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PERSPECTIVES OF HAJJ AND UMRAH ORGANIZERS DURING A PANDEMIC ON GOVERNANCE, FACILITIES, STRATEGIES AND COMPETITIVE ADVANTAGE

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Abstract: The research aims to analyze and examine the effect of governance on competitive advantage, to analyze and examine the effect of facilities on competitive advantage, to analyze and examine the effect of strategy moderating the relationship between governance and competitive advantage to analyze and examine the effect of strategy on competitive advantage. The sample in this study were employees of the Hajj and Umrah organizers at the Jakarta Regional Office. The research used is a questionnaire (questionnaire), with a Likert scale using validation and reliability tests. The results of this study indicate that governance has a positive effect on competitive advantage, facilities have a positive effect on competitive advantage, and strategies for moderating the relationship between governance and competitive advantage. strategy moderates the relationship between facilities and competitive advantage. strategy has a positive effect on competitive advantage. The limitation of the study is that the sample used has not been able to conclude the results of the study as a whole due to incomplete sampling in the population area because it is limited to one area. The implications of the research are contributing to the concept of developing the factors that affect business continuity, improving business strategies, and increasing revenue for hajj and umrah travel service bureaus.

Keywords: Governance; Facilities; Strategies; Competitive Advantage; Umrah; Hajj

INTRODUCTION

Indonesia is a maritime country with various ethnicities, cultures, languages and religions. Most of Indonesia's population adheres to Islam. In the last 5 years one of the growing business opportunities is the business of organizing hajj and umrah. It is recorded that in 2020 there are 1198 Hajj and Umrah travel companies that are officially registered (Kemenag RI, 2020) this means that a lot of public interest who wants to travel for Hajj or Umrah from year to year has increased. With so many Hajj and Umrah travel companies in Indonesia, it is a challenge for them to compete by making business plans and strategies to provide maximum service to their customers. Travel companies seek to improve service quality by implementing new strategies to attract consumers (Prihanto & Damayanti, 2022).

Demands for a good Hajj and Umrah continue to be sought by various groups, especially Muslims who intend to carry out Hajj and Umrah. There are still quite a lot of problems related to services and practices carried out by the congregation in accordance with the Shari'a. The government continues to innovate in the field of organizing Hajj and Umrah since the registration process, coaching, preparing technically from the time the congregation is in the country at the time of departure and during the congregation in the Holy Land (Rifa'i, 2021).

The innovation of organizing Hajj and Umrah to improve services for Indonesian Hajj pilgrims according to the Minister of Religion Fachrul Rozi includes organizing Hajj rituals throughout the year for prospective Hajj pilgrims, West Java International Air Flights in Kertajati Majalengka. Building lodging facilities adds fast-track immigration services in the country to speed up immigration services for Hajj pilgrims so that Hajj pilgrims do not need to verify biometric data for too long when they arrive in Saudi Arabia in 2020 (Stiawan & Yarmunida, 2019).

As for the number of KBIHs until 2020, as many as 1700 data above illustrates that the quantitative increase in the number of pilgrims for Hajj and Umrah has increased significantly, this addition of course must be directly proportional to superior and competitive quality (Hayati & Yoedtadi, 2020). The number of cases of problems that occur in the departure of Hajj and Umrah pilgrims reduces public confidence in travel companies, this makes companies compete in improving service quality, ease of departure and comfortable accommodation and lodging when arriving in Arabia (Saidun, 2020).

Minister of Religion Fachrul Razi said Indonesia was preparing for two scenarios, namely that this year's hajj would be held or cancelled. "The Ministry of Religion continues to follow and monitor the development of the Saudi Arabian Government's policy regarding the implementation of the Hajj, including the development of restrictions on worship carried out by the Saudis in the two holy cities, Mecca and Medina. We are also preparing mitigation if the Hajj is canceled by the Government of Saudi Arabia," said the Minister of Religion in Jakarta. . Until now, the preparation of services in Saudi Arabia, related to the provision of accommodation services, land transportation and catering continues. However, according to a letter from the Minister of Hajj and Umrah of Saudi Arabia, the advance payment has not been made. Likewise for flights (Lukman, 2020).

Governance is important in organizing Hajj and Umrah if the governance in the corporte is not good then the corporate objectives will not be achieved. The issue of corporate governance has become an interesting issue in the context of modern corporate governance practices, especially in relation to accountability (Selfiani & Purwanti, 2020). Governance issues arise not only because of the benefits that will be obtained from good governance practices, but the issue of governance is more of a concern because there have been scandals in various companies, most of which involve accounting fraud, which ultimately dropped the profit level of large companies such as Enron. Corporation and MCI Inc (Selfiani & Irma Yunita, 2021).

In addition to governance, the Hajj and Umrah organizers are facilities, if the facilities provided by the pilgrims are good, the pilgrims will return again to use the services of the Hajj and Umrah organizers. and that umrah again. So, the organizers of Hajj and Umrah are competing to captivate the hearts of pilgrims by improving the facilities provided by pilgrims. The word facility is usually interpreted in two different meanings. Broadly speaking, the word facility is intended as a physical or non-physical facility that is necessary for life, or it can also be intended as a physical object needed for the functioning of infrastructure and attached to the infrastructure (Sapri et al., 2016).

Good facilities will support activities in the company (Selfiani, 2019). Market oriented culture has been proven to be able to generate high profitability because it has high product quality and reliability, which is possible to develop a premium pricing strategy. In addition, the company can also achieve a high market share with a lower final price because the company is able to increase efficiency, especially in the development of new products. Ability in marketing can mediate the relationship between market orientation and company performance (Murray et al, 2011).

There are inconsistent views regarding the understanding of the concept of competitive advantage. (Lado & Wilson, 1994) suggest that there are four pillars in building a competitive advantage. The four pillars include managerial capability and strategic focus, resources, transformation, and output. In analyzing the data used SEM. Meanwhile, Oliver (2000) suggests the impossibility of a competitive advantage being achieved by the company, given the rapid changes in technology and the competitive landscape. The competitive advantage that can be achieved is only temporary. In analyzing the data, SEM is used.

However, Martin and Martin (2004) suggest that rapidly changing competitive conditions can be anticipated by moving employees to utilize information through market orientation. In analyzing the data, SEM is used. Research conducted by (Selfiani & Purwanti, 2020) which examines how the influence between corporate governance ratings (Corporate Governance Rating) and financial performance (Financial Performance) in companies listed on the Canadian stock exchange shows that the overall governance score (composite) has a significant positive effect on stock prices (company performance), the same results are shown by research conducted by (Ehikioya, 2009) which shows a positive and significant relationship between management variables (Ownership concentration, Board Size and Board Skill variables) on performance company (as measured by Return to Assets/ROA) later in research (Maxwell, Rothenberg, Briscoe, & Marcus, 1997) shows that there is a positive and significant relationship between environmental strategy and the implementation of corporate strategy, from these studies the authors are motivated to do research with d with the title "perspective of employees who organize Hajj and Umrah on governance, facilities, strategies and competitive advantage".

Formulation of the problem

Based on the description of the background above, it can identify the limitations and formulate the problems to be discussed are:

1. Does Governance have an influence on Competitive Advantage?
2. Does the Facility have an influence on Competitive Advantage?
3. Does Strategy moderate the relationship between Governance and Competitive Advantage?
4. Does Strategy moderate the relationship between Facilities and Competitive Advantage?
5. Does Strategy have any influence on Competitive Advantage?

Research Objectives and Benefits

Based on the problems formulated above, the objectives of this research are:

1. To analyze and examine the influence of Governance on Competitive Advantage.
2. To analyze and examine the influence of Facilities on Competitive Advantage.
3. To analyze and examine the effect of Strategy on moderating the relationship between Governance and Competitive Advantage.
4. To analyze and examine the effect of Strategy on moderating the relationship between Facilities and Competitive Advantage.

5. To analyze and examine the effect of Strategy on Competitive Advantage.

Based on the problems formulated above, the benefits of this research are:

Academic Benefits

This research is expected to be able to make a useful contribution to the development of science in academia, as well as the development of science by developing models on variables that have a relationship and influence that is closely related to the research theme, variable problems in research regarding governance, facilities, strategies and advantages. compete. Then from the results of this study, it is expected to find concepts or theories that are able to answer problems related to academics conducting studies such as in research.

Practitioner Benefits

In the practical world, this research is expected to contribute in providing solutions to practical problems related to topics, themes and problems studied in research research, variable problems in research regarding governance, facilities, strategies and competitive advantage. Then practically able to provide solutions in solving problems faced by practitioners.

Legitimacy Theory

Legitimacy can be considered as equalizing the perception or assumption that an action taken by an entity is an action that is desirable, appropriate or in accordance with a socially developed system of norms, values, beliefs and definitions (Suchman, 1995). Legitimacy is considered important for the company because the community's legitimacy to the company is a strategic factor for the company's future development. (O'Donovan, 2002) argues that organizational legitimacy can be seen as something that society gives to companies and something that companies want or seek from society. Thus legitimacy has benefits to support the survival of a company.

Legitimacy is a company management system that is oriented towards the community (society), individual government and community groups, Gray et al. (1996: 46) in Ahmad and Sulaiman (2004). For this reason, as a system that prioritizes the alignments or interests of the community. The company's operations must meet the expectations of the community. (Deegan, 2002) in Fitriyani (2012) states that legitimacy can be obtained if there is a match between the existence of the company that does not interfere or is congruent with the existence of the existing value system in society and the environment. When there is a shift towards non-conformance, then the company's legitimacy can be threatened.

Governance

Good Corporate Governance or governance is the structure, system and process used to regulate and control the management of a company so that the company's operations run in a healthy manner, so that it becomes added value and attracts the interest of investors, both domestic and foreign. is the structure, system and process used to regulate and control the management of a company so that the company's operations run in a healthy manner, so that it becomes added value and attracts the interest of investors, both domestic and foreign (Hadi, 2017). Another understanding issued by the Cadbury Committee according to Istrefi (2020) defines Corporate Governance as: A system that directs and controls a company with the aim of achieving a balance between the power of authority required by the company, to ensure the continuity of its existence and accountability to stakeholders (Selfiani & Murtanto, 2020).

Facility

According to Selfiani (2019) Facilities are a means to expedite and facilitate the implementation of functions. Facilities are individual components of the offering that are easy to grow or reduce without changing the quality and service model." Facilities are tools to differentiate one institution's program from the competition. According to Haryanto (2013), facilities are physical resources that exist before a service can be offered to consumers. Facilities are forms that are very closely related to consumer perceptions. Facilities are everything that makes it easier for consumers to use the services of a company.

Strategy

The term strategy comes from the Greek word strategeia (stratus = military and ag = lead), which means the art or science of becoming a general. This concept is relevant to the situation in the past which was often colored by war, where generals were needed to lead an army in order to always win the war. The concept of military strategy is often adapted and applied in the business world, strategy describes a business direction that follows the chosen environment and is a guide to allocate the resources and efforts of an organization.

According to Jain, every organization needs a strategy when facing the following situations: 1) Limited resources. 2) There is uncertainty about the competitive strength of the organization. 3) Commitment to resources is irreversible. 4) Decisions must be coordinated between departments over time. 5) There is uncertainty about controlling the initiative.1 While the definition of strategy according to some experts as expressed by Chandler stated that "strategy is a tool to achieve company goals in relation to long-term goals, follow-up programs and resource allocation priorities". According to Porter who states that "strategy is a very important tool to achieve competitive advantage. According to Stephanie K. Marrus which states that "strategy is the process of determining the plan of top leaders that focuses on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve these goals".

According to Hamel and Prahalad who stated that "strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the point of view of what customers expect in the future. Thus, strategy always starts from what can happen and not from what happens. The speed of new market innovations and changes in consumer patterns require core competencies. Companies need to look for core competencies in business (Aldi, 2015)

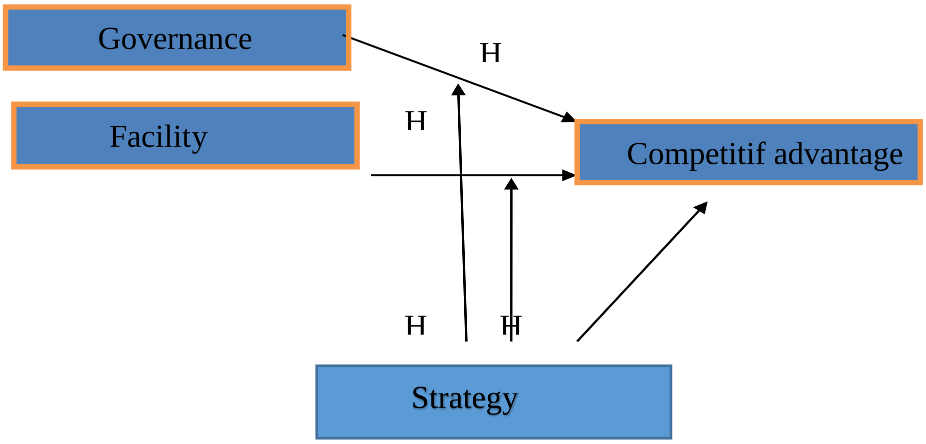
Competitive Advantage

Competitive Advantage Companies generally strive to always be able to achieve their goals and objectives in conditions of increasingly fierce competition (Simajuntak & Anugerah, 2019). Excellence is dynamic by nature, and cannot be sustained. Competition today and in the future must be seen as a competition with high dynamics, not something static, so it is necessary to go through it with some strategic thinking. According to (Ireland & Hitt, 2005) competitive advantage can be achieved by a company if the company implements a value creator through change and innovation, then competitors do not apply it and other companies are unable to imitate this advantage.

Belton (2017) states that competitive advantage is at the heart of a company's performance in a competitive market, a company's advantage basically grows from the value or benefits that a company can create for consumers, the advantages of a company consist of:

1) Valuable resources, 2) In contrast to others, 3) Not easy to imitate, 4) Competitive prices. Hospitals that are able to compete in the market are hospitals that are able to provide quality products or services, not only quality, but hospitals must create innovations in their service products so that they can compete. According to Widajat, (2009) for the hospital industry it is necessary to add one more indicator, namely the development of service quality and technology, so that the indicators in measuring competitive advantage in hospitals are: 1) Valuable resources, 2) Different from others, 3) Not easy imitated, 4) competitive prices, and 5) development of service quality and technology.

Conceptual Framework



Hypothesis

The Effect of Governance on Competitive Advantage

Research conducted by Sylvie Berthelot, Tania Morris and Cameron Morrill (2010) which examines how the influence between corporate governance ratings (Corporate Governance Rating) and financial performance (Financial Performance) in companies listed on the Canadian stock exchange shows that overall governance scores (composite) has a significant positive effect on stock prices (company performance), the results shown by research conducted by (Ehikioya, 2009) which shows a positive and significant relationship between governance variables (Variable Ownership Concentration, Board Size and Board Skills)) to the company's performance (as measured by Return to Assets/ROA). According to Nurdin (2015) which shows that the corporate governance variable has a significant influence on competitive advantage. From the theory based on the theory, the hypotheses proposed in this study are:

H1 : There is a positive influence between Governance on Competitive Advantage

The Effect of Facilities on Competitive Advantage

Service quality is one of the important elements that are considered by customers in purchasing a product. According to Parasuraman, Zeithmal, and Berry (1990), service quality is an assessment or global attitude about a service (Sudarso, 2016). The results of research conducted by Wilar, Worang, & Soepeno (2017) state that service quality has a significant effect on competitive advantage.

H2: There is a positive influence between Facilities on Competitive Advantage

The influence of Strategy moderates the relationship between Governance and Competitive Advantage

Research conducted by (Santoso, 2017) suggests that there is a significant influence between Good Corporate Governance and company performance. Different results were stated by (Qomariah, Martini, & Paramu, 2018) that corporate governance has no significant effect on profitability. Because the companies that are the sample in this study are companies that have received halal certification.

H3: Strategy to moderate the relationship between Governance and Competitive Advantage

Strategies for moderating the relationship between facilities and competitive advantage

According to research (Sunandar & ', 2018) suggests that it is proven that the performance of hospitals. Early Bros increased influenced by leadership characteristics that are able to influence groups (units/departments) to achieve a set of company goals and leadership characteristics that can bring changes to corporate culture for the better, changes ranging from human resources, infrastructure and equipment, services/services , as well as technology. Service quality as the expected level of excellence and control.

According to (Hidayatullah, Firdiansjah, Patalo, & Waris, 2019) there are direct and indirect influences including service quality which directly affects competitive advantage but service quality has no effect on Competitive Advantage if through customer loyalty but customer loyalty affects competitive decisions. The same research was also conducted by (Permana, 2020) that the quality of services and facilities had a significant effect on customer satisfaction.

H4 : Strategy to moderate the relationship between Facilities and Competitive Advantage

The effect of strategy on competitive advantage

Research results Afiyati et al., (2019) that the differentiation strategy has a positive effect on competitive advantage. The results of this study have provided empirical evidence that competitive advantage mediates the effect of differentiation strategy on market performance. This is supported by the opinion (Kotler, 2012) by explaining that one of the competitive advantages of a company is the differentiation of the company's offer that will provide more value to consumers than that brought by competitors. Thus the competitive advantage that comes from the differentiation strategy that has been carried out by the company has a positive influence on improving business performance.

H5: There is a positive influence between Strategy on Competitive Advantage

METHOD

Research design

In this study the author uses a quantitative approach. (Cresweel, 2014) states that, "a quantitative approach is the measurement of quantitative data and objective statistics through scientific calculations derived from a sample of people or residents who are asked to answer a number of questions about surveys to determine the frequency and percentage of their responses". According to Cresweel (2014) in this quantitative approach the research will be pre-determined, statistical data analysis and statistical data interpretation. Researchers who use a quantitative approach will test a theory by detailing a specific hypothesis, then collect data to support or refute these hypotheses.

The approach that will be used in this research is a quantitative analysis approach based on statistical information. A research approach that answers research problems requires careful measurement of the variables of the object under study to produce conclusions that can be generalized regardless of the context of time, place and situation. In addition, quantitative research according to Sugiyono (2017) is as follows: Quantitative methods can be interpreted as research methods based on the philosophy of positivism.

This method is used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing predetermined hypotheses. Based on the explanation above, it can be concluded that the quantitative approach is an approach in research to test hypotheses by using accurate statistical data tests. To measure the perspective of employees who organize Hajj and Umrah on governance, facilities, strategies and competitive advantage.

Population, Sample and Data Collection Method

The population in this study were employees of the Hajj and Umrah organizers at the Jakarta Regional Office. The technique of taking research samples using purposive sampling is one of the non-random sampling techniques where the researcher determines the sampling by determining special characteristics that are in accordance with the research objectives so that it is expected to be able to answer research problems.

Research Instrument Development

In this study, the research instrument used was a questionnaire (questionnaire), with a Likert scale. According to (Ghozali, 2016) "Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena". The statement answered by the respondent gets a value according to the alternative answer in question. The assessment criteria for the statement have 4 alternative answers, namely for a positive statement it has a value of SS = 4. S=3, TS=2, and STS=1 while for negative statements, the values are SS=1, S=2, TS=3, and STS=4

Validity and Reliability Test of Validity Test Instruments

Ghozali, (2016) said that "validity is the degree of accuracy between the data that occurs in the object of research and the power that can be reported by researchers". Validity is a condition that describes the level of the instrument concerned is able to measure what is to be measured. Arikunto, (2019) stated that "a test is said to be valid if the test measures what it is intended to measure". A test is said to be valid if it is able to measure certain specific objectives in accordance with the research title. To test the validity of the questionnaire used in this study, item analysis was used to examine the characteristics of each item that was part of the test in question.

The preparation technique that will be used is the preparation of an attitude scale on construct validity. Construct validity is seen from how the measuring instrument developed is able to express all aspects that build the framework of the concepts studied. Validity test is done by correlating the score of each item with the total score. This formula uses the product

$$r_{xy} = \frac{n(\sum X_i Y_i) - (\sum X_i)(\sum Y_i)}{\sqrt{[n\sum X_i^2 - (\sum X_i)^2][n\sum Y_i^2 - (\sum Y_i)^2]}}$$

moment correlation developed by Karl Pearson (Arikunto, 2019), as follows:

Information :

rxy = Product moment correlation coefficient n = Number of respondents

Xi = Total score of item i

X2 = Sum of squared items to i

Y = Total of the total scores obtained by each respondent

Y2 = Total of the squares of the total scores obtained by each respondent

After the product moment correlation coefficient for each question item is obtained, determining whether or not a question item is valid is done by comparing the rxy value with the r table value. The value of the table r is determined at degrees of freedom (db=n-2) and a significance level of 95% or = 0.05. The value of r table at a significance level of 5% with an object of 110 respondents is 0.187. The decision of the validity test is determined by the

Angka Validitas	Keterangan
0,00 – 0,20	Sangat Rendah
0,20 – 0,40	Rendah
0,40 – 0,70	Cukup
0,70 – 0,90	Tinggi
0,90 – 1,00	Sangat Tinggi

following criteria: If rxy > r table, then the question item is declared valid. If rxy < r table, then the question item is declared invalid. A valid instrument can be seen for its interpretation criteria through the validity criteria index as follows:

Source: (Ghozali, 2016)

Reliability Test

Testing on the level of reliability or reliability of an instrument, is intended to determine whether the questionnaire can provide a constant measure or not. Reliability is an index that shows the extent to which a measuring instrument can be trusted or reliable. If a measuring instrument is used more than once to measure the same symptom and the measurement results obtained are relatively consistent, then the measuring instrument is reliable. Measurement of the reliability of the questionnaire was carried out using the Alpha reliability coefficient from Cronbach, (Ghozali, 2016), namely

Information :

r11 = Alpha Reliability Coefficient k = Number of question items

i 2 = Question item variance t 2 = Total score variance

$$r_{11} = \frac{k}{k-1}\left(1 - \frac{\Sigma\sigma_b^{\ 2}}{\sigma_t^{\ 2}}\right)$$

The formula for calculating the variance value is as follows:

$$\sigma = \frac{\sum X^2 - \frac{(\sum X)^2}{N}}{N}$$

(Arikunto, 2019)

Information:

= Variance

X = Total score of question items

X2 = Sum of the squares of question items N = Number of respondents

The resulting Alpha reliability coefficient is then seen for its value and compared with predetermined criteria. The decision of the reliability test is determined by the following criteria:

If r11 > r table, then the variable is declared reliable

If r11 < r table, then the variable is declared unreliable

Variable Measurement

Governance (X1)

Leaders and citizens have a broad and long-term perspective on Good Governance and human development, along with the perceived need for such development. The number of components or principles that underlie good governance varies greatly from one institution to another, from one expert to another. However, there are at least a number of principles that are considered the main principles underlying good governance, namely transparency, participation, and accountability (Arikunto, 2019).

Transparency

Dimensi	No	Indikator
Transparansi *(Transparancy)*	1	Tersedianya informasi yang memadai pada setiap proses penyusunan dan implementasi kebijakan publik.
	2	Adanya akses pada informasi yang siap, mudah dijangkau, bebas diperoleh dan tepat waktu.
	3	Bertambahnya pengetahuan dan wawasan masyarakat terhadap penyelenggaraan pemerintahan daerah.
	4	Meningkatnya kepercayaan masyarakat terhadap pemerintahan.
	5	Meningkatnya jumlah masyarakat yang berpartisipasi dalam pembangunan daerah.

Participation

Dimensi	No	Indikator
Partisipasi *(Participation)*	1	Adanya pemahaman penyelenggara negara tentang proses atau metode partisipatf.
	2	Adanya pengambilan keputusan yang didasarkan atas konsensus bersama.
	3	Meningkatnya kualitas dan kuantitas masukan (kritik dan saran) untuk pembangunan daerah.
	4	Terjadinya perubahan sikap masyarakat menjadi lebih peduli terhadap setiap langkah pembangunan yang dilakukan pemerintah.

Accountability

Dimensi	No	Indikator
Partisipasi *(Participation)*	1	Adanya pemahaman penyelenggara negara tentang proses atau metode partisipatf.
	2	Adanya pengambilan keputusan yang didasarkan atas konsensus bersama.
	3	Meningkatnya kualitas dan kuantitas masukan (kritik dan saran) untuk pembangunan daerah.
	4	Terjadinya perubahan sikap masyarakat menjadi lebih peduli terhadap setiap langkah pembangunan yang dilakukan pemerintah.

Facilities (X3)

According to (Nirwana, 2018) there are several factors that need to be considered in designing physical support or physical facilities, including:

1. Facility design
2. Function value
3. Aesthetics
4. Supporting conditions
5. Supporting equipment
6. Employee uniform
7. Reports
8. Warranty

According to (Mobach et al., 2016):

1. Place management
2. Operation and maintenance
3. Environmental management
4. Infrastructure management
5. Transportation and communication
6. Support service
7. Information technology

According to (Mobach et al., 2016):

1. Service facilities
2. Environmental place
3. Toilet
4. Drinking water
5. Electric
6. Residence

Strategy (Z)

The moderator variables of strategy indicators according to experts such as (Oliveira et al., 2020):

Structure for setting environmental goals:

1. Management structure Focus Goals Flexibility
2. Mechanisms for monitoring and reviewing environmental performance : Reporting Structure Audit
3. Incentives and controls to promote environmental achievement Guidelines and tools for environmental investment

Methodologies and tools to assist environmental decision-making Guidelines for communication and negotiation with stakeholders Roome 1992:

Non-compliance Compliance Compliance plus

Leading commercial and environmental advantages

Newman 1993: Reactive, Proactive Innovative Development: Focus and goals Excellence Innovation (flexibility) Tools

Environmental Performance Incentive Methodology

Evaluation

Competitive Advantage (Y)

The dependent variable indicator of strategic advantage according to several experts such as:
(Robbins & Judge, 2009):

or skills

o resources

o superior control According to (Day & Wensley, 1988):

Superior skills

Superior resources According to (Xiong & Bharadwaj, 2013):

Valuable, Different from others, Not easy to replace According to (Kotler, 2012)

o Something important to consumers.

o Something distinctive and unique.

o Superior value

o Easy to communicate

o Something new/pioneer.

o Affordable (purchasing power).

o Can provide benefits According to (Porter, 1990):

Product differentiation advantages

Market segmentation advantages

Advantages of entering the Development market:

- Threat of similar competitors
- Threat of new entrants
- Threat from substitute products
- Bargaining power
- Technological capabilities
- Continuous innovation without stopping

Descriptive Statistical Data Analysis Method

Descriptive statistics are statistics used to analyze data by describing the data that has been collected as it is without the intention of making conclusions that apply to the public (Ghozali, 2016). The descriptive statistics used in this study include: mean (calculated average), minimum and maximum values, and standard deviation (data deviation from the average).

Hypothesis test

Hypothesis testing (1,2,3) this study uses multiple linear regression analysis, multiple linear regression analysis is a study of the dependence of the dependent variable with more than one independent variable. The aim is to estimate and or predict the population average or the average value of the dependent variable based on the known value of the independent variable (Ghozali, 2016). This analysis is to examine the magnitude of the influence of the dependent variable (Y), namely competitive advantage over the independent variable (X), namely governance and facilities that moderate (Z) strategy.

The formula is:

Notation:

$$\boxed{Y = a + b1X1 + b2X2 + b3X3 + b1X1.S + b2X2.S + b3X3.S + e}$$

Y = Competitive advantage
a = Constant
b1- b3 = Coefficient of regression direction
X1- X2 = Governance and facilities
S = Strategy
e = confounding variable (error)

RESULTS AND DISCUSSION

Research result

The results of data processing using SPSS produce initial outputs for research instruments, namely descriptive, validity, and reliability tests which are illustrated by the number of observations of employees who organize Hajj and Umrah at the Jakarta Regional Office obtained in the research period in Table 1 below:

Tabel 1. Deskripsi Statistik dan Uji Instrument Data

Model	Min	Max	Mean	Std. Dev	Validity	Reliability
TK	10.00	40.00	31.00	4.55500	0.619 – 0.714 (V)	0.752 (R)
Fas	12.00	30.00	38.39	2.61881	0.519 – 0.732 (V)	0.733 (R)
strgy	10.00	30.00	43.99	3.69244	0.602 – 0.735 (V)	0.696 (R)
uggl	11.00	40.00	51.99	3.85462	0.519 – 0.732 (V)	0.795 (R)

N= 200, r tabel : 0,116 (dengan n 200)
TK: tata kelola, Fas : Fasilitas, Strgy: Strategy, uggl : Keunggulan
(V) = valid, (R) = reliabel

The test results show that all variables used in the study are normally distributed with the indicated mean value being greater than the standard deviation, with the minimum and maximum values stretching far enough, which means that the data has a fairly wide or wide data column. While the validity and reliability test resulted that all variables used in the study were declared feasible, meaning that all the instruments used passed the validity and reliability tests and could be used in further testing. The regression equation can be displayed as follows:

Uggl = 1, 241a + 0,189TK + 0,032Fas + 0,404strgy + e

Model		β	t	Sig	Ket
	TK	0.189	8.991	0,00414	Received
	Fas	0.032	2.469	0.00341	Received
	strgy	0.404	0.313	0.00231	Received

a :
1.241
Error :0,871
Adj.R2 :0,650
F : 13110,60

Unggl : dependen variabel

The results of hypothesis testing all variables are accepted, namely when tested using hypothesis testing H1, H2, H3, H4 and H5 are accepted. The coefficient of determination obtained is 0.650 indicating that the selection of variables used in the study is very feasible to meet the provisions of the goodness of fit, Likewise with the F statistic test which shows the composition of the model from the data obtained with a significance level of 0.00, indicating the characteristics of the data are normally distributed.

CONCLUSIONS

1. Test results H1, H2, H3, H4 and H5 are accepted. HI: Governance has a positive effect on competitive advantage, H2: Facilities have a positive effect on competitive advantage, H3: a strategy to moderate the relationship between governance and competitive advantage. H4: the strategy of moderating the relationship between facilities and competitive advantage. H5: strategy has a positive effect on competitive advantage.
2. Limitations
   Research using questionnaire data is often inconclusive because it only relies on perception, and ultimately causes several weaknesses, including high subjectivity, potential inconsistencies of respondents to the questionnaire that is filled out will be different from the actual reality. The limited sampling area was unable to draw conclusions from the case of this study as a whole, and also accompanied by the qualifications of the pilgrims who did not all come from undergraduate and advanced educational backgrounds, causing a less than optimal and adequate understanding of the questionnaire obtained.
3. Implications The reference of the results of this study provides information to the hajj and umrah travel service bureau companies in maintaining their competitive advantage by implementing a strategy for offering hajj and umrah service products, the effectiveness of promotions to build trust and reputation is carried out by knock-on persuasive communication which increases the confidence of pilgrims to choose a travel agency, in addition to other aspects studied in this study.

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