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## Assessing The Level of Efficiency of Umrah and Ziarah Company Managers in Managing Umrah Packages in Malaysia

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### Abstract

The company manager is highly respected, better known as the Chief Executive Officer (C.E.O.) in an Umrah and Ziarah company. The ups and downs of the company are placed on the individual's shoulders. However, very rarely, the managers of this company are used as a study and research to assess their level of efficiency in managing the company. The main objective of this study was to evaluate the level of efficiency of company managers in the management of Umrah and Pilgrimage packages. This study uses a quantitative questionnaire method as a method of data collection. This form is distributed online due to limitations in the Covid-19 pandemic. The construction of a set of questionnaires to obtain data from respondents was built based on work activities (work activities) found in the National Occupational Skills Standard (NOSS) Management of Mutawwif Umrah and Pilgrimage Level five (5). Several experts in Umrah and Pilgrimage have been used as a source of reference in obtaining responses to the set of questionnaires that have been constructed and suitable for respondents. Quantitative data analysis in this study using Statistical Package For Social Science (SPSS) version 26. The study results found that all company managers involved as respondents showed an excellent level of competence and were proud to successfully implement all work activities contained in the National Occupational Skills Standard (NOSS) Management of Mutawwif Umrah and Pilgrimage Fifth Stage (5). It is hoped that this study can be used as a reference for all company managers in strengthening all aspects of competence and contributing to the development of soft skills in the Islamic tourism industry, including Umrah and Pilgrimage in Malaysia.

**Keywords:** Company Managers, Soft Skills, Umrah Packages, Umrah Agency Management, Mutawwif

### Introduction

The Umrah and Ziarah industry is an industry that is gaining a place in the hearts of the tourism industry players in Malaysia. The backgrounds of industry players and the companies they represent are Muslims and non-Muslims. This can be known through references in the database found in the List of Tourism Operating Licenses and Travel Agencies or TOBTAB for short.

Indeed, the tourism industry is so vast with no borders. However, despite the non-Muslim interest in the Islamic tourism industry, including Umrah and Ziarah, several things need to be observed. The potential and determination of the Company's Managers in generating revenue and increasing the company's economy is an effort that should be encouraged and commended. Lichtenstein et al (2010) defined a company manager as the mainstay of a large tree for survival and maintaining the tree's viability from dying and other pest factors. This is supported by Wolniak (2019), saying that directors and managers are the financial icons of the company who always prioritize the inflow of money and profits to sustain the company and meet the needs of the company for the future.

The responsibility of being a company manager is not as easy as many people think. There is a high sense of responsibility to ensure that employees are awake in terms of welfare promised needs and balance in terms of physical, emotional, spiritual, and intellectual. Where possible, managers let employees run the company without any constant monitoring and control by the company manager. This is in line with the Hadith of the Prophet S.A.W.:

أَعْطُوا الْأَجِيرَ أَجْرَهُ ، قَبْلَ أَنْ يَجِفَّ عَرْفُهُ

**Meaning:** "Give the employee's wages (labor), before his sweat dries."

*Narrated by Ibn Majah (2443), al-Baihaqi in al-Sunan al-Kubra (11988) and al-Tabarani in al-Mu'jam al-Saghir (34)*

The role and responsibilities as a manager do not only think about the profits earned solely from the sale of Umrah and Ziarah packages along with other travel and vacation packages. Nevertheless, it is serious in ensuring that the sales of these packages are in line and coincide with what is promised as written in the paper and sold to customers who come to buy. Negligence and feeling to create an element of deception and oppression should be avoided and cautioned, this is because the Hadith of the Prophet S.A.W. from Ibn Mas'ud R. Anhuma, the Prophet S.A.W. said:

لا تزول قدما ابن آدم يوم القيامة من عند ربه حتى يسأل عن خمس عن عمره فيما أفناه وعن شبابه فيما أبلاه وماله من أين اكتسبه وفيم أنفقه وماذا عمل فيما علم

**This means:** "The feet of the son of Adam will remain upright in the presence of his Lord on the Day of Resurrection, until he is asked about five things (namely): about his age for what he spent, about his youth for what he used, about his wealth from where he got, and in what (his property) he spends and whatever he has done from the knowledge he has."

*Narration of al-Tirmizi (2416)*

Being big-hearted and always wanting innovation in business is one of the character formations as a manager of Umrah and Ziarah company. Ensuring that the products and packages built and offered to customers are constantly updated and look attractive what is essential can captivate the hearts of their clients. Therefore, Umrah and Ziarah packages management is seen as the core and the leading and most important element in an Umrah and Ziarah company in Malaysia.

Managers act as essential individuals in ensuring that the management of Umrah packages in their company meets the requirements and standards set by the Government of Malaysia, especially MOTAC and the Ministry of Hajj and Umrah of Saudi Arabia. Starting from the registration of participants until the pilgrims return safely to Malaysia, that is the priority and achievement of a manager in managing the Umrah and Pilgrimage Package in their company.

Thus, the role of the Company Manager is seen as trust and responsibility that needs to be supported and fully realize the expectations of Umrah and Ziarah pilgrims who have paid the deposit and also made full payment with the hope that the successful pilgrims are flown and get the comfort and promise offered by the Umrah company And Pilgrimage.

### **Problem Statement**

There is no doubt that the existence of many Umrah and Ziarah Companies in Malaysia has further boosted industry relations and the culture of professionalism among company managers in Malaysia. Communication networks and the exchange of ideas and views are seen to form an unexpected unity and understanding so that they are seen as caring for each other. This is a positive development that needs to be maintained so that the Umrah and Pilgrimage Industry grows and continues to thrive in providing services to Muslims in Malaysia.

However, there are also some issues and problems that have been raised by the managers, specifically from the aspect of Umrah and Ziarah package management in Malaysia, namely (Rozdi et al., 2016):

- i. Promising something to the Umrah and Ziarah pilgrims but not in the Umrah packages that have been built.
- ii. Taking money from the congregation without issuing proof of payment such as receipts and invoices.
- iii. Imposing additional charges on the congregation without the consent of the congregation
- iv. The problem regarding the Umrah Visa which was left delayed due to the congregation not having enough quorum to a date that has a large number
- v. Organizing an Umrah Course that is seen as a catch fit by inviting speakers who do not have excellent competence as a Mutawwif
- vi. Company employees selected by the company are seen not to practice the protocol and carry the image and name of the company when dealing with Umrah and Pilgrimage with customers.
- vii. The terms and conditions in the congregation registration form are seen as unclear and able to give a clear meaning to the protection policy for the pilgrims.

This presented problem statement will contribute to the good name and reputation of the individual named company manager. If not addressed and repaired, it will negatively impact worse and worse. Therefore, an appropriate approach and prioritizing professional work culture should be adopted and used as a guide in solving these causes and problems.

### **Research Objectives**

After examining the problem statement of the study above, then this study was conducted based on the following two objectives:

- a. To identify the level of efficiency of the Company Manager in making Umrah and Pilgrimage Package Management.
- b. To analyze the level of efficiency of the Company Manager in making Umrah and Pilgrimage Package Management.

### **Research Questions**

- a. What is the level of efficiency of the Company Manager in making Umrah and Ziarah Package Management?

b. What is the analysis of the level of efficiency of the Company Manager in making Umrah and Pilgrimage Package Management?

### Scope of The Study

The focus of this study is to pay attention to the selection of Company Managers registered around Negeri Sembilan only. The choice of this company is also based on the performance and the level of professionalism practised by the Company Managers in carrying out all the company's affairs by them.

The companies involved are companies with Headquarters (H.Q.) status. Does not involve any company with branch status in Negeri Sembilan. This is to facilitate all matters and obtain information to fulfill this study successfully obtained accurate and authentic information.

At the same time, the selected company is also a company whose status information has been identified on the official portal of MOTAC, namely in the List of Tourism Operating Licenses and Travel Agencies or TOBTAB for short. The company needs to have Inbound (I), Outbound (O), Ticketing (T), and Umrah (U) license or IOTU for short.

The following are the Company Manager Selection Criteria:

Table 1.0

#### *Criteria for Selection of Company Managers in Malaysia*

1.	<b>Gender</b>	<ul style="list-style-type: none"> <li>• Male and Female</li> </ul>
2.	<b>Aged</b>	<ul style="list-style-type: none"> <li>• 18 years and above</li> </ul>
3.	<b>Experience as a Company Manager</b>	<ul style="list-style-type: none"> <li>• Minimum 3 Years as a Company Manager</li> </ul>

### Literature Review

This literature review will look at past studies that have been done by other researchers on the topic of tourism, Umrah, and Pilgrimage, as well as company management. This is to obtain studies that are precisely appropriate and coincide with the study that the researcher wants to implement, then several reference sources have been used, namely:

- a) Research Thesis
- b) Articles published by indexed Journals
- c) Books
- d) Newspapers

Thus, the literature review is constructive in providing references and finding gaps or research gaps in the study that the researcher wants to conduct. This is important to avoid similarities and duplication of titles and the same form of analysis. It also helps from the element of plagiarism in the researcher's study throughout this study.

### The Ministry Of Tourism, Art, and Culture (MOTAC)

According to Kosmo (2021), the effects of the Covid-19 pandemic have further strengthened the very close relationship between MOTAC and tourism company operators in Malaysia. The initiative taken by the Minister of Tourism Malaysia (MOTAC) in organizing a governance meeting together with almost 30 company managers in Malaysia has seen good and positive



development in ensuring that the tourism industry in Malaysia continues to flourish without hindrance.

This is further evidenced by (Kamarudin & Ismail, 2012), Vigor in the tourism industry in Malaysia is not only centred on non-Islamic tourism alone, but Islamic tourism is also gaining ground and stealing hearts. This is due to an effort made by MOTAC in establishing the Islamic Tourism Center (I.T.C.) in 2009. Through the establishment of I.T.C., many steps and initiatives have been designed and proposed by MOTAC in ensuring all tourism operators involved in the success of Islamic tourism programs and activities keep moving actively.

The development of the Tourism Industry in Malaysia has opened the eyes and given many researchers and researchers the awareness to add value and upgrade together to provide impact and benefits to Malaysians by introducing the concept of educational tourism (Ramli & Mapjabil, 2012). Through this concept, the tour operator can become a certified guide and instructor in bringing tourists from within and outside the country to all tourist locations and at the same time offer skills courses and study tours and at the same time, travelling while getting input from the educational aspect.

According to Meerangani et al (2020), the existence of I.T.C. in 2009 has made Malaysia a choice by 25 per cent of visitors to be used as a tourist destination by Muslim tourists from abroad. This is an outstanding development. This is further evidenced by tourism in Pulau Besar, Melaka. Famous for the concept of Islamic tourism. The beauty of the landscape and natural heritage, along with the remains of the tombs of the saints, have attracted the presence of many visitors and tourists there.

According to Ibrahim & Ahmad (2009), MOTAC has provided encouragement and various specific incentives to Malaysians interested in building and making their homes' homestays'. They were realizing that the population was close to 26 million in 2004. They were equipped with various customs, traditions, and cultures in every state in Malaysia. Therefore, MOTAC has strongly encouraged all homestay operators to continue to equip their knowledge and skills in providing the best service to tourists and their customers.

### **Management of Umrah and Pilgrimage in Malaysia**

Umrah and Ziarah companies in Malaysia are required to have an IOTU license as permission that MOTAC has set. At the same time, the company's management must be done ethically without any prejudice that can disrupt the value of trust between customers and the company. According to Saupi et al (2019), Umrah and Ziarah companies in Malaysia act creatively in marketing the Umrah packages offered by them. This is also seen as one of the efforts made to bring popular icons, T.V. and Radio personalities, or other names of artists as attractive icons as runners of their packages.

This is further evidenced by Shukri et al (2019), whose various strategies have been adopted by company entrepreneurs in branding their companies. But despite that, it is not to be missed among the companies that appear in silence and famous by offering various attractive packages are ultimately a scam. This has harmed Malaysia's Umrah and Ziarah industry, eventually having to bear losses due to loss of trust. However, there are also Malaysians who have gone to perform Umrah and Ziarah without using the company's services. They adopt a *maslahah* approach that seems to challenge the policies and regulations issued by the government (Shamsuddin, 2019).

According to a thesis written by Suib (2018), the management of Umrah and Ziarah in Malaysia should prioritize the spiritual values of Islam and sound and excellent Ethics. This is because the governance of Umrah and Ziarah is considered a reflection of Islam. If

management is excellent, then Islam is labelled as a Religion that perfects the morals of its people. If otherwise, the oppression of Islam itself will occur and can be twisted without fear of sin and the retribution of the hereafter.

### **Umrah Packages in Malaysia**

The increase in the number of companies registered with MOTAC has seen so many Umrah and Ziarah packages available in the market. It starts from the lowest price to the premium and exclusive VVIP package. Similarly, customers can make various choices from offers made by Umrah and Ziarah companies from time to time. According to Binti ghapa (2018), to avoid any issues that could affect the performance and reputation of the Tourism Industry players in Malaysia, it is good to introduce a model for a specific approach aimed at regulating that requires joint involvement between companies and agents. under a company specialized in the sale of Umrah and Ziarah packages.

This is further evidenced by (Kurniawan & Rahman, 2014). Their various approaches have been developed specifically to facilitate the public performing Hajj in Indonesia, especially where the Bank offers products in Hajj Savings. This product is seen as very suitable to be used by prospective pilgrims to start planting the intention to go to the Holy Land by starting saving activities. The risk of losing money when stored in residential houses and safes no longer occurs and losses once the Bank is responsible. The contract used is very suitable, in the form of a 'wadiyah' contract. However, some banks use the 'mudarabah' contract where the savings are traded when there is a profit and will be shared and losses if it occurs.

The Umrah packages offered today are reasonable and priced according to the current situation. According to JAWHAR (2021), the floor price for Umrah packages in Malaysia needs to be adjusted starting from RM 4900 (minimum) to a price that suits the offer issued by Umrah and Ziarah companies Malaysia. No more fees are offered below RM 4900 because the percentage for customers who have paid for the package to be cheated is high. According to Mahmud et al (2021), some parties have taken advantage of various offers on Umrah packages in Malaysia, so that some pilgrims who arrived in time to leave ended up stranded en masse at the Kuala Lumpur airport (KLIA).

Umrah packages are built based on the quality and standard of the hotel occupied by the Umrah pilgrims. The formula is so simple. The closer the hotel is to the Mosque, the higher and more expensive the price offered. The same goes for planes or planes used by Umrah and Ziarah companies such as Malaysia Airlines (M.A.S.), Saudi Arabia Airlines, Air Asia X, and many more. However, the well-known and commonly used are the aircraft mentioned above. Today's pilgrims are so wise in choosing Umrah and Ziarah packages that some want to pay cheap and a little money but get a five-star hotel package. Similarly, the pilgrims who followed their neighbours and relatives in choosing the Umrah package were finally successfully flown in. Some were also consumed by the Umrah and Ziarah package fraud scheme, which is increasingly worrying in Malaysia.

According to Mohd et al (2020), Hajj and Umrah pilgrims in Malaysia can benefit from the guidance offered by the Hajj Fund, specifically from the aspect of advice in the Holy Land in mastering skills and knowledge about the ins and outs of the Holy Land of Mecca and Medina. At the same time, the ability of the Holy Land is essential to avoid misunderstandings and leakage of knowledge that is trying to be twisted by Umrah and Pilgrimage companies in Malaysia that are not legally registered with MOTAC. The existence of Tabung Haji should be taken into account and utilized best by the pilgrims in benefiting ourselves both in terms of knowledge, spirituality, and continuous guidance to prospective pilgrims to the Holy Land.

Rosli et al (2015) stated that the increasing technological sophistication around us has led to the creation and discovery of a new namely Personal Digital Mutawwif (PDM). The main objective of the invention of PDM is to facilitate all activities and movements of the congregation while in the Holy Land. The benefits of PDM include:

- i. Guide the congregation to recite prayers, remembrance, and practices to perform Ibadah while in the Holy Land.
- ii. Tracking down lost and lost congregations
- iii. Guide the pilgrims to walk to the Mosque, hotel, and around the areas of Mecca and Medina

Therefore, the best Umrah and Ziarah package can provide comfort to the congregation without fail. The price is reasonable and worthwhile, and there is no element of oppression and prejudice to the assembly, so think of the profit factor alone.

### **Past Studies on Company Managers**

A study conducted by Lin (1987) on management attitudes among managers of local companies in Kuala Lumpur and Shah Alam found that managers are responsible for creating an environment that encourages employees to work and be more productive. At the same time, the services and needs that are essential to be provided to the employees should be fulfilled as best as possible. This is because it can enhance the creative talents of the employees. At the same time, employees should be paid a reasonable salary and all regulations that do not restrict the freedom of employees to work and work while working. According to Gosling & Mintzberg (2004), company managers and employees working under the company are responsible for driving and directing the company's objectives towards success and excellence in generating mutual profits. Not only does it happen on one side or a handful of groups only, but this will also influence many factors in contributing to the company's productivity towards achieving the vision and mission ahead. This is supported by Yukl (1993), stating that the involvement of agents and their togetherness in ensuring the sales and bestselling of products takes place is seen as positive and successful.

Thompson (2008) says company leaders or company managers should think about how to continue to drive the company successfully and boldly address any possibilities that are significant obstacles while employees only focus on increasing their productivity over time. Company managers cannot let off a cough on the stairs simply for the sake of the luxuries and pleasures of their lives. Survival and commitment in placing responsibility on employees need to be constant and continuous without fail.

According to Rotemberg (2000), a company's vision should be a key pillar in driving a company's success to compete with competitors out there. All need to be responsible and understand the vision of the company to succeed without anyone failing. This is because failing to understand can contribute to failure and non-productivity among employees and staff involved in a company. These minor issues can spread and become severe if not addressed as quickly as possible. Therefore, the skills in managing and solving problems critically and critically are skills that need to be mastered by great company managers.

This is supported by (Spreitzer, 1999). Company managers find it easier to trust employees with evidence shown by employees involving performance and incentives given to employees who excel as a result of results evaluated and selected by company managers. Outstanding performance results allow managers to be rewarded appropriately for their work overtime. This can also give an injection of enthusiasm and a sense of wanting to compete



among other employees to move in tandem and continue to provide a proud performance of their company managers.

Prussia (2003) states disagreements between managers and employees about the causes of accidents and unsafe work behaviours can lead to serious workplace conflicts. This is very important for company managers in ensuring that the company environment is always safe and controlled from dangers and injuries that can involve their employees. This is so helpful in producing employees who always keep themselves safe while in the company. What is critical is that workers' safety can contribute to the safety ecosystem at the primary and highest level without anyone being able to invite to accidents and deaths in the workplace.

### Research Design

This study has involved quantitative research, descriptive research that is data taken by giving a questionnaire to the respondents who have been selected. The data has been analyzed by SPSS version 26. A questionnaire study is seen as more appropriate and straightforward, specifically when the Covid-19 pandemic is spreading and worrying about this. The researcher gave a link questionnaire to the respondents to wait for the respondents to answer and get information. The selection of respondents was focused on avoiding inaccurate data and analysis findings.

### Sampling

The population representing the representative managers of Umrah and Ziarah companies in Malaysia will show a large number of 317 companies in total. Yet, the researcher has focused on sample selection for the population of Umrah and Ziarah company managers according to the method of (Krejcie and Morgan, 1970). However, it depends on the respondents involved in a study to be conducted by the researcher, and not all are suitable.

The list of Umrah and Ziarah companies represented for each state in Malaysia and with Headquarters or H.Q. status instead of branches are as follows:

Table 2.0  
*Number of Headquarters (H.Q.) of Umrah and Pilgrimage Operators for Each State in Malaysia (Source: MOTAC Web Portal)*

NO.	NAME OF STATE	NUMBER OF HEADQUARTERS (H.Q.) OF UMRAH OPERATORS WHO HAVE 'IOTU' LICENSE (UMRAH)
1.	Wilayah Persekutuan Kuala Lumpur	60
2.	Wilayah Persekutuan Labuan	0
3.	Wilayah Persekutuan Putrajaya	1
4.	Selangor	101
5.	<b>Negeri Sembilan</b>	<b>14</b>
6.	Melaka	18
7.	Johor	23
8.	Perak	12
9.	Pulau Pinang	7
10.	Kedah	30
11.	Perlis	0
12.	Terengganu	9
13.	Kelantan	22
14.	Pahang	4
15.	Sabah	7
16.	Sarawak	9
<b>OVERALL TOTAL</b>		<b>317</b>

The researcher has selected 14 Umrah and pilgrimage companies located in Negeri Sembilan. The selection of this company is seen based on the status of the Headquarters (H.Q.) and the license held by them, namely IOTU. Usually, each company has one company manager, also called the Chief Executive Officer (C.E.O.). Acts as the head and fully oversees all management and administration of the company.

According to the method of Krejcie and Morgan (1970), a total population size of 15 people can be represented by a sample size of 14 people. However, the number of companies in Negeri Sembilan is only 14 companies, and 1 sample was selected from each company, so the researcher has used the entire sample of 14 people as respondents in full.

### Research Process

The research process flow shown below is the arrangement of procedures performed by the researcher in carrying out this study from the beginning to the end. This process takes time and space in ensuring that the researcher successfully implements all streams of this study without fail. The focus and seriousness of the researcher in ensuring that the data analysis also succeeds in obtaining accurate raw data are taken into account to prove that this study is appropriate.

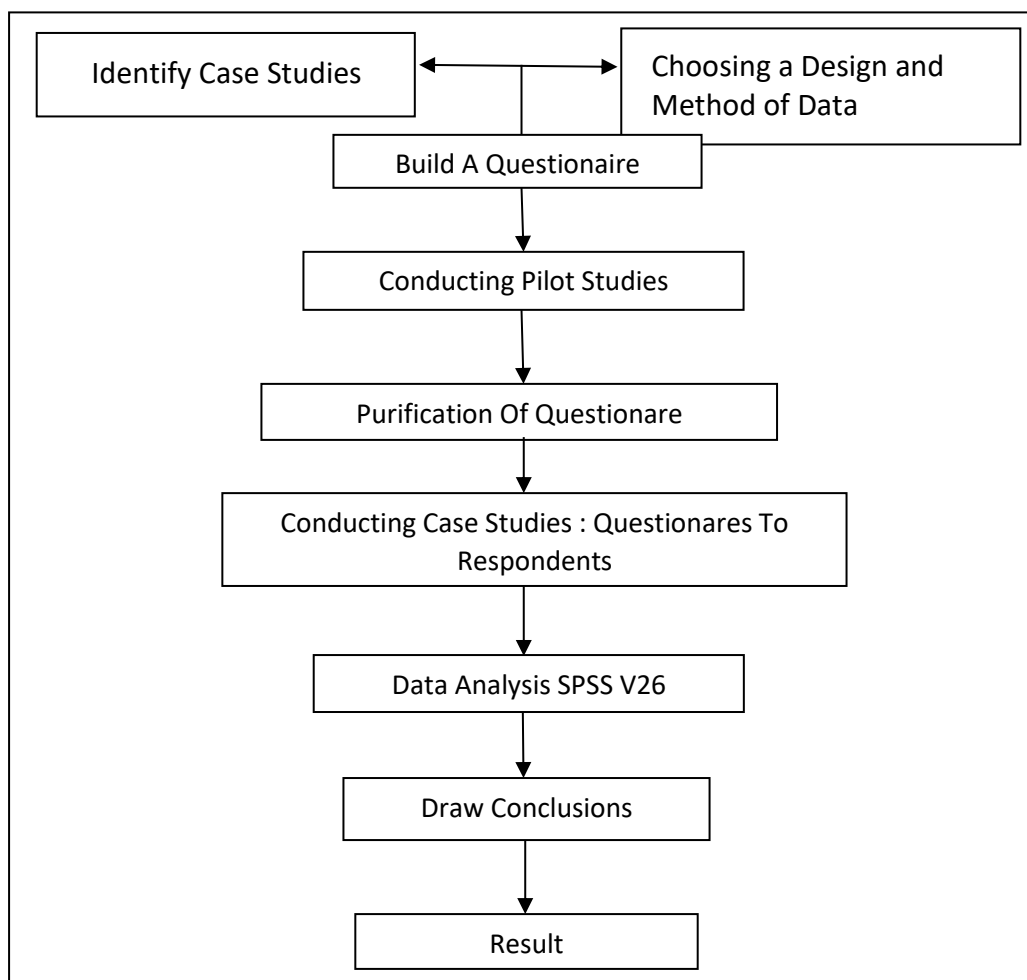


Figure 1.0: Research Process Flow

Table 3.0

*Table of sample size determinants by Krejcie & Morgan (1970)*

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
"S" is sample size.]

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

**Response Rate**

The study involved respondents who have an active company and are licensed as tour operators. The respondents of this study are company managers from umrah and ziarah agencies in Negeri Sembilan who have been selected independently. Fourteen respondents were involved in the success and responded to the questionnaire. All questionnaires that have been distributed online are perfectly completed and have been used.

The table below shows the response rate of the study.

Table 4.0

*Respondent Response Rate*

Description	Total	Percentage (%)
Total questionnaires distributed	14	100.0
Total questionnaires returned	14	100.0
Total questionnaires returned but not used	0	0.0
Total questionnaires used	14	100.0

**Data Cleaning**

Data cleaning is one of the processes to get accurate data when analyzing data. There is no denying that during entering data into SPSS Version 26, there are unintentional errors and mistakes that may occur. Hence this error will always be there even though the researcher is always careful when entering the data. Thus, incorrect coding and inaccurate reading of written code will result in the data not being analyzed accurately.

### Demographic Analysis of Respondents

This section is so important in identifying the demographic information involving the respondents that the researcher has taken. A total of 14 respondents were actively engaged in assisting in answering the questionnaires that were distributed online. A total of 14 respondents have the highest position in the selected Umrah and Ziarah companies in Negeri Sembilan. They hold company managers and Chief Executive Officer (C.E.O.). The cooperation given by them has facilitated all the researcher's affairs in obtaining data as shown below:

How Many Years of Experience as a Company Managers

Table 5.0

*Years of Experience as a Company Managers*

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	3-5 Years	6	42.9	42.9	42.9
	5 Years and Above	8	57.1	57.1	100.0
	<b>Total</b>	14	100.0	100.0	

Based on the table above, it is clear to the researcher that the experience represented by eight company managers shows the highest value: having experience of five (5) years and above. Meanwhile, for a period of 3 to 5 years of experience, a total of 6 company managers were represented with a percentage of 42.9 per cent, less 14.2 % (per cent) compared to company managers with five years of experience and above. This indicates a gap that is not so large and significant where the experience element possessed by the company's managers involved as respondents in this study.

Table 5.1

*Age of Company Managers*

**Age**

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	31-40 Years	1	7.1	7.1	7.1
	41-50 Years	8	57.1	57.1	64.3
	50 Years and Above	5	35.7	35.7	100.0
	<b>Total</b>	14	100.0	100.0	

Age 41 years to 50 years recorded the highest frequency of 8 people with a percentage value of 57.1 % (per cent), followed by age over 50 years which is five people and 35.7 % (per cent), which was recorded next to the last age 31 to 40 years with a frequency of 1 person only by registering 7.1% (per cent). This shows to the researcher that the age of the managers of the companies that oversee the Umrah and Ziarah companies in Negeri Sembilan is 41 years old and above.

Table 5.2

*Academic Qualifications of Company Managers***Academic Qualifications**

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Diploma	5	35.7	35.7	35.7
	Master/PhD	0	0.00	0.00	0.00
	Bachelor	7	50.0	50.0	85.7
	SPM	2	14.3	14.3	100.0
	Total	14	100.0	100.0	

A company manager or C.E.O. is one of the highest positions in a company. Of course, academic background and education are added value in helping company managers continue to provide progress and development to the company they work for. Through data analysis on the academic qualifications of the company, managers showed to the researcher that company managers with Bachelor's academic qualifications recorded a frequency of 7 people with 50% (per cent), followed by a Diploma of 5 people, which is 35.7% (per cent). Company managers who have S.P.M. only recorded 2 people with 14.3% (per cent).

This clearly shows us that the academic background of Umrah and Ziarah Company Managers in Negeri Sembilan is perfect and excellent, taking into account almost 80% (per cent) have Diploma and Bachelor.

**Instrument Reliability Analysis (Cronbach's Alpha)**

Through the collection of data received by the researcher, the most crucial analysis done is to measure or validate the reliability value according to the items in the questionnaire. This validity and reliability analysis was conducted to ensure that the questionnaire has stability for use by the community. This reliability analysis was measured using Cronbach Alpha. The Alpha value is closer to the value of 1, indicating that the item has a high-reliability value.

Cronbach alpha is a numerical coefficient to represent reliability. It is used to identify the level of consistency of questionnaire instruments with values above 0.70 is categorized as high in its reliability—the higher the reliability of a tool, the lower the degree of error for that instrument. Therefore, a research instrument is reliable even if the measurements are made repeatedly, but the results remain the same.

Table 6.0

*Analysis of Cronbach's Alpha***Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.794	42

The conclusions of the instrument constructed by the researcher for this study prove the high reliability and the small degree of error.



### Descriptive Analysis of Study Variables

In this section, the researcher will analyze and identify descriptive data based on the questions in the questionnaire that the respondents have answered. This descriptive analysis was used to look at the distribution of values for each variable.

Table 7.0

#### *Interpretation of Mean Scores*

MIN RANGE	CATEGORIES
1.00 to 2.33	Less effective and needs to be improved
2.34 to 3.67	Moderate and needs to be considered for improvement
3.68 to 5.00	Good

Refer to the table below, showing the results of descriptive analysis for all variables followed the work activity stated in NOSS N791-001-5:2016 Management of Mutawwif and Umrah (Jabatan Pembangunan Kemahiran, 2016).

Table 7.1

#### *Manage Umrah and Pilgrimage Package Application*

Items	Mean	Achievement Category
1. Package application form provided	4.76	Good
2. Advance Payment of applicant Confirmed.	4.90	Good
3. Booking Terms and Conditions Read Clearly To Prospective Congregants	4.71	Good
4. Logistics Booking Done After 25% Deposit Paid	4.00	Good
5. 75% Package payment completed 14 days Before departure.	3.93	Good
6. Application form process that has been Filled.	4.86	Good
7. Receipt of advance payment provided.	4.86	Good
8. Bags and belongings of the Congregation offered in a delivered package.	4.83	Good
9. Confirmation of Meningococcal injection From the clinic obtained.	4.06	Good
10. Injection record period ensured Still good (3-5 years).	4.90	Good
11. Passport of the applicant/Congregation collected.	4.87	Good
12. Passport of applicant/Congregation ensured Have 6 months left before expiration Period.	4.93	Good
13. Picture of the applicant must meet the requirements Of The Saudi Arabian embassy for Visa purposes.	4.93	Good

Results of mean score analysis for work activity Manage Umrah and Ziarah Package Application has 13 items. Clearly shows that 12 items are in the mean range of 4.00 and above, and only 1 item is below 4.00, which is 3.93 on the item 75% (per cent) of the package payment is completed 14 days before departure. However, the overall item is in a good

category. This shows that in the work activity of Manage Umrah and Ziarah Package Application, all company managers are compliant and follow all the competencies outlined by MOTAC and NOSS without fail.

Table 7.2

*Manage Congregational Logistics*

Items	Mean	Achievement Category
1. Flight ticket booking made in writing with the company flight.	4.93	Good
2. Hotel fees in the Holy Land are ensured paid off before the congregation arrives at Mecca and Medina.	4.64	Good
3. Accommodation and transportation bookings made with the Saudi Arabian company Muasasah.	4.71	Good
4. The number of tickets printed is ensured to be equal (tally) with the number of Congregations.	4.93	Good
5. Make sure the spelling of the congregation name matches With the spelling of the name in the passport.	4.86	Good
6. Flight schedule printed on ticket to match the schedule flights provided.	4.79	Good
7. All documents such as passports, tickets flights and visas are kept by the parties' company before leaving for the holy land.	4.71	Good
8. Total necessities of the congregation are ensured to equal (tally) the number of congregations.	4.93	Good
9. All items needed by the congregation are ensured to be nothing is broken	4.86	Good
10. Necessary goods distributed to the Congregation	4.93	Good
11. The necessities are ensured to be there is a company label	4.93	Good
12. All congregations are ensured to have received the requirements of the goods provided	4.86	Good

Results of mean score analysis for work activity Manage Logistics of the Congregation has 12 items. The overall items recorded a mean range of 3.68 to 5.00 on the good category. 5 items showed the same mean value of 4.93. This mean value is the highest mean value for the work activity of Manage Jemaah Logistics. He was followed by the second highest mean value of 4.86, which recorded the same 3 items. The mean value of 4.71 also has 2 similar items. While the mean values of 4.79 and 4.64 are represented by 1 item only. This shows that the work activity of Manage Jemaah Logistics for all company managers is compliant and follows all the competencies outlined by MOTAC and NOSS without fail.

Table 7.3

*Apply for an Umrah Visa*

Items	Mean	Achievement Category
1. Umrah visa application accepted from the congregation	4.86	Good
2. All personal documents of the congregation reviewed and ascertained the validity of the data	4.86	Good
3. Congregational data is entered in the system MOFA/e-umrah Ministry of Hajj Saudi Arabia	4.93	Good
4. Payment to Muasasah of Saudi Arabia made to the Ministry of Hajj of Saudi Arabia	4.93	Good
5. Saudi Arabia MOFA approval received and reviewed	4.64	Good
6. Passport with complete documents submitted to the Embassy of Saudi Arabia	4.93	Good
7. Visa approval checked and Visa details the congregation is kept correct and orderly	4.86	Good
8. The sticker on the back of the pilgrim's passport is pasted	4.86	Good
9. All pilgrim passports are kept until to the day the congregation departs for the Holy Land	4.79	Good

The result of the analysis of the mean score for work activity (work activity) Applies for Umrah Visa which has 9 items recorded a mean value in the Good category. The highest mean value was recorded by 4.93, which is 3 identical items. While the lowest mean value is a mean value of 4.64 on the Saudi Arabia MOFA approval items received and reviewed. This shows the work activity Apply for Umrah Visa by all company managers compliant and following all the competencies outlined by MOTAC and NOSS without fail.

Table 7.4

*Encourage Umrah Worship Guidance*

Items	Mean	Achievement Category
1. The departure schedule of the congregation is identified.	4.93	Good
2. The number of congregations involved is identified.	4.79	Good
3. Date, time, place, and staff of the program guidance are determined.	4.86	Good
4. A mentoring program budget is provided.	4.79	Good
5. Logistical preparations are made.	4.57	Good

The results of the mean score analysis for the work activity of the Umrah Worship Guidance Organizer which has 5 items recorded a mean value in the Good category. The items of the congregation departure schedule were identified to record the highest mean value of 4.93. While a mean value of 4.79 was recorded on the same 2 items, namely, the number of pilgrims involved was identified, and the budget of the guidance program was prepared. This is followed by the lowest mean value of 4.57 on logistics preparation items made. This shows that the work activity of Organizing Umrah Guidance by all company managers is compliant and follows all the competencies outlined by MOTAC and NOSS without fail.

Table 7.5  
*Select and Train Company Officers*

Items	Mean	Achievement Category
1. Guidance officer/officer who qualified screened and identified	4.93	Good
2. Officer/guidance officer appointed along with a list of tasks	4.71	Good
3. Travel program briefing and information the congregation is given.	4.86	Good

The results of the mean score analysis for the work activity Select and Train Company Employees who have 3 items recorded the mean value in the Good category. The highest mean value was recorded on the item of qualified staff/guidance officers screened and identified at a mean value of 4.93, which is the category of exemplary achievement. This was followed by a mean value of 4.86 on the travel program briefing items, and congregation information was given. The staff/guidance officer item and the list of tasks recorded the lowest mean value at 4.71. This shows in the work activity Select and Train Company Employees by all company managers compliant and following all the competencies outlined by MOTAC and NOSS without fail.

### Conclusion

This study has changed a lot and is beneficial in identifying the skills of managers of Umrah and Ziarah companies in Negeri Sembilan, specifically with the status of Headquarters (H.Q.) and having an IOTU license. The competence of company managers should be exemplary and excellent consistently to be seen by employees and able to contribute to the passion and aspiration of their work. Therefore, this shaped and themed study is rarely done by researchers explicitly related to Umrah and Pilgrimage. The researcher hopes that this study will further diversify the study of Umrah and Pilgrimage in Malaysia.

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