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## Framework of Quality Assurance Management Model for Halalan Toyyiban of Food Products With The Halal Jakim Certification

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### Abstract

The *Halalan Toyyiban* food quality system technically has used both conventional and *halal* standards to control quality. This serves as a greater impact on both technical and *Syari'ah* elements to enhance the marketability of *Halalan Toyyiban* food items locally and globally. Scenarios of non-Shariah compliance of raw materials used had a great impact on Muslim consumers curiosity on the status of halal food product sold in the market. The population of this study was certified halal food manufacturers in Malacca and the sample was randomly selected. Data was collected through a structured questionnaire.

**Keywords:** Total Quality Management, Halalan Toyyiban, Halal Food Product, Halal Certification

### Introduction

The halal certified food product industry is a lucrative market segment for food manufacturers. This is because the demand for such product outpaces the supply. However, the incidences of non-Shariah compliance of food products with the Jabatan Kemajuan Islam Malaysia (JAKIM) halal certification sold in the market have negatively impacted consumer confidence on halalan toyyiban of such products. Hence, this study will examines framework of the quality assurance management model which can assure halalan toyyiban. In order to achieve the objective of this study, quantitative study will be carried out. A survey will be employed to achieve the objective of this study. As such, the questionnaire will be developed from related literature. SMEs food manufacturers which has been granted with the JAKIM halal certification will be targeted as respondents in this study. SPSS used to analyse the data collected and findings of this study will explain on the framework which can assure halalan toyyiban of food products with the JAKIM halal certification. The research model also will serve as a foundation to policy makers to propose the model to food manufacturers.

### Problem Statement

Scenarios of non-Shariah compliance of raw materials used had a great impact on Muslim consumers curiosity on the status of halal food product sold in the market. For an example, in May 2014, the two Cadbury chocolate products namely Cadbury Dairy Milk and Cadbury Dairy Milk Hazelnut Roasted Almond were found to contain non-halal materials (e.g. porcine).

Responding to this incidence, Muslim consumers in Malaysia urged that serious action should be taken by JAKIM to suspend the products from being sold in the market (Mohamed et al., 2016). During the month of Ramadhan in 2010, under halal food laws, JAKIM has filed a legal suit against 50 hotels because of the doubtful raw materials used, doubtful sources of raw materials and there is a direct contamination between halal and non-halal materials at their food premises (Ab Halim et al., 2014). Rezai (2008) reported that halal food products such as sesame seed oil, peas, chili sauce, biscuits and canned sardines were found displayed on the same shelves with pork. According to MS 1500:2009 standard, to avoid any direct contamination between halal and non-halal items, halal food should be segregated from resources that are non-halal.

Furthermore the incidence of halal food product which are prepared in unhygienic practices will lead to the Muslim consumer's curiosity towards the halalan toyyiban of food product with halal certification. For instance Penang's city council has shut down popular Line Clear Nasi Kandar restaurant for two weeks after discovered pests on its premises. The council also found live and dead rats in the premises, along with cockroaches (Sukumar, 2017). Others incidences related to unhygienic of halal food product was reported by (Yusoff, 2017). According to him, 297 cafe of Secret Recipe was failed to implement good hygiene practices (GHP) at their premises. As mentioned by Halal Hub Director of Jabatan Kemajuan Islam Malaysia (JAKIM), these premises were failed to follow the elements of hygiene and sanitation practices as stipulated in MS 1500:2009. As a consequences, their halal certification was suspended until the correction action will be taken by the café operators. Abu Hassan (2014) reported that halal certification for one of the factory which produced bread in Ipoh has been suspended by JAKIM. This is because the factory were found to be unhygienic. Based on the abovementioned issues, Che Din and Daud (2014) urged halal food manufacturers to implement quality management if they want to produce Shariah compliance of halal food product. Furthermore, Abdul Talib et al (2013) recommended that quality management practices and Shariah elements in the halal food production process should be implemented together if food manufacturers want to continuously produce safe and Shariah compliance of the halal food products. But, the implementation of these practices among food manufacturers in Malaysia is still low (Che Din & Daud, 2014; Abdul Talib et al., 2013). According to Anuar et al (2013), they stated that not all companies especially SMEs in Malaysia can successfully implement quality management. This is because SMEs was labeled as business enterprise which faced lack of knowledge, lack of skills and lack of business resources. As such, this study intends to explore framework of quality assurance management model which can assure halalan toyyiban of halal food product

## **Literature Reviews**

### **Quality Assurance Management Model**

The evolution of food quality inspection in food company has shifted from the traditional method to the total quality management method. Previously, during the Middle Ages in Europe, the quality of food products will be determined based on the output of final food products. Certain desired characteristics will be measured, examined and compared to assess the conformity of the final food products. For example, bread was tested based on grain quality, weight and amount of the butter. Then, in the middle of the eighteenth century, responsibility to determine the quality of the final food product was assigned to the quality department. The quality inspector is responsible to handle and monitor the quality of food products in the production plant. To any non-conforming product, the quality inspector will

remove it from the production line and the quality of food products was achieved through removing defect products by inspection. So, the objective of the food production process was based on quantity and not on quality because the manufacturing process was driven by technology and not based on customer's needs and wants (Evans & Lindsay, 2004). Due to the complexity of the agri-food supply chain and consumers desire for safety and quality of food products have increased as well, quality control and quality improvement was used at the beginning of the 20th century. Quality control forms the basis of several quality assurance systems. Meanwhile quality improvement encompasses basic principles of TQM and ISO9001 standard. The implementation of quality control and quality improvement method is to assure quality of food products by reduction of uncertainty and variability in the design and manufacturing process. Hence the focus of food production process was changed from quantity orientation to customer orientation (Luning et al., 2006).

Nowadays, the scenario of food safety incidence such as food borne diseases and illnesses that result from the intake of contaminated food by consumers have a great impact on consumer awareness towards safety and quality of food they consumed. As a result, food safety becomes a serious public health issue among consumers. Therefore to convince consumers about the safety of food products they consumed, food manufacturers are required to be more transparent in sharing their food safety practices. This can be done by implementing the quality assurance model by food manufacturers which was developed by Holt & Henson (1999). Holt & Henson (1999) conducted a study to analyze linkages between food safety system, ISO 9001 and total quality management (TQM) practices towards assuring safety of fresh meat products. Based on semi structured interview with nine food technical managers of small food companies, the results indicated that HACCP should be jointly implemented with ISO 9001 to ensure the safety of fresh meat products. The results of this study also indicated that the successful implementation of combined HACCP and ISO9001 depend on TQM practices. Hence the study by Holt & Henson (1999) revealed that TQM, ISO 9001 and food safety system are an instructive framework to form quality assurance model of fresh meat products. Hence, this study concluded that the quality assurance management model by Holt & Henson (1999) (figure 1.0) can provide a framework for food manufacturers in assuring halalan toyyiban of halal food products.

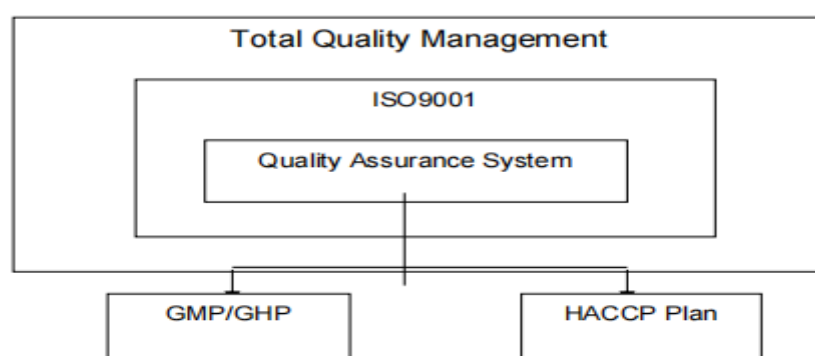


Figure 1.0 Quality Assurance Management Model in Food Companies (Source: Holt & Hensen, 1999)

### Quality Assurance Management Model for Halalan Toyyiban of Halal Food Product

Halalan toyyiban merely means allowed and permissible for consumption in relation to Shariah law as long as they are safe and not harmful. The opposite of halal is haram/ non-halal which means forbidden and prohibited. Any food or drink which lies within the grey area

and does not fall clearly under the halal or non-halal category was classified as 'Syubhah', alternatively called questionable or dubious. In this category, until the status becomes clear, Muslims should avoid consuming Syubhah food or drinks (Riaz & Chaudry, 2004). Halalan toyyiban does not stop at the Islamic way of slaughtering of animals. But it is more holistic concept where safe and hygienic guidelines must be adhered by manufacturers. This concept must be implemented starting from farm until it reaches to the table of consumers (Bidin, 2013). According to Marzuki et al (2012), the trust and safety are two attributes of halal certification which must be fulfilled by food manufacturers if they want to ensure halalan toyyiban of halal food product. Halal food does not only encompass Shariah compliance of ingredients, but also covers the concept of halalan toyyiban of food as well. According to Ali (2005), toyyib means wholesome, pure, and clean and nourishing and toyyibbah means wholesome because it is safe to consumer health (Yaakob et al., 2007). Currently, the implementation of Shariah standards for halal food products by food manufacturers was related to production, packaging, storage and transportation (Janis, 2004). In relation to the issues of non-Shariah compliance, Che Din & Daud (2014) urged halal food manufacturers to implement total quality management (TQM) practices if they want to produce Shariah compliance of halal food product. Furthermore, Abdul Talib et al (2013) recommended that TQM practices and Shariah knowledge in the halal food production process should be implemented together if food manufacturers want to continuously produce safe and Shariah compliance of the halal food products. Hence, based on recommendation by Che Din & Daud (2014) as well as Abdul Talib et al (2013), conceptual framework in this study was adapted from (Brah et al., 2002; Prajogo, 2005; Kafetzopoulos & Gotzamani, 2014). Figure 1.1 presented conceptual framework in this study.



Figure 1.1 : Conceptual Framework of Quality Assurance Management Model for Halalan Toyyiban of Halal Food Product. (Adapted from Brah et al., 2002; Prajogo, 2005; Kafetzopoulos & Gotzamani, 2014)

### Underpinning theory

#### Resource Based View (RBV) Theory

This theory was introduced by Penrose in year 1959 when the author suggested that firms are institutions which consists of a pool of resources or an organised combination of competencies (Teece, 1982; Wernerfelt, 1984; Hodgson, 1998). Penrose (1959) explained that:

“a firm is more than an administrative unit; it is also a collection of productive resources the disposal of which between different uses and over time is determined by administrative decision. When we regard the function of the private business firm from this point of view, the size of the firm is best gauged by some measure of the productive resources it employs.” The idea of RBV was mainly focused on how an organization utilizes its resources in order to achieve the superior performance. In other words, RBV tries to examine the relationship between the internal characteristics and the performance of an organization (Barney, 1991). According to Wernerfelt (1984), the two basic underlying assumptions this theory holds are:

a) the resources are distributed heterogeneously across organizations. This assumption implies that the resources will not be considered as a source of competitive advantage to the organization if the competitors also owned similar resources or capability. In RBV, heterogeneity exists in the performance mainly because of the ownership of resources that produces different productivity (Makadok, 2001).

b) the resources cannot be easily transferred from one organization to another organization without incurring costs. According to this assumption, if an organization wants to acquire a resource, they have to allocate a certain amount of resources due to the high cost of developing, acquiring or using the resources. Hall (1992) postulated that resources can be categorized into two dimensions; a tangible and an intangible resource, the latter is categorized into assets and skills (capabilities). In order to categorize resources, Galbreath (2005) has adopted Hall's (1992) resources dimensions where he categorized it into tangible resources, intangible resources and capabilities.

### **Tangible Resources**

Tangible resources can be defined as factors that can be observed physically, can be controlled by the firm and has financial value. In other words, tangible resources is something that can be touched, seen and measured by the accounting standard (Amit & Schoemaker, 1993). According to Grant (1991), buildings (e.g. factories, offices, warehouse, stores and showroom), equipment (e.g. tool, pieces of machinery, other physical factors used to conduct a business, transportations or delivery) and land (e.g. location where the production or investment is being held) are three categories of tangible resources. Galbreath (2005); Grant (1991) refers tangible resources as fixed and current assets such as plant, equipment, land, other capital goods and stock, debtors and bank deposits. Galbreath & Galvin (2008) further stated that firm's physical and financial resources are two components of tangible resources. Financial resources are defined as the capability of the firm to get access to its external finances and also how the firm allocated its internal financial resources in order to maximize the return on its investment. Meanwhile, physical resources refers to size, location for land and buildings, technical sophistication, plant, equipment and stock of raw materials. Tangible assets may create competitive advantages to the firm, but the duration of sustainability may be shortened than intangible assets. This is because tangible assets can be bought and sold at prices equal to their economic value. In addition, tangible resources can be a source of competitive advantage to the firm as effective utilization of it will create barriers for duplication from competing firms.

### **Intangible Resources**

The idea of intangible resources is basically referring to something that cannot be perceived or measured and much more difficult to define (Blair & Wallman, 2001). Due to the ambiguous definition on how to categorized intangible assets, Hall (1992) has categorized it into three different facets namely; intellectual property assets, organizational assets and reputation assets. An intellectual property asset consists of trademarks, design, patents and copyrights. These resources can create barriers to the competing firms because it has its own legal protection (Hall, 1992). Held-in-secret technology, patterns and contracts are other types of intellectual property (Schroeder et al., 2002). Organizational assets may also be an assets to the organization because it can create a barriers for replication by competitors (Fernandez et al., 2000; Barney, 1991). Culture, human resource management and organizational structure also can be categorized as an organizational asset (Barney, 1986). Reputational

asset is the third group of intangible resources. This resource comprises of companies reputation, customer service reputation and product or service reputation which will then reflect the credibility and the quality of the firms (Teece et al., 1997).

### **Capabilities**

Capabilities reflect the firm's know-how and knowledge capacity (Galbreath & Galvin, 2008; Galbreath, 2005; Grant, 1996). Capabilities can be a great source of competitive advantage to the firms (Grant, 1996; Day, 1994). Grant (1996) emphasized that, knowledgeable employee and manager will determine the success of the company. Day (1994) refers capabilities as a complex bundle of skills and accumulated knowledge, exercised through process that enables the organization to coordinate activities and utilize their assets. Meanwhile Hitt et al. (2007) denoted that capabilities were a capacity of a set of resources to perform a task or an activity in an integrative manner. Johnson, Scholes and Whittington (2008) indicated that capabilities are valuable, scarce and not easy to imitate. Day (1994) stated that capabilities will enable the organization to achieve their competitive advantage. Ma (2000) stated competitive advantage as the asymmetry or a differential feature among organizations that allows one organization to compete better than its rivals. David (2005) refers competitive advantage as a situation where a firm owns resources or capability that the rivals' organizations were unable to imitate or owned. Porter (1980) recommended that producing products at a lower cost and sell it at a cheaper price is a good strategy for a firm to achieve competitive advantage. Teece et al (1997); Day (1994) argued that capabilities as the highest order of resources which will create the highest levels of casual ambiguity and strong barriers for duplication. However, due to the fast moving and dynamic market environment, Teece et al (1997) extended the concept of capabilities into dynamic capabilities. Findings of Galbreath's (2005) indicated that capabilities contributed more to a firm's success than either the intangible or tangible assets. Idris (2011) stressed that capabilities can be achieved by the firms through a complex relationship between tangible and intangible resources in a period of time. Dynamic capabilities can be achieved later by the firm through reinventing their capabilities such as the capability to invent new products and processes in the organization. In relation to the recommendation provided by Abdul Talib et al (2013), this study will examine does resources (e.g. total quality management (TQM) practices) will influence capability (e.g. trust and safety attributes of halal certification). According to Reed et al (2000), TQM practices are within the internal resources of RBV theory because it creates a business strategy. Powell (1995) also confirmed that TQM practices can be categorized as an intangible resource because it is a process which cannot be imitated and with no equivalent substitute to achieve a competitive advantage.

### **Relevance to Government Policy, if any**

Currently, the implementation of Shariah standards for halal food products by food manufacturers is related to MS1500:2009 (Mohd, 2004). Hence, findings of this study can be a basis for Jabatan Kemajuan Islam Malaysia (JAKIM) to formulate a new policy related to quality assurance management aspect and types of food safety system that should be adhere by food manufacturers.

## Results

### Respondent Profile

The population of this study was certified halal food manufacturers in Malacca and the sample was randomly selected. Data was collected through a structured questionnaire. As shown in Table 1, the majority of respondents were from the SMEs industry (42) and followed by micro-enterprises (15). Their percentage was 73.7 percent and 26.3 percent respectively. In terms of the scheme of certification, a total of 54 respondents (91.5 percent) were categorized as food and beverages. Meanwhile three respondents (5.1 percent) were in the beverages only category and two respondents (3.4 percent) were in the food only category. In relation to the designation of respondents, most of the respondents were halal supervisors (36 respondents, 54.6 percent), followed by halal committee (21 respondents, 31.8 percent), production supervisors (8 respondents, 12.1 percent) and managers (1 respondent, 1.5 percent). Table 1 also shows the majority of respondents had operating experience of more than five years (47 respondents, 48.0 percent). In the meantime, thesecond highest respondents in terms of years of operating were between three to four years (40 respondents, 40.8 percent) and respondents with the number of operating experienced between one to two years were only 11 respondents with 11.2 percent.

Table 1

*Respondent Background Information*

Demographic	Frequency	Percentage
<b>Type Of Industry</b>		
Microenterprises	15	26.3
Small and medium industry	42	73.7
<b>Scheme of certification</b>		
Food only		
Beverages only	2	3.4
Food and beverages	3	5.1
	54	91.5
<b>Designation of respondent</b>		
Manager		
Halal committee	1	1.5
Halal supervisor	21	31.8
Production supervisor	36	54.6
	8	12.1
<b>Year Operating</b>		
1-2 years	11	11.2
3-4years	40	40.8
More than 5 years	47	48.0



Table 2

*Summary of Factor Analysis Results for TQM Practices*

Items	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
<p>Strategic Planning</p> <p>The vision and mission of our organization is to improve halal food/beverages sales</p> <p>Our organization believes that our halal food/beverages business strategy are linked to quality values</p> <p>Our organization has a written statement of halal food/beverages strategy</p>	<p>0.831</p> <p>0.726</p> <p>0.561</p>					
<p>Information Management</p> <p>Our organization regularly reviews on quality performance of halal food/ beverages</p> <p>Our organization has availability of sales performance figures for analysis and decision making on halal food/ beverages</p>		<p>0.828</p> <p>0.710</p>				
<p>Top Management</p> <p>Top management learns quality- related concepts of halal food/ beverages and skills of the halal certification process</p> <p>Top management actively participates in the halal</p>			0.825			

food/beverages procedure			0.714			
<p>Process Management</p> <p>Employees are encouraged to develop new and innovative ways for better performance in producing halal food/beverages product</p> <p>Employees work as a team in producing halal food/beverages product but guided by clear goals</p> <p>Employee understand their respective roles in producing halal food/beverages product</p>			0.839			
				0.824		
				0.526		
<p>Customer Focus</p> <p>Customer Focus Halal food/beverages quality-related customer complaints are treated with top priority</p> <p>Suggestions from customers who bought halal food/beverages product is an input to our organization</p> <p>Our organization always conducts halal food/beverages market research in order to collect suggestions for</p>				0.770		
					0.725	
					0.514	

improving the quality our products						
Human Resource						
Employee satisfaction in producing halal food/beverages product is formally and regularly measured						0.626
Our organization has encouraged training and development on the halal certification system and its application process for all our employees						0.648
Our organization has maintained both “top- down” and “bottom- up” communication process in producing halal food/beverages product						0.632

### Conclusion

Even though the importance of Shariah compliance of halal food products these days has been extensively acknowledged in the literature, there is little and most likely no previous study that had examined the multidimensionality of TQM practices for halalan toyyiban of halal food products. This research explored the gaps and findings of this study indicated that strategic planning, information management, top management, process management, customer focus and human resource are six dimensions of TQM practices which could be implemented by certified halal food manufacturers in Malaysia. However, in this study, there are some limitations that give rise to a number of suggestions for future research. Given the small sample size represented in this study, it is recommended that future research further analyzes a broader sample size.

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