.1016/j.acclit.2016.05.003>
- [81] Ringle, C. M., & Wende, S. Will, A. (2005). SmartPLS 2.0.
- [82] Salzmann, O., Ionescu-somers, A., & Steger, U. (2005). The Business Case for Corporate Sustainability: *European Management Journal*. <https://doi.org/10.1016/j.emj.2004.12.007>
- [83] Samad, S., Aziz, N. N. A. N. A., Jaidi, J., & Masoud, Y. A. H. A. H. (2016). Influence of organizational capability on competitive advantage in small and medium enterprises (SMEs). *International Business Management*, 10(18). <https://doi.org/10.3923/ibm.2016.4163.4171>
- [84] Schaubroeck, J. M., Hannah, S. T., Avolio, B. J., Kozlowski, S. W. J., Lord, R. G., Treviño, L. K., ... Peng, A. C. (2012). Embedding ethical leadership within and across organization levels. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2011.0064>
- [85] Sharif, M. M., & Scandura, T. A. (2014). Do Perceptions of Ethical Conduct Matter During Organizational Change? Ethical Leadership and Employee Involvement. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-013-1869-x>
- [86] Sila, I., & Ebrahimpour, M. (2003). Examination and comparison of the critical factors of total quality management (TQM) across countries. *International Journal of Production Research*, 41(2), 235–268. <https://doi.org/10.1080/0020754021000022212>
- [87] Tenenhaus, M., & Esposito, V. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, 48, 159–205. <https://doi.org/10.1016/j.csda.2004.03.005>
- [88] Toor, S. ur R., & Ofori, G. (2009). Ethical leadership: Examining the relationships with full range leadership model, employee outcomes, and organizational culture. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-009-0059-3>
- [89] Tutar, H., Altinöz, M., & Çakiroğlu, D. (2011). Is ethical leadership and strategic leadership a dilemma? A



- descriptive survey. In *Procedia - Social and Behavioral Sciences*.  
<https://doi.org/10.1016/j.sbspro.2011.09.073>
- [90] van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*.  
<https://doi.org/10.1177/0149206310380462>
- [91] van Gils, S., Van Quaquebeke, N., van Knippenberg, D., van Dijke, M., & De Cremer, D. (2015). Ethical leadership and follower organizational deviance: The moderating role of follower moral attentiveness. *Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2014.08.005>
- [92] Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*.  
<https://doi.org/10.1177/0149206307308913>
- [93] Walumbwa, F. O., Morrison, E. W., & Christensen, A. L. (2012). Ethical leadership and group in-role performance: The mediating roles of group conscientiousness and group voice. *Leadership Quarterly*.  
<https://doi.org/10.1016/j.leaqua.2012.06.004>
- [94] Walumbwa, F. O., & Schaubroeck, J. (2009). Leader Personality Traits and Employee Voice Behavior: Mediating Roles of Ethical Leadership and Work Group Psychological Safety. *Journal of Applied Psychology*. <https://doi.org/10.1037/a0015848>
- [95] Wetzels, M., Odekerken-Schroder, G., & van Oppen, C. (2009). Using PLS Path Modelling for Assessing Hierarchical Construct Models: Guidelines and Empirical Illustration. *Management Information Systems Research Center*, 33(1), 177–195.
- [96] Yidong, T., & Xinxin, L. (2013). How Ethical Leadership Influence Employees' Innovative Work Behavior: A Perspective of Intrinsic Motivation. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-012-1455-7>
- [97] Zhu, W., Treviño, L. K., & Zheng, X. (2016). Ethical Leaders and Their Followers: The Transmission of Moral Identity and Moral Attentiveness. *Business Ethics Quarterly*. <https://doi.org/10.1017/beq.2016.11>

**Citation:** Murdani, et.al. "Factors Affecting Business Sustainability of Umrah Travel (Case Study on Umrah Travel in DKI Jakarta Province)" *International Journal of Managerial Studies and Research (IJMSR)*, vol 8, no. 8, 2020, pp. 52-65. doi: <https://doi.org/10.20431/2349-0349.0808006>.

**Copyright:** © 2020 Authors. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.