

COORDINATION STRATEGIES OF HALAL EXECUTIVE MANAGEMENT: A CASE STUDY ACROSS MULTIPLE PLANTS OF A BAKERY MANUFACTURER IN SELANGOR

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Abstract	<p><i>Global Muslims rely on the halal food market to ensure product sanitation and health. A concern is the lack of management in organizing skilled and efficient halal staff. MS 2691:2021, Malaysian Standard Halal profession - General requirements to provide an organised structure for the halal profession to enable a person in the profession to provide services to the halal industry, appropriate application and requirements to certify and recognize them must improve professionalism, ethical behaviour, and accelerate the Halal Management System. The aim of this research is to identify the constraints in coordinating Halal Executives across multiple bakery manufacturers' plants and provide solutions via strategies for optimizing Halal Executive management in companies. Interview sessions were conducted with three employees through qualitative methods. The findings from management and workers show that cost, disapproval from department management, and worker commitment are the constraints in coordinating Halal Executives across all the plants. Their strategies to resolve the Halal Executive coordination issues are collaboration and communication enhancement, training and development programs, and appreciation incentives. Data was analysed to evaluate and determine the strategies for managing Halal Executives across all plants. The research suggested that the company must build a healthy relationship and communication between the employees in all stages of the organization, especially among each plant. The study's results also suggested that G Bakeries should enhance their training and development for continuous improvement. It is hoped that the study can contribute to the improvement of the coordination of halal in other industry players.</i></p> <p>Keywords: <i>coordination, strategies, Halal Executive management, multiple plants</i></p>
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INTRODUCTION

According to MS1500:2019, Halal food refers to food and beverages that adhere to Shariah law and fatwas. To be considered halal, food must meet certain criteria, such as not containing any prohibited animal parts or substances, not being impure according to Shariah law, not causing intoxication, not containing any human-derived ingredients, being safe for consumption, not being processed with contaminated instruments, and not encountering non-halal food during preparation or storage. These rules guarantee that every food follows Shariah law principles and supports consumer health and well-being.

The halal food business has a strong potential to expand with the country's ambition to become a centre for regional halal products and goods (Harun et al., 2023).

To do that, competent manpower is needed to maintain Halal affairs. One of the accreditation bodies of Malaysia, the Department of Standards Malaysia (Standards Malaysia), has developed a special standard, Malaysian Standard, MS 2691:2021 Halal profession - General requirements, which aims to provide an organized structure for the halal profession. Based on what is stated in the standard, to enable a person in the halal profession to provide their services to the halal industry, appropriate applications and requirements to certify and recognize them must conform to improving the professionalism and ethical behaviour in accelerating the Halal Management System, especially for the manufacturer who have multiple plants in their operations in which, strategies for Halal Executive in each plant must be efficient to ensure smooth coordination among the plants and managements (Nik Mohd Rosli et al., 2022; Borhan et al., 2023).

Food industries often face a few challenges in managing multiple plants (Harun et al., 2024; Mohd Ashmir Wong et al., 2024). There is a lack of coordination between the Halal Executive and managing halal issues in different plants. This study was driven by curiosity about the way of risk management by the manufacturer because, throughout the search for information in this study, the researcher was informed that during an audit, the auditor from Jabatan Agama Islam Selangor (JAIS) addressed the matter regarding Halal Executive placement in the plant (JAIS, Audit Report 22 Nov 2022). At the beginning of the mention of the issue, the Halal management had proposed hiring new staff, and the issue was the absence of a special Halal Executive at one of their factories. Then, this issue was emphasized in the audit report of their other factory plant because, at that time only, that factory did not have its own Halal Executive (JAIS, Audit Report 23 Nov 2023)

In response to that, based on the observation throughout this research, the company does not have a problem applying for halal certification for their products as they have been granted whitelist status by the Department of Islamic Development Malaysia (JAKIM). However, the concerns relating to the halal certification here are keeping track of the halal application and the renewal timeline for each product in the firm itself. Failure to apply for the renewal application on time for their product could cause the application to be rejected and their whitelist status revoked. The company has a variety of products that need to be supervised and monitored to keep track of its halal compliance and adhere to Malaysia Halal Certification requirements. It is effective in producing wholesome, high-quality halal food for consumers.

So, the research studies aim to:

- a. To identify the constraints faced by the bakery in coordinating Halal Executives across multiple plants
- b. To examine the strategies taken by the bakery to optimize Halal Executive management across its plant.

In achieving the research objectives, the research will focus on the utilization of communication channels and coordination mechanisms and enhancing quality control measures while facilitating coordination across multiple factories by enhancing quality control processes, leading to better product consistency, reduced risks of contamination, and increased customer satisfaction (Hung et al., 2015). By focusing on these aspects within the scope of analysis, the study can gain insights into the current practices, challenges, and opportunities related to the coordination of Halal executives within and across factories. This deeper understanding can inform recommendations for enhancing coordination effectiveness and strengthening Halal compliance processes in the manufacturing sector.

LITERATURE REVIEW

In Malaysia, several food manufacturers operate multiple plants, significantly contributing to the local food production sector. Strict surveillance of the products' production is very much needed to secure the halal integrity of each plant. In addition, it is not limited only to food manufacturing and across food premises and hotels (Harun et al., 2024; Mohd Ashmir

Wong et al., 2024). Table 1 shows the halal-certified key players known for having extensive manufacturing facilities. However, the research will focus on a case study of a bakery manufacturer in Selangor. Table 1: Halal certified key-player with multiple plants/branches/outlet.

Manufacturer/Brand	Categories	Number of Plants/Branches/Outlet	Locations
Yeo Hiap Seng (Malaysia)	Food Manufacturing	4	Kuala Lumpur, Selangor, Penang, Johor
Fraser & Neave (F&N Malaysia)		6	Kuala Lumpur, Selangor, Penang, Johor, Negeri Sembilan
Mamee Double-Decker Bhd		7	Melaka, Johor, Penang, Selangor, Negeri Sembilan
Nestle© Malaysia Berhad		Multiple	Various locations, including Petaling Jaya and Shah Alam
Dutch Lady Milk Industries		1	Perak (with additional distribution centres across Malaysia)
MSM Malaysia Holdings Berhad		2	Prai and Johor
Marrybrown Bhd	Food Premise	More than 300 premise	Across the state in Malaysia
McDonald		More than 300 outlets	Across the state in Malaysia
IOI Properties Group	Hotels	4	IOI Resort City, Putrajaya
De Palma Group		2	Various locations, including Petaling Jaya and Shah Alam
Gardenia Bakeries (KL) Sdn Bhd	Bakeries	7	Various locations, including Petaling Jaya and Shah Alam
The Italian Baker Sdn. Bhd. (Massimo)		2	Various locations, including Pulau Indah and Sungai Buloh
Top Baker (SDS Food Manufacturing Sdn Bhd)		1	Johor (with additional distribution centres across Malaysia)

Due to the privacy and confidentiality of the company, it cannot be divulged. So, this situation becomes a challenge in data collection for the research as the company has a complex Standard Operating Procedure (SOP), which such reports or records are strictly forbidden to disclose.

Halal Executive Management Practices

Halal executive management is crucial in enhancing a company's competitiveness and growth in today's global market. Firstly, it addresses market relevance by tapping into the expanding consumer base of Halal products and services, especially among Muslim consumers worldwide (Borhan et al., 2023). This strategic approach ensures that

businesses are well-positioned to meet the needs of this demographic, fostering market penetration and growth opportunities. Additionally, Halal executive management ensures strict compliance with Halal standards throughout the company's operations, from ingredient sourcing to production and distribution processes (Abdullah, et. al., (2019). By adhering to Halal guidelines, companies can maintain the integrity of their offerings and build trust among Halal-conscious consumers, establishing a reputation for reliability and integrity in the market.(Cambria size 11, Unbold, Justify).

Moreover, Halal certification opens doors to new markets prioritising Halal compliance, providing avenues for market expansion and increased export potential. Beyond market advantages, effective Halal executive management also mitigates risks associated with non-compliance and certification issues (Ali & Amin, 2017). It establishes a top-down approach to Halal compliance, minimizing the risk of inadvertent non-Halal practices and ensuring alignment with regulatory requirements. Halal executive management is integral for market access, risk management, and consumer trust, making it a strategic imperative for companies operating in Halal-sensitive markets. (Cambria size 11, Unbold, Justify).

Organizational Structure for Halal Management – Internal Halal Committee

Based on what has been set in accordance with Halal certification requirements, the Internal Halal Committee must be composed of a minimum of four (4) members representing key functions within the company. The committee structure should include the following roles (MPPHM, 2020):

- a) Chairman: This individual leads the Internal Halal Committee, overseeing its activities and ensuring compliance with Halal standards.
- b) Halal Executive: The Halal Executive plays a pivotal role in managing and implementing Halal practices within the company, serving as a central figure in Halal-related decision-making and processes. Representative of the procurement or purchase department: This member is responsible for ensuring that all raw materials and ingredients sourced by the company meet Halal requirements from procurement through supply chain management.
- c) Representative of the processing or operations department: This member oversees the Halal integrity of production processes, ensuring that all operations align with Halal standards and practices.

Each member of the Internal Halal Committee contributes specific expertise and oversight to ensure comprehensive Halal compliance across procurement, production, and overall operations within the company (MPPHM, 2020).

Roles of Responsibilities of Halal Executives in Food Industry

According to the standards of Malaysia, a Halal Executives is a Muslim Malaysian citizen with an Islamic education background or has a Certificate of Halal Executive, which is responsible for Halal compliance of the company. Jais (2019) mentioned in his paper that the qualifications for a Halal Executive specify that the individual must be a Muslim primarily. Gender is not a factor, as Islamic law does not prohibit or discourage women from holding this role. Regarding education, the person should have a suitable academic background in Islamic studies or a related field. If lacking formal education, the individual should possess at least five years of experience managing Halal affairs within the industry. Additionally, JAKIM requires obtaining certification as a Halal Executive and registration with the Halal Professional Board (HPB).

The Halal Executive role was established primarily to decrease the company's reliance on external certification bodies for managing and implementing Halal practices at the operational level in collaboration with the Internal Halal Committee. The Halal Executive is positioned as the manager and overseer of all Halal-related functions within the company, establishing a sustainable and accountable internal mechanism for Halal control (Voak et al., 2023). This approach ensures consistent and reliable Halal compliance while maintaining optimal Halal standards. The Halal Executive also liaises with Halal

certification bodies, monitoring Halal certificate holders to ensure adherence to Shariah law, especially in critical Halal matters. When performed effectively, the Halal Executive ensures Halal conformity throughout the supply chain (Jais, 2019)

G Bakeries

The company (G Bakeries) was established in 1986 and is a joint venture between a public limited liability company, QAF Limited, a Singapore-listed food group that operates in Singapore, the Philippines, and Padiberas National Berhad of Malaysia. Fikri et al. (2022) continued in their paper stating that the company was originally founded by an American named Horatio Scy Slocum, who had 35 years of baking experience with America's leading chain of bakeries. G Bakeries was born after 45 years of hardships, and now it has become a leading Malaysian bread manufacturer. throughout the years, it has become the largest bread distributor in the market.

G Bakeries are genuinely concerned about the quality of the products they market to consumers. So, when they see a broader point of view, the advantage of having a halal certificate is that not only can it guarantee that the quality of the food is healthy, clean, and safe, but it can also give confidence to customers to consume the marketed products. This demonstrates a company's commitment to producing products that comply with Islamic dietary laws and ethical standards. This builds trust with Muslim consumers, who are often more likely to purchase certified halal products.

The production facilities and products of G Bakeries have been certified as Halal by the Department of Islamic Development Malaysia (JAKIM), the federal government agency responsible for overseeing Halal certification in Malaysia. These products and plants are listed on the Department of Islamic Religion Selangor (JAIS) whitelist, which acknowledges businesses that strongly adhere to Halal certification requirements in Malaysia.

G Bakeries has seven factories in total, located in Selangor, starting from the Headquarters in Bukit Kemuning 1, Bukit Kemuning 2, Section 23, Section 15, and Puchong. Overall, the Halal Assurance System in each plant is very particular in selecting raw materials that guarantee Halal sources and are approved by the Internal Halal Committee. As for purchasing, they ensure that the supplier complies with the standards set, where they perform detailed field audits at the supplier's factory. G Bakeries factories operate following the Malaysian Halal Certification Manual Procedure (MPPHM) and ISO 22000 standards.

After showing a great commitment to complying with regulations and standards, they are recognised as a "Whitelist" category by JAIS. Regarding storage and distribution, the Bukit Kemuning factory was set as centralised for product distribution. Vehicles are owned and managed by G Bakeries to avoid any cross-contamination occurring with the products. Hence, G Bakeries also maintained their sales and marketing of 100% Halal products, and all distribution by G Bakeries' salesmen to the selected stores is displayed on special bread racks.

Current Practice of Halal Executive Management in G Bakeries

Currently, each of the factories has its own Halal executives. G Bakeries (GB) Sdn Bhd - Bukit Kemuning 2. According to G Bakeries HAS Manual (2023), Halal committee members are divided into two levels, namely main committee members and factory committee members. Both committees are chaired by the Chairman of GB, who is Muslim and knowledgeable in Halal food management. Halal executives (HE) in GB Bukit Kemuning 2 are in charge of all plants regarding keeping the internal stakeholders informed on any changes in the Halal standards, conducting yearly Halal meetings with committee members to update and discuss relevant Halal issues, managing the Halal application process effectively and responsible for managing the documentation and records regarding Halal. Apart from that, HE is also in charge of discussing any matters related to Halal certification with JAIS, JAKIM, and JAINJ.

However, as previously mentioned, each Halal executive has specific roles and functions according to their plant, but to keep it straightforward, this study will focus only

on some of the roles of Halal Executives in the Bukit Kemuning 2 factory. However, every activity or development related to Halal or involving production must be informed to the Head of the Halal Committee. This is to prevent any matter from being overlooked by management, especially when it involves halal status, such as the validity period of the halal certificate of raw materials, changes in raw materials or ingredient suppliers, and other issues

METHODOLOGY

To achieve the objectives of this study, the qualitative method was used for the data collection through two indicators: the interview session and reviewing documents or records of the company audit or other reports, journal articles or any digital library sources. To acquire relevant information, this research used a purposive sampling method (Creswell, 2013) to expand the data. The purposive sampling method can be defined as a non-probability type of sample that includes various non-probability sampling strategies. As for the case study, it still lacked data from online databases, so the researcher decided to use purposive sampling to obtain eligible and relevant data from the informant, focusing on optimising Halal executive management across multiple plants at G Bakeries (KL) Sdn Bhd. This study aims to go in-depth on the coordination of managing Halal Executives in the manufacturer, all of which was acquired from the Internal Halal Committee members in the Management System and Institutional Relations (MSIR) departments based on their knowledge and experiences. The concepts of inclusion and exclusion play crucial roles. Inclusion in this study is that the informant who participated has 10 to 30 years of experience in the food and halal industry. The researcher interviewed top management and secondary top management, including the senior manager of the MSIR department Quality Management System (QMS) manager (Informant 1) and the halal executive in plants, which took place in GB Bukit Kemuning 2 (Informant 2) and Section 23 (Informant 3). The data will be subjected to content analysis using manual transcription.

RESULTS

Malaysian Halal Management System (MHMS), 2020 has emphasised Malaysian Halal Assurance (HAS) 's specific requirements that food product manufacturers for large and medium industries must appoint a Halal Executive for each premises branch. So, since G Bakeries (KL) has seven factories around the Klang Valley, the readiness to provide Executive Halal at each factory is quite challenging. As mentioned in the problem statement regarding the non-conformance of the absence of Halal Executives from JAIS for the Bakers Maison plant during the 2022 audit and at the Puchong plant during the 2023 audit. Starting from there, Gardenia takes this matter seriously because they want to reduce the finding of non-conformance to achieve the company's annual Key Performance Indicator (KPI)

Constraints in Managing Halal Executives Across Multiple Plants

The researcher identified three key challenges during data collection: cost constraints, disapproval from department management, and worker commitment. The first two challenges are seen from the top management level, while the last is from the workers' perspective.

Cost constraints

One challenge for companies with many factories, such as G Bakeries, is appointing Halal Executives in each factory due to a limited budget. Therefore, the researcher interviewed informants 2 and 3, top management with expertise in this cost issue.

"Cost is naturally a primary concern for any company. We need to ensure appointees can perform their tasks optimally, so hiring dedicated halal executives seems impractical when their duties are solely halal-related. When there is no other ongoing halal task, they do not have a job to do. This raises concerns about cost-effectiveness because it seems unworthy to

pay their salaries when the company can assign the job scope to existing workers.” (Informant 2)

Cost-effectiveness will remain a priority for an organization, especially regarding company expenses. They will ensure no manpower wastage in the company's operation. As informed in informant 1, the organization prefers to divide tasks among the existing workforce rather than opening new job offers to external parties.

“Recruiting a new Halal Executive with a salary exceeding RM2,000 would incur additional overhead costs for the company. This raises concerns, as they believe current employee functions are already optimized. The company questions the necessity of hiring someone solely for halal duties when existing employees could potentially manage them, though with an increased workload” (Informant 3).

As for this issue, we can confirm that this sentiment reflects their concern about maximising the existing workforce's capabilities before incurring the costs associated with a new hire. This is because they need to consider operating expenses and other things.

Disapproval from Department Management

Due to the first issue, the Halal Committee of G Bakeries (KL) has decided to appoint a Halal Executive internally as the company wanted to minimize the cost. However, they comply with the guidelines. This has raised the second issue, which is the disapproval from the management of the related departments to recruit one of their staff as a Halal Executive.

“It is challenging for us to convince their boss to allow their staff to hold another job scope because employers want to protect their employees from excessive workload, time constraints, work stress and others. Even though we convinced them that the job scope will not be too heavy and does not interfere with their original duties, they are still in doubt.” (Informant 3).

This reluctance aligns with research findings on employee workload and additional job duties. These two statements proved the disapproval of department management in G Bakeries regarding appointments from respective departments. This reluctance aligns with research findings on employee workload and additional job duties. Studies by Cao et al. (2024) suggest that adding responsibilities to existing roles can lead to employee burnout, decreased productivity, and higher turnover. However, G Bakeries has preventive measures and solutions for this issue.

Worker Commitment

The third challenge for coordinating Halal Executives in G Bakeries is a worker's commitment to the responsibilities given. As Halal Executives, they have to control and monitor all halal-related activities in a halal product company or enterprise, ensure that the products or services provided are Shariah compliant, and ensure that the implementation of the halal internal control system is well-implemented (Affendi et al., 2022).

“Our production schedules are packed, demanding constant monitoring of the entire product journey from raw materials to finished goods. Daily routines include handling breakdowns, trial runs, operational and personnel issues, process parameters, and more. Assigning additional halal executive duties, while seemingly minor, registering raw materials, verifying certifications, and conducting internal audits would further strain our workload. Some halal tasks overlap with quality control, highlighting the need for a resolute team to support G Bakeries's overall halal compliance...” (Informant 1)

Based on the information above, we can be sure that about 20% of the Production Executive's working time has been used as a Halal Executive in each plant. Overall, the job

scope for both Production Executives and Halal Executives is not so much different; the additional task is that they only need extra care for halal technical issues. Informant 1 also added:

"...The allocation of the jobs for the Halal Executives in each plant is bearable and suitable for us to manage, as long as all administration registrations remain with MSIR, each plant's Halal Executive will fully control the production site..." (Informant 1)

However, G Bakeries once experienced turnover from the appointed Halal Executive in the Bakers Maison plant from the Quality Assurance (QA) department. The informant explained, she said:

"The condition to be a Halal Executive is a Muslim, and during that period, we only have one Muslim among our QA in Bakes Maison. Unfortunately, the staff quit after a few months appointed, and we got approval from the Production department to let their Production Executive hold the Halal Executive position..." (Informant 3)

Indeed, worker commitment is one of the constraints while coordinating the Halal Executive in each G Bakeries plant. In this case, it is a challenge for Production Executives to familiarize themselves with the halal duties they will be performing, and consequences such as resignation might arise if they cannot take on the task or get a better job offer.

DISCUSSION

Strategies for Optimizing Halal Executive Management in G Bakeries

There are three strategies that G Bakeries has taken to coordinate Halal Executive in each of their plants, namely, collaboration and communication enhancement, training and development programs and appreciation incentives to the workers based on the answers during the interview sessions.

First Strategies: Collaboration and Communication Enhancement

To comply with the JAIS guideline, G Bakeries did not delay in taking action to resolve the issue, which involved the halal certification process of G Bakeries products.

"As a response to the audit findings emphasized by JAIS, we appoint a person to be the halal representative at the factory, and at the same time, we conduct an executive halal training course in our factory where we call the employees involved to participate in the course" (Informant 2)

Informant 3 supported this statement, she said:

"We originally proposed taking them from external parties and hiring fresh graduates or outsiders who hold the position of Halal Executives. However, for some reason, namely the cost issue, we decided not to hire outsiders. The first step we took at that time was to create a temporary halal representative position while we looked for a more effective solution for G Bakeries's halal" (Informant 3).

They took the first solution by appointing temporary halal representatives in each factory involved, namely at the Puchong plant and BM plant, where they are given Halal Executive training and courses conducted at G Bakeries. Meanwhile, the management is continuing their efforts by identifying companies with the same background as G Bakeries, which is to have more than one factory. As a result of discussions and consulting with industry partners, the Mamee factory is one of the companies that should be referred.

“The Mamee factory has its own halal or Islamic Affairs department through a partnership with their director, Mr Shukri, who said that Mamee factories are indeed in several states, so they appointed QA as the halal executive at the factory. The individual will hold 2 positions, QA, and Halal Executive. So, through that, I see that this method is quite appropriate and more practical to be implemented at G Bakeries, so I propose this to the Quality Assurance and Production division for us to get approval from them to allow Executives to hold Halal Executive positions as well.”(Informant 3).

“We prefer to hire an internal person as a halal executive is because they have a good understanding of the workflow in the factory and has served for a long time in the company, so it is more suitable for us to appoint him and give him an allowance incentive as a Halal Executive and we guide him until he is proficient.” (Informant 2)

From this, G Bakeries has taken measures to appoint HEs in each plant, and they must be part full-time staff and members of the Internal Halal Committee. Each person has a job description, such as a Production Executive, Food Safety and Halal executive or manager responsible for manufacturing operations in each plant. They were also given two positions as Halal executives, in which the terms of reference for their job were documented in the G Bakeries HAS manual, as shown in Figure 1.

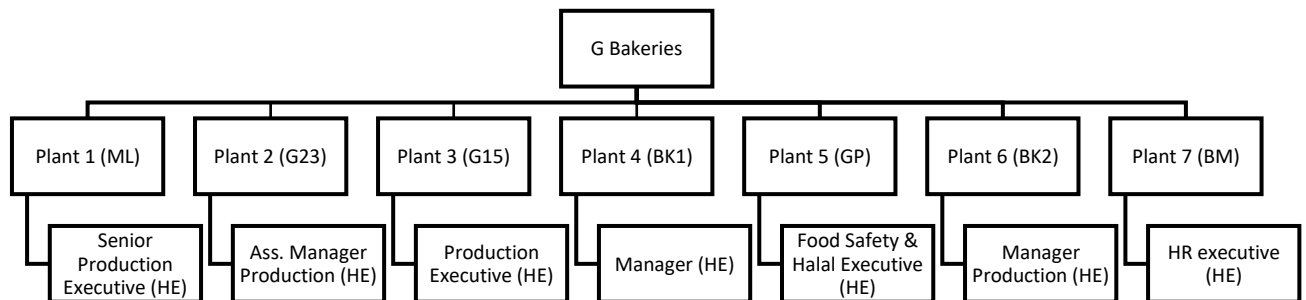


Figure 1: Organization charts for each Halal Executive across G Bakeries' multiple plants

From the G Bakeries Halal Assurance System manual (2024). G Bakeries Halal executives' roles in each plant were described as:

- 1) Halal trainer: They have completed the Halal Executives training course and are certified by the Halal Professional Board (HPB). They are responsible for conducting any training for all employees in all plants, including all levels of management from production crew to high-level manager. All training is primarily conducted in G Bakeries's training room in Bukit Kemuning 2, which can fit more than 70 people per session. Among the training that they conducted were food handling, halal awareness and halal competency training, mental awareness, risk management, power BI, and others.
- 2) Halal documentation and certifications: Their duties include the management of halal documents and monitoring and updating halal certificates. They managed notifications related to new applications or renewal of halal certificates and MYeHALAL updates for all products in each factory. Starting with information related to raw materials, exchange, or addition of suppliers from the Purchasing and Warehousing department, the use of new formulas from the R&D department or even the changes of packaging products from the Marketing department must be informed to them as it involves the halal certification process.
- 3) Production site control: The task of Production Executives in each plant is dealing with breakdowns, trial runs, operation issues, personnel issues, process parameters and others. It is in line with the halal technical scope. As a Halal Executive, they also

need to be responsible for any Shariah critical issues where they have to supervise all the activities in the production, be sure that the raw materials received are registered, certified by a halal certification body recognized by JAKIM, also conduct internal halal audits once in a year.

Therefore, the three informants informed that the duties managed by the Production Executive as Halal Executives are adequate and not too burdensome for them. During the observations, no problems arose involving their failure to conduct both responsibilities in each factory. This shows that the strategies implemented by G Bakeries are very encouraging in maintaining the halal quality of products.

Second strategy: Training and Development Programs

As highlighted before, the currently appointed Halal Executive also deals with another job scope as a Production Executive. G Bakeries has taken the initiative to conduct internal training for Halal operation coordination. In addition, during this study, researchers also participated in G Bakeries's halal training for the internal halal audit. Based on the observation, they made a good approach to using hands-on activities, such as giving the participants to work in a group, preparing an audit checklist for each department, auditing the department, and presenting the findings in class. The researcher also thinks it would be a broad experience for the staff if they could do a crosscheck department audit to help them understand each other more and improve their communication, especially during decision-making situations.

Hands-on learning engages individuals in physical activities related to the subject matter. This approach contrasts with traditional methods like lectures or reading materials, where learning is primarily passive. Studies showed that active learning methods, including hands-on activities, can significantly enhance student engagement and learning outcomes (Freeman et al., 2014; Dhanapa & Shan, 2014; Borhan et al., 2024).

Third strategy: Appreciation Incentives

The third solution strategy is to give awards to workers, especially Halal Executives. As G Bakeries informed them, the Production Executive appointed a Halal Executive and was given an allowance of RM150. However, on the employees' side, they feel that the allowance is inadequate compared to the responsibilities they must perform. From the perspective of the researchers, instead of increasing the allowance, they should consider giving them some extra holiday or additional break time because they must attend various halal trainings, some of which exceed their working hours and take their off-day period. Vogelsang (2022) found that extra time off led to employees working harder and being happier with their jobs. In contrast, giving employees more money did not change how they worked or felt about their jobs.

CONCLUSION

Halal compliance is paramount for companies operating in food, cosmetics, pharmaceuticals, and logistics industries, where adherence to Islamic dietary and ethical standards is required. By investigating coordination challenges and opportunities within factory settings, the study sheds light on the complexities involved in ensuring Halal compliance. This includes issues related to communication gaps, conflicting priorities, resource constraints, and regulatory requirements. Understanding these challenges is crucial for stakeholders, including Halal executives, factory managers, policymakers, and certification bodies, as it provides insights into areas where improvements are needed to strengthen Halal compliance processes.

The study's findings offer practical recommendations and strategies for companies to improve their Halal certification processes. These insights may include best practices for

enhancing coordination among Halal executives, optimizing Halal compliance workflows, leveraging technology solutions, and implementing training programs to enhance Halal awareness and expertise among staff. By implementing these recommendations, companies can streamline their Halal certification processes, reduce non-compliance risk, enhance consumer trust, and gain a competitive edge in Halal-sensitive markets. Furthermore, the study's actionable insights can contribute to developing industry standards and guidelines for Halal compliance, fostering stakeholder collaboration and promoting uniformity in Halal certification practices across different sectors and regions.

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