

## Management Adaptation as a Mediator of Travel Agency Compliance: The Role of Regulations and Service Quality for Pilgrims at PT Nur Haramain Mulia

Noer Aida Fitriani<sup>1</sup>, Jeni Susyanti<sup>2</sup>, Abdullah Syakur Novianto<sup>3</sup>

<sup>123</sup>Universitas Islam Malang, Indonesia

Email: [noerff8@gmail.com](mailto:noerff8@gmail.com), [jenisusyanti@unisma.ac.id](mailto:jenisusyanti@unisma.ac.id), [asnovianto@unisma.ac.id](mailto:asnovianto@unisma.ac.id)

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### **Abstract**

*This study aims to analyze the effect of regulatory implementation and the quality of services provided to pilgrims on travel agencies' compliance, with management adaptation as a mediating variable, at PT Nur Haramain Mulia Kraksaan Probolinggo. The study employs a quantitative approach using a survey method. Data were collected through the distribution of questionnaires to respondents associated with Umrah travel agencies and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS. The results indicate that regulatory implementation has a positive and significant effect on travel agency compliance, whereas the quality of pilgrim services does not have a direct significant effect on travel agency compliance. Regulatory implementation and service quality for pilgrims have a positive and significant effect on management adaptation. Management adaptation also has a positive and significant effect on travel agency compliance and mediates the influence of regulatory implementation and service quality for pilgrims on travel agency compliance. These findings indicate that travel agency compliance is not only influenced by regulations and service quality but is also determined by the organization's ability to adapt its management practices to changes in the environment and the demands of pilgrim services.*

**Keywords:** *regulation implementation; quality of services for pilgrims; management adaptation; travel agency compliance; Umrah*

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### INTRODUCTION

Umrah travel in Indonesia has experienced rapid growth in tandem with rising religious awareness and the economic capacity of the Muslim community. As the country with the world's largest Muslim population, Indonesia sees the number of Umrah pilgrims increase every year. This trend has fueled the growth of Umrah travel agencies, which are responsible for providing services, protection, and administrative support to pilgrims (Bisri et al., 2025). However, the growth of digital services, the rise in independent Umrah travel, and changes in government regulations have created new challenges for travel agencies in maintaining compliance and service quality. The digitization of services requires organizations to adapt to the use of information technology in their service delivery and operational management processes in order to remain effective and competitive (Venkatesh et al., 2015).

Through its latest policy on the organization of Umrah pilgrimages, the government is requiring travel agencies to be more transparent, professional, and integrated with digital monitoring systems such as SISKOPATUH. The regulation aims to enhance the protection of pilgrims and minimize the activities of illegal travel agencies (Kristiane, 2024). On the other hand, the shift toward increasingly technology-driven service models for pilgrims means that travel

agencies must adapt their management systems, service strategies, and operational mechanisms to remain competitive and comply with applicable regulations (Alzoubi et al., 2022).

Several previous studies have shown that the implementation of regulations has an impact on organizational compliance behavior (Dimaggio & Powell, 1983). Strong regulations can improve operational standards, transparency, and accountability in the travel industry (Faiza, 2025). In addition, the quality of service provided to pilgrims is also a key factor in building customer trust, satisfaction, and loyalty. Service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibles serve as key indicators in assessing the professionalism of Umrah travel agencies (Adji, 2024).

Previous research has also shown that the digitization of services affects the nature of the relationship between travel agencies and pilgrims. Taqqiya dan Bramayudha (2025) explains that the use of digital communication media helps improve the effectiveness of coordination in serving congregants, but also poses challenges regarding the standardization of information and compliance with service procedures. Meanwhile, Hafiz et al. (2025) found that the professionalism of human resources and the quality of service are closely linked to the level of trust that pilgrims have in Umrah travel agencies.

Nevertheless, previous research still has limitations. Most studies have focused primarily on legal aspects, pilgrim satisfaction, service quality, or digital governance in isolation. Few studies have quantitatively examined how the implementation of regulations and the quality of services for pilgrims influence travel agencies' compliance through management adaptation as a mediating variable. Yet, from an Institutional Theory perspective, organizations comply not only because of the existence of rules but also because of their ability to adapt structures, procedures, technologies, and management strategies to align with institutional pressures (Dimaggio & Powell, 1983).

Based on this research gap, this study aims to analyze the influence of regulatory implementation and pilgrim service quality on travel agencies' compliance, with management adaptation as a mediating variable, at PT Nur Haramain Mulia Kraksaan Probolinggo. The novelty of this study lies in testing management adaptation as a mediating variable in the relationship between regulations, pilgrim service quality, and travel agency compliance amid regulatory changes and the digitalization of religious travel services.

## **METHODS**

This study employs a quantitative approach using a survey method. The quantitative approach is used to objectively test the relationships between variables through statistical analysis (Sugiyono, 2018). The research was conducted at PT Nur Haramain Mulia Kraksaan Probolinggo, an Umrah travel agency facing regulatory changes and demands for improved service quality for pilgrims.

The population in this study consists of individuals involved in the operations and services of Umrah travel agencies. The sampling technique employed was purposive sampling, with respondents selected based on their understanding of the services, management, and implementation of regulations governing travel agencies. The research data consists of primary and secondary data. Primary data was collected through the distribution of a questionnaire using a

five-point Likert scale, while secondary data was obtained from relevant documents, journals, and literature (Sugiyono, 2018).

The research variables consist of the implementation of independent Umrah regulations (X1), the quality of service for pilgrims (X2), the adaptation of management practices (Z), and travel agency compliance (Y). Data analysis uses Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) with the assistance of SmartPLS. The analysis stages include testing the outer model through validity and reliability tests, testing the inner model using R-Square, and hypothesis testing based on T-Statistics and P-Values (Hair, 2011) (Sarstedt et al., 2021).

## RESULTS AND DISCUSSION

**Table 1 Validity Test (Outer Model)**

Variabel	Factor Loadings	AVE	Notes
Implementation of the Independent Umrah Regulations	0.797 – 0.951	0.792	Valid
Quality of Service for Pilgrims	0.603 – 0.904	0.653	Valid
Adaptation of Management Practices	0.672 – 0.928	0.713	Valid
Travel Agency Compliance	0.845 – 0.900	0.766	Valid

Source: SmartPLS primary data, 2026

Based on Table 1, all research variables have an Average Variance Extracted (AVE) value above 0.50, namely regulatory implementation at 0.792, quality of service for pilgrims at 0.653, adaptation of management patterns at 0.713, and travel agency compliance at 0.766. Furthermore, the factor loadings for each variable fall within a range that meets the criteria for convergent validity. Thus, all indicators in this study are deemed valid and capable of measuring their respective constructs (Henseler et al., 2015).

**Table 2 Reliability Test**

Variabel	Cronbach's Alpha	Composite Reliability	Notes
Implementation of the Independent Umrah Regulations	0.911	0.938	Reliable
Quality of Service for Pilgrims	0.863	0.902	Reliable
Adaptation of Management Practices	0.861	0.907	Reliable
Travel Agency Compliance	0.847	0.908	Reliable

Source: SmartPLS primary data, 2026

Based on Table 2, all variables have Cronbach's Alpha and Composite Reliability values above 0.70. The highest Cronbach's Alpha value was found in the regulatory implementation

variable at 0.911, while the lowest value was found in the travel agency compliance variable at 0.847. Meanwhile, the Composite Reliability values for all variables ranged from 0.902 to 0.938. These results indicate that all research instruments possess good internal consistency and are deemed reliable.

**Table 3 Inner Model (R-Square)**

Variabel	R-Square	R-Square Adjusted	Keterangan
Adaptation of Management Practices	0.831	0.827	Strong
Travel Agency Compliance	0.798	0.792	Strong

Source: SmartPLS primary data, 2026

Based on Table 3, the R-Square value for the management pattern adaptation variable is 0.831. This indicates that the implementation of regulations and the quality of pilgrim services account for 83.1% of the variation in management pattern adaptation, while the remaining 16.9% is explained by other variables outside the research model. Furthermore, the R-Square value for the travel agency compliance variable is 0.798, meaning that the implementation of regulations, the quality of pilgrim services, and the adaptation of management patterns account for 79.8% of the variation in travel agency compliance, while the remaining 20.2% is influenced by other variables outside the model (Ghozali & Latan, 2015).

**Table 4 Hypothesis Test**

Relationships Between Variable	Original Sample	T Statistics	P Values	Notes
Regulatory Implementation → Travel Agency Compliance	0.369	3.249	0.001	Significant
Quality of Pilgrimage Services → Travel Agency Compliance	0.239	1.818	0.069	Not Significant
Regulatory Implementation → Management Model Adaptation	0.414	5.010	0.000	Significant
Quality of Pilgrim Services → Management Model Adaptation	0.556	7.417	0.000	Significant
Management Model Adaptation → Travel Agency Compliance	0.342	2.481	0.013	Significant
Regulatory Implementation → Adaptation of Management Patterns → Travel Agency Compliance	0.141	1.964	0.050	Significant
Quality of Pilgrim Services → Adaptation of Management Patterns → Travel Agency Compliance	0.190	2.554	0.011	Significant

Source: SmartPLS primary data, 2026

Based on Table 4, the implementation of regulations has a positive and significant effect on travel agencies' compliance, with an original sample value of 0.369, a T-statistic of 3.249, and a P-value of 0.001. This indicates that the better the implementation of regulations, the higher the compliance of travel agencies. The quality of pilgrim services has a positive but insignificant effect on travel agency compliance, as the P-value of 0.069 is greater than 0.05. Thus, the quality of pilgrim services has not been able to directly influence travel agency compliance.

The implementation of regulations has a positive and significant effect on the adaptation of management practices, with an original sample value of 0.414, a T-statistic of 5.010, and a P-value of 0.000. The quality of service for pilgrims also has a positive and significant effect on the adaptation of management patterns, with an original sample value of 0.556, a T-statistic of 7.417, and a P-value of 0.000. Furthermore, management pattern adaptation has a positive and significant effect on travel agency compliance, with an original sample value of 0.342, a T-statistic of 2.481, and a P-value of 0.013.

In terms of indirect effects, management pattern adaptation mediates the effect of regulatory implementation on travel agency compliance, with an original sample value of 0.141, a T-statistic of 1.964, and a P-value of 0.050. Management pattern adaptation also mediates the effect of pilgrim service quality on travel agency compliance, with an original sample value of 0.190, a T-statistic of 2.554, and a P-value of 0.011. Thus, H1, H3, H4, H5, H6, and H7 are accepted, while H2 is rejected.

## DISCUSSION

The results of the study indicate that the implementation of regulations has a positive and significant effect on travel agencies' compliance. These findings suggest that the better the implementation of regulations by travel agencies, the higher the organization's level of compliance with operational standards and government regulations. Clear regulations can enhance administrative transparency, operational order, and certainty in service procedures for pilgrims. These research results are consistent with Faiza's (2025) study, which states that strengthening regulations and digital monitoring systems can improve travel agencies' compliance through enhanced accountability and administrative oversight.

The quality of service provided to pilgrims does not have a significant direct impact on travel agencies' compliance. This finding suggests that good service does not necessarily lead directly to improved organizational compliance with regulations. This indicates that service quality is more focused on pilgrim satisfaction, whereas travel agencies' compliance requires the support of a stronger internal management system. The results of this study show that travel agencies must not only improve service quality but also adjust work procedures, administrative oversight, and operational systems so that services can support the organization's compliance comprehensively (Parasuraman, 1988).

The implementation of regulations has a positive and significant impact on the adaptation of management practices. This indicates that regulatory changes encourage travel agencies to make adjustments to their work systems, service strategies, use of technology, and operational procedures. Government regulatory pressure compels organizations to make changes in order to maintain legitimacy and survive amid changes in the religious travel industry environment. This finding supports the Institutional Theory proposed by DiMaggio and Powell (1983), which states

that organizations will adjust their management structures and practices in response to institutional pressure.

The quality of service provided to pilgrims also has a positive and significant impact on the adaptation of management practices. This indicates that pilgrims' demands for faster, more transparent, and more professional service are driving travel agencies to innovate in their management practices and improve the quality of their service systems. In the era of digitalized Umrah services, travel agencies need to adapt their communication mechanisms, administrative systems, and service strategies in order to remain competitive and effectively meet the needs of pilgrims.

Adaptations to management practices have been shown to have a positive and significant impact on travel agencies' compliance. This means that the better a travel agency's ability to adapt its management practices, the higher the organization's level of compliance with regulations and service standards for pilgrims. Management adaptation can take the form of adjustments to service technology, updates to operational procedures, improvements in human resource competencies, and strengthening of internal oversight systems. These findings indicate that travel agencies' compliance is determined not only by the existence of regulations but also by the organization's readiness to adapt to changes in the external environment.

The research findings also indicate that the adaptation of management practices mediates the effect of regulatory implementation on travel agency compliance. This suggests that regulations will be more effective in improving compliance if organizations are able to optimally adapt their management practices. Furthermore, management pattern adaptation also mediates the effect of service quality on travel agency compliance. Thus, service quality can influence organizational compliance when supported by an adaptive and professional management system.

Theoretically, this study supports Institutional Theory, which emphasizes that organizations will adjust their management structures, procedures, and strategies in response to coercive, normative, and mimetic pressures from the institutional environment. In the context of Umrah travel agencies, government regulatory pressures and increasing demands for quality service from pilgrims drive organizations to adapt their management practices in order to maintain their legitimacy, competitiveness, and business sustainability.

## CONCLUSION

This study shows that the implementation of regulations has a positive and significant effect on travel agencies' compliance, whereas the quality of service provided to pilgrims does not have a direct significant effect on travel agencies' compliance. The implementation of regulations and the quality of service provided to pilgrims were found to have a positive and significant effect on the adaptation of management practices. Furthermore, the adaptation of management patterns has a positive and significant effect on travel agency compliance and mediates the influence of regulatory implementation and service quality on travel agency compliance.

The research findings indicate that travel agency compliance is not only influenced by regulations and service quality but is also determined by the organization's ability to adapt its management systems, service technologies, operational procedures, and pilgrim service strategies. Thus, the adaptation of management patterns becomes a critical factor in strengthening travel agency compliance with regulatory changes and service demands in the era of the religious travel industry's digitalization.

This study contributes to the development of research on the compliance of Umrah travel agencies by incorporating management pattern adaptation as a mediating variable in the relationship between regulatory implementation, the quality of services provided to pilgrims, and travel agency compliance. A limitation of this study is that the scope of the research was limited to a single Umrah travel agency. Therefore, future research is advised to expand the research sample to include several travel agencies in different regions so that the results are more comprehensive and can be generalized more broadly.

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