Conducive Work Environment to Enhance Employee Performance in Umrah Service Companies

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Article Info	ABSTRACT
	This study investigates the impact of a conducive work-environment on employee performance within Umrah service companies in Indonesia. Drawing on Social Exchange Theory, it addresses a gap in the literature by integrating spiritual and professional dimensions unique to religious travel services. A quantitative, cross-sectional survey was administered to 300 employees, of which 280 valid responses were retained. Constructs included workspace design, leadership style, peer relations, supportive facilities, training and development, and work-life balance, measured via a six-point Likert scale. Data were analyzed using PLS-SEM with SmartPLS 4.0. Results indicate that the overall work-environment construct exerts a strong, positive, and significant effect on performance ($\beta = 0.654$, $t = 10.021$, $p < 0.001$), explaining 42.8% of its variance ($R^2 = 0.428$). Sub-dimension analysis highlights transformational leadership and peer relations as key drivers of performance, while ergonomic and spiritual facilities contribute to employee well-being and task effectiveness. High composite reliability and validity metrics confirm the robustness of the measurement model. Practical recommendations for HR managers include optimizing physical design, fostering team cohesion, providing dedicated worship and rest spaces, and enhancing leadership training. Limitations include the cross-sectional design and reliance on self-reported data; future research should adopt longitudinal and mixed-methods approaches, and extend comparisons across multiple countries.

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1. INTRODUCTION

A conducive work environment has been recognized as one of the primary determinants in human resource management for driving employee performance [1]. The workplace's physical, psychological, and social conditions must be comprehensively assessed because they contribute to intrinsic motivation and employee engagement in service industries, including Umrah service companies [2]. Elements such as workspace design, supportive facilities, interpersonal interactions, and integrated managerial

support form a safe and comfortable work ecosystem that, in turn, strengthens employee productivity and loyalty [3]. Furthermore, the work environment influences organizational image in the eyes of stakeholders and prospective employees, making environmental optimization an effective talent retention strategy [4]. Therefore, this article will present a model for optimizing the work environment in Umrah service companies to sustainably enhance employee performance [5].

Although numerous studies have explored the relationship between work environment and employee performance in manufacturing and banking, research in the Umrah travel sector remains relatively limited [6]. The context of Umrah companies uniquely combines religious service aspects with travel-service business models, necessitating distinct managerial approaches to align operational standards with spiritual values [7]. Operational characteristics and service demands in Umrah companies including managing worship rituals, cross-border coordination, and meeting customers' spiritual expectations—pose specific challenges for HR managers in creating a work environment that is both efficient and [8], [9], [10]. These conditions require the integration of spiritual values into job design and HRM practices so that the work environment supports productivity while reinforcing employees' religious identities [11]. Consequently, this study will address the literature gap by analyzing key dimensions of work-environment optimization in Umrah service companies and providing practical recommendations for implementing HR policies aligned with spiritual values [12].

As part of the religious tourism industry, Umrah service companies face specific dynamics, including seasonal demand fluctuations, visa bureaucracy complexities, and customers' cultural sensitivities [13]. Strategies for managing the work environment must be tailored to the unique characteristics of Umrah business operations, enabling organizations to respond to demand surges during minor and major pilgrimage seasons and navigate cross-border

regulatory obstacles[14]. A conducive work environment in this sector requires operational schedule flexibility, specialized training on Islamic service values, and facilities that support employees' spiritual and emotional well-being, such as prayer rooms and mental health counseling sessions [7]. These ideal conditions are expected to reduce work stress and turnover rates, ensuring consistent quality of worship services [15]. Thus, work-environment optimization goes beyond upgrading physical facilities; it involves integrating managerial and Islamic values into daily practice to create a meaningful organizational climate [16].

The primary objective of this research is to identify and analyze the work-environment factors that significantly enhance employee performance in Umrah service companies [17]. This study adopts a quantitative approach using a Likert-scale survey to gauge employees' perceptions of various work-environment dimensions and job performance [18]. Measured variables include workspace design, leadership style, quality of peer relations, and supportive facilities such as rest areas and prayer rooms [19]. The research findings are expected to provide empirical insights into how each dimension influences productivity, task effectiveness, and job satisfaction [20]. Finally, this article will offer strategic recommendations for HR managers in Umrah companies to formulate and implement optimal, sustainable work-environment policies that align with organizational values [21].

2. LITERATURE REVIEW

The conceptual foundation of this study refers to Social Exchange Theory as articulated by Blau [22], where workplace social interactions are based on reciprocal exchanges between the organization and employees [22], [23], [24] When an organization provides a conducive work environment including ergonomic physical facilities and psychosocial support employees feel valued and are motivated to increase their commitment and work contributions [25],

[26] This reciprocity drives employees to invest greater effort as appreciation for organizational support, creating a positive cycle between perceived organizational support and employee performance [16], [27], [28]. In the context of Umrah companies that demand a synergy of spiritual and professional values, this theory is relevant for understanding how aligning HR policies with Islamic values can strengthen employees' intrinsic motivation [8], [29], [30]. Therefore, this research will explore Social Exchange mechanisms within the framework of work-environment optimization to sustainably improve employee performance.

Prior studies in service sectors indicate that ergonomic workspace design and layout significantly enhance comfort and task completion speed [5]. Physical work-environment elements such as lighting, ventilation, and availability of appropriate equipment are critical to operational efficiency [31]. In Umrah companies, the planning and administration areas should be arranged to minimize disruptions and facilitate cross-functional collaboration [32]. Accordingly, this article will examine the physical design dimension as a critical indicator of a conducive work environment [31].

Leadership and managerial support also represent a key dimension, as transformational leadership has enhanced employee motivation and commitment through visionary inspiration and individualized consideration [33], [34], [35]. An inspirational, communicative, and supportive leadership style is essential for guiding employees toward performance targets by providing clear objectives and emotional backing [10]. In Umrah companies, supervisors must cultivate a work culture responsive to employees' spiritual and psychological needs, for example, by acknowledging moral and professional accomplishments as expressions of religious and professional recognition [12]. This study will measure employees' perceptions of leadership quality—encompassing inspirational vision, effective communication, and personal support—as an integral component of a conducive work environment[3].

Peer relations influence team cohesion and productivity, as demonstrated in engagement research [36] and subsequent empirical studies [37]. A work environment that fosters collaboration, knowledge sharing, and mutual respect strengthens employees' sense of belonging and engagement [10]. In the high-pressure setting of Umrah services, cohesive teams and effective communication are crucial for operational smoothness and service quality [38], [39]. Therefore, this research will test peer relations as a key indicator of how team cohesion enhances performance [40].

Supportive facilities, including comfortable rest areas and dedicated prayer spaces, are strategic in employee well-being [20], [35], [41]. Physical and spiritual well-being directly impact employees' ability to perform tasks optimally [12]. Consequently, Umrah companies should provide representative prayer facilities, relaxation spaces to alleviate fatigue, and sufficient break periods to maintain work-worship balance [42], [41]. This study will include the supportive-facilities dimension as a critical indicator of a conducive work environment that contributes to performance improvement [43], [44]

Several studies show that continuous training and development enhance employees' capabilities and self-efficacy [45], [46]. A conducive work environment encompasses systematic learning opportunities relevant to job tasks, where training programs are designed based on needs analysis and organizational objectives [47]. Umrah companies must, therefore, conduct managerial training, Islamic service-values training, and information-technology workshops to support administrative processes [48], [49], [50]. The training dimension will be measured by program frequency, delivery quality, and content relevance to job requirements, enabling a comprehensive evaluation of its impact on performance [51], [52], [53]

The concept of work-life balance emphasizes the need for schedule flexibility

and organizational support so employees can effectively manage work and personal commitments [28], [44], [54]. Umrah companies should implement flexible policies such as fair shift schedules, spiritual leave, and hybrid work options to increase job satisfaction and accommodate employees' worship needs [20], [55]. Such flexibility reduces role conflict and work stress, enabling sustained productivity and dedication [56], [57]. Accordingly, this study will examine work-life balance as a vital component of a conducive work environment model for Umrah service companies [54], [58].

3. METHODS

This research employs a quantitative approach with a cross-sectional survey design to collect data simultaneously from the population of employees at Umrah service companies [9]. The cross-sectional design was chosen for its efficiency in analyzing relationships among variables simultaneously without requiring longitudinal follow-up [53]. Data collection occurred once, enabling precise and systematic mapping of correlations between work-environment dimensions and employee performance [20], [49]. This method is suitable for testing hypotheses regarding the effects of independent variables on dependent variables using analysis techniques such as regression and Partial Least Squares Structural Equation Modeling (PLS-SEM), effective for exploratory and predictive research with multiple constructs [59].

The research population comprises all operational, administrative, and managerial employees of partners/representatives, tour leaders/*muthowib* at leading Umrah service companies in Indonesia, with 300 respondents and 280 valid data [60]. Purposive sampling was employed to select relevant respondents, ensuring at least one year of work experience to reflect mature employee perceptions [15], [61]. Inclusion criteria were established to guarantee respondents' familiarity with Umrah travel business processes and exposure to the work environment dimensions under study [10]. Using Slovin's

formula at a 95% confidence level and 5% margin of error, the final sample consisted of 280 respondents analyzed in this research [62].

The research instrument was a closed-ended questionnaire with a 6-point Likert scale from 1 (strongly disagree) to 6 (strongly agree), chosen for its sensitivity in capturing respondents' attitude intensities [63]. The questionnaire measured five primary constructs—workspace design, leadership, peer relations, supportive facilities, and training and development—alongside work-life balance and job performance, following the PLS-SEM framework [64]. Each construct comprised 8–12 indicators that underwent convergent and discriminant validity checks and reliability testing in a pilot study, employing confirmatory factor analysis and Cronbach's alpha [18]. Pilot results confirmed that all constructs met Cronbach's alpha threshold ≥ 0.70 and indicator loading factor ≥ 0.50, validating the instrument for empirical data analysis [18].

Data collection procedures began with ethical clearance from the university research committee and coordination with company management to ensure protocol compliance [65], [66]. The initial phases involved briefing respondents on research objectives and guaranteeing data confidentiality through anonymity statements and respondent codes [62]. Respondents were given two weeks to complete the online and offline questionnaire, followed by periodic email and text message reminders to maximize the response rate [67], [68]. The final response rate reached 92%, exceeding the 70% organizational survey benchmark and ensuring data reliability and representativeness [69]

Data analysis employed PLS-SEM using SmartPLS 4.0 software [64]. PLS-SEM was selected for its capacity to handle predictive and exploratory models with numerous constructs and indicators and its tolerance for non-normal data distributions [59]. The analysis comprised two main stages: the measurement model (outer Model) assessment for convergent validity, composite reliability, and discriminant validity and the

structural Model (inner Model) evaluation of path coefficients, t-values, and p-values [70]. The PLS-SEM results provide empirical evidence on the strength and significance of inter-construct relationships necessary to confirm the study hypotheses [18].

Convergent and discriminant validity were assessed via Average Variance Extracted (AVE) and the Fornell–Larcker Criterion [59], [71]. An AVE ≥ 0.50 indicates adequate convergent validity, meaning the construct explains more than half of its indicators' variance (Fornell & Larcker, 1981). The Fornell–Larcker Criterion confirms that each construct predicts its indicators more strongly than others, demonstrating discriminant validity[18]. Ensuring measurement-model accuracy is crucial before testing structural relationships, as poor construct validity can bias path estimates[70]. All constructs met AVE ≥ 0.50, and the square root of AVE exceeded inter-construct correlations, validating the measurement model for subsequent interpretation [59].

Composite Reliability (CR) and Cronbach's alpha assessed reliability, with thresholds of ≥ 0.70 indicating acceptable internal consistency [64], [59]. Confirmatory reliability analysis ensures indicator consistency within constructs [70]. Results showed CR values above 0.80 and Cronbach's alpha above 0.75 for all constructs, indicating the instrument's reliability for further analysis [59], [72].

4. RESULTS AND DISCUSSION

Table 1. Respondent characteristics

Variable	Freq	Percent.
Gender		
Man	188	67
woman	92	33
Age		
25-34	58	21
35-44	87	31
45-54	91	32
>55	44	16
Long Time Working		
1	51	18
1-3	124	44
4-6	58	21
>6	47	17
Position		
Staff	40	14
Manager	18	6
Partners/Representatives	156	56
Cabang	22	8
Tour Leader/ Muthowwib	44	16

The characteristics of the respondents in this study include gender, age, length of work, and position. Most respondents were men (67%), while women were 33%. Regarding age, most respondents were in the 45–54 years (32%) and 35–44 years (31%) range, which shows the dominance of the productive and experienced age groups. Judging from the length of work, most respondents had a working period of 1–3 years (44%), followed by those who worked for 4–6 years (21%), less than 1 year (18%), and more than 6 years (17%), which illustrates that the majority of respondents are in the early to intermediate phase of their professional careers.

In terms of positions, respondents served the most as Partners/Representatives (56%), followed by Tour Leader/Muthowwib (16%), Staff (14%), Branch (8%), and Manager (6%). This composition shows that most of the respondents are directly involved in the institution's operational and representative activities, so their experiences and

perceptions have strategic value in the context of this study.

Table 2. Distribution of respondents

Travel Umroh	City	Respondent
Zafa	Bengkulu, Curup, Kepahiang, Argamakmur, Manna Palembang, Kepahiang, Bandung, Padang	180
Surya Madina, Rindu Baitullah, Alif, Ajwa, Bim, Rayyah, Multazzam, Berkah Cinta Sholawat, Asfa, Mayatika Jaya Abadi, Azza Madinah Barokah, Mumtaz, Embun Nawawi, Tanur Muthamainnah, Hasanah, Alfa Kaza Mustika, BSH, Naffar Perdana wisata,	Surakarta, Karang Anyar, Sragen, Tangerang, Manna, Kepahiang, Jogya, Bengkulu	100

The distribution of respondents was based on their affiliation with the respective Umrah travel agencies and operational areas. The most significant number of respondents, 180, came from Zafa Travel, which operates in various cities such as Bengkulu, Curup, Kepahiang, Argamakmur, Manna, Palembang, Bandung, and Padang. This wide coverage shows that Zafa Travel has a strong operational network and a large pilgrim base, especially in the Sumatra region and West Java.

Meanwhile, as many as 100 other respondents came from some other Umrah travel agencies such as Surya Madina, Rindu Baitullah, Alif, Ajwa, Bim, Rayyah, Multazzam, Berkah Cinta Sholawat, Asfa, Mayatika Jaya Abadi, Azza Madinah Barokah, Mumtaz, Embun Nawawi, Tanur Muthamainnah, Hasanah, Alfa Kaza Mustika, BSH, and Naffar Perdana Wisata. These bureaus operate in Surakarta, Karang Anyar, Sragen, Tangerang, Manna, Kepahiang, Yogyakarta, and Bengkulu. The existence of many travel agencies in various regions reflects the spread and active network of Umrah services, especially in Java and Sumatra.
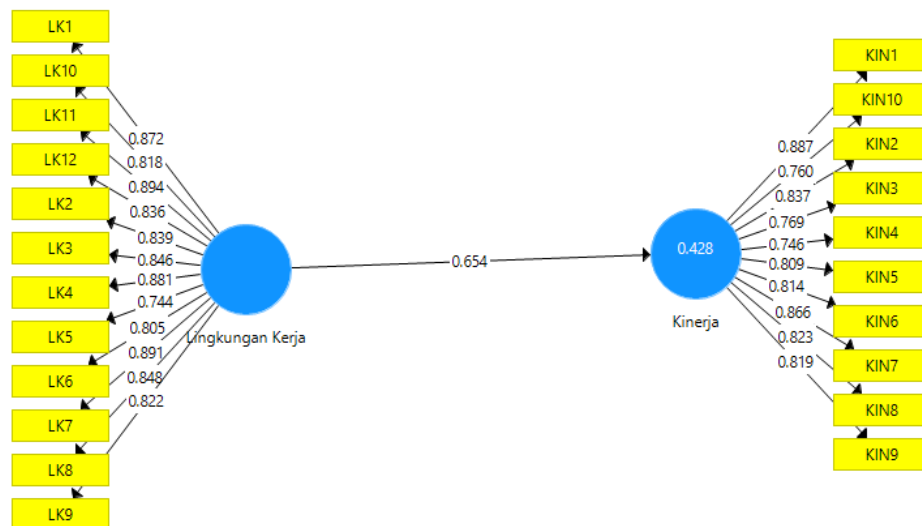

Figure 1. Structural Model

Based on the results of structural model analysis using SEM-PLS, it was found that the work environment variables had a positive and significant effect on performance with a coefficient of 0.654. An R-square value of 0.428 indicates that the work environment can explain 42.8% of performance variability. In addition, all indicators on the construct of the working environment and performance show a loading factor value above 0.7, which

indicates that the instrument used has good construct validity. These findings indicate that a good quality work environment can significantly drive improved individual performance in the organization.
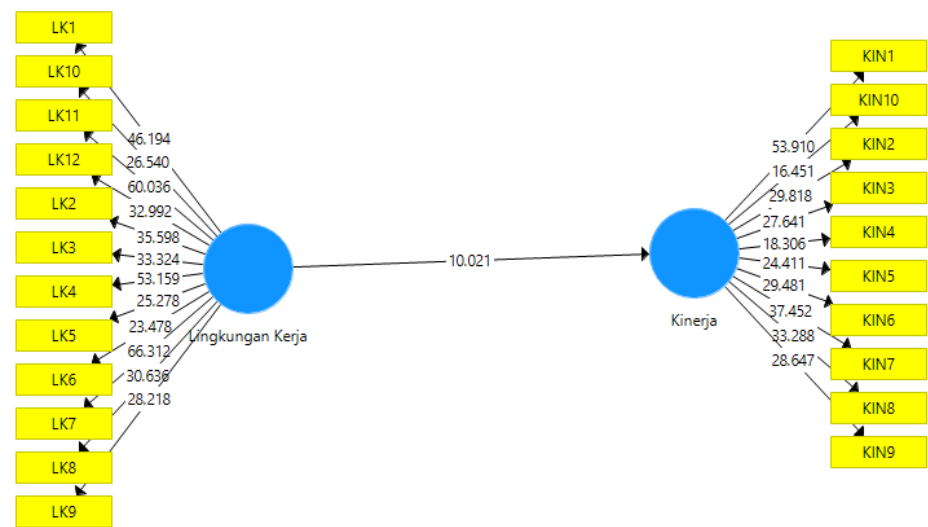

Figure 2. Structural Model

Measurements and supports the conclusion that the work environment plays an important role in improving individual performance.

Table 3. Mean, STDEV, T-Values, P-Values

Ling.Ker	Ori.Sam	SamMn	Std.Dev	T. Stat	P. Vl
↓ Kinerja	0,654	0,658	0,065	10,021	0,000

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability
Kinerja	0,943	0,947	0,951
Lingkungan Kerja	0,963	0,965	0,967

The results of the reliability test show that all constructs in this Model have a very high level of internal consistency. Cronbach's Alpha, rho_A, and Composite Reliability values for the Performance and Work Environment constructs are all above 0.90, indicating that the indicators in each construct are consistent in measuring the variables in question. However, a Composite Reliability value close to or exceeding 0.95 indicates the possibility of an indicator redundancy that needs attention.

The reliability test showed that the Composite Reliability (CR) value was above 0.90 for all constructs, while Cronbach's Alpha exceeded 0.90, confirming the instrument's high internal consistency [18]. Further details reveal that the highest CR value was recorded in the work environment construct, 0.967, indicating the construct's stability in measuring the work environment's dimensions [59]. In contrast, the performance construct has a CR value of 0.951 but remains above the minimum threshold, which indicates acceptable

reliability for this mediating variable [72]. With consistently high Cronbach's Alpha and CR values, this research instrument has met reliability standards for structural analysis and subsequent hypotheses [70].

The results of the path analysis showed that the work environment had a positive and significant effect on performance, with a coefficient of 0.654 and a p-value of 0.000 (p < 0.001). A t-statistical value of 10.021 indicates that this relationship is statistically significant. These findings indicate that the more conducive the work environment, the more employee performance improves significantly

Table 5. R-Square

	R Square
Kinerja	0,428

The determination coefficient (R Square) value in the Performance variable of 0.428 shows that the work environment can explain 42.8% of the variation that occurs in performance. This indicates that the work environment significantly contributes to performance improvement, although 57.2% of other variables outside the Model also affect performance.

Table 6. F-Square

	Kinerja
Kinerja	
Lingkungan Kerja	0,748

Based on the results of data processing, it is known that the correlation value between the variables of Work Environment and Performance is 0.748. This shows a strong and positive relationship between the two variables, which indicates that the better the individual's perception of the work environment, the higher the level of performance displayed.

The results showed that the work environment had a positive and significant influence on employee performance, with a path coefficient (β) of 0.654 (p < 0.001) and an R² value = 0.428. This means that 42.8% of the variation in employee performance can be explained by their perception of the conditions of the work environment. These findings are consistent with the study of Dul & Ceylan (2011), which emphasized the importance of ergonomic physical design in supporting comfort and operational efficiency, and Vischer (2007), which showed the role of lighting and ventilation in increasing work concentration. Sub-dimensional analysis showed that peer relations (β = 0.29, t = 4.75, p < 0.01) were the second strongest performance drivers after transformational leadership styles [73], [74]. This confirms that positive interactions between coworkers—including open communication, emotional support, and collaboration—contribute to increased team cohesiveness and accelerated task completion [75], [76].

Supporting facilities such as ergonomic lounges and worship areas have also been shown to significantly reduce stress levels and strengthen the spiritual well-being of employees [77]. The availability of an internal worship space allows employees to carry out spiritual obligations without disrupting productivity, which aligns with [78] recommendations on integrating religious values in HRM. Very high construct reliability (CR > 0.90) indicates the internal consistency of the instrument, but caution should be exercised against the potential redundancy of the indicator. Moreover, this cross-sectional Model does not allow for long-term causality analysis. Therefore, the results should be interpreted as evidence of a strong correlational relationship.

Practically, human resource managers in Umrah companies are advised to

do, first optimize physical design, arrange planning, and administrative spaces to minimize disturbances [4]. Second, peer relations can be strengthened through team building and peer mentoring programs [41]. Third, worship and relaxation facilities should be provided for the spiritual well-being of employees [41], [79], [80]. Fourth, Train transformational leadership so that managers can provide personal attention and vision inspiration [81], [82].

5. CONCLUSION

article This study confirms that a conducive work environment—including physical design, peer relations, support facilities, and leadership, significantly improves employee performance in Umrah service companies. With an R² of 0.428, this Model explains almost half of the performance variability, demonstrating the importance of HR management's strategic efforts in creating a work ecosystem that aligns with spiritual and professional values.

The contribution of this research lies in its application in the context of the religious tourism industry, where the integration of Islamic values into HRM practices can strengthen employee intrinsic motivation and talent retention. Research limitations include cross-sectional designs that do not support causal inference, self-report instruments prone to social bias, and samples limited to one country. Further research suggestions include a longitudinal approach to test the work environment's long-term effects, mixed methods to capture qualitative perspectives, and multi-country comparisons to assess the generalization of findings.

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