

*Review article*

## Halal Industry's Organizational Performance Factors: A Systematic Literature Review

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### ABSTRACT

The global Halal industry is one of the world's fastest-growing consumer segments, as evidenced by substantial research and published papers. This paper aims to identify and characterize the factors that influence organizational performance in companies within the Halal industry. It also offers an overview of the factors influencing companies' organizational performance in various Halal industry sectors. A systematic Literature Review

(SLR) of the Web of Science, Scopus, Emerald, and Science Direct databases guided by PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analyses) protocol was used to analyze the data. The electronic database's search results included articles focused on halal certification, halal product development, and supply chain management. A methodical review of these articles found four main factors that influence the organizational performance of halal companies: 1) the

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strategic management of Halal business, 2) the management of Halal requirements, 3) the understanding of consumer demands, and 4) the creation of the best organizational environment. This review provides detailed guidelines based on important research findings on how Halal organizations can manage and excel in their businesses. As a result, companies can better minimize the effect of volatile, uncertain, complex, and ambiguous (VUCA) environments in managing the business.

*Keywords:* Consumers' demand, halal, management strategies, organizational conduct, systematic literature review, VUCA

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## INTRODUCTION

Halal (permissible) and Thoyyibban (wholesome) are two (2) basic pillars in Islam, and their revelation has been clearly stated in the Holy Quran (Al-Baqarah, 2:168-174). Halal is derived from an Arabic word, meaning means "allowed" or "permitted" according to Sharia (Islamic) law (Lokman, 2001; Noordin et al., 2009; Sadek, 2006). Thoyyibban, on the other hand, means top quality, safe, clean, nutritious, and authentic (Sadek, 2006). Even though Halal is commonly related to food, the global Halal industry has expanded beyond food and beverages, venturing into other sectors such as tourism, pharmaceuticals, logistics, and cosmetics. As a result, the current Halal market share skyrockets, reaching a 1294.5 million US dollars value in 2020, despite the global COVID-19 pandemic. This value is expected to reach 1911.3 million US Dollars by the end of 2026, growing at a Compound

Annual Growth Rate (CAGR) of 5.7 % from 2021-2025 (Industry Research, 2020).

Numerous aspects have influenced the organizational performance of the organization in the Halal industry. Supply Chain Management, the activities over the breadth of a complete system of distributing and adding value to products that starts from raw material to finished products, has been a constant focus by researchers as determinants to corporate efficiency (James & Mbang, 2012). As Malaysia is committed to being a holistic global Halal hub, Halal organizations need to be resilient, sustainable, and well-performed in the market to achieve this status (Abdullah & Oseni, 2017). Consumers nowadays are also empowered by advanced information technology and the knowledge economy; thus, a demand for high-quality goods and services has always been a key issue (Annabi & Ibidapo-Obe, 2017). Therefore, this article focuses on these aspects that previous scholars highlighted as influencing the organizational performance of Halal industries to clarify this interest. Although there are numerous studies on the performance of the organizations in the Halal industry, the effort to review these studies is not emphasized systematically. This article aims to identify and characterize the factors that influence the organizational performance of companies in the Halal industry and provide an overview of the factors influencing the organizational performance of companies within various sectors of the Halal industry. In addition, this paper aims to fill an important gap in the literature by providing a systematic review

focusing on organizational performance in the Halal industry as most of the available reviews in this area have mainly focused on Halal chain management and Halal certification (Omar et al., 2015; Syazwan et al., 2016).

The literature study was guided by the research question to develop a relevant systematic review—What factors influence companies' organizational performance within various Halal industry sectors? As a result of the research question, this study focuses on the numerous factors contributing to the Halal sector stakeholders achieving good organizational performance. This study does not focus on a specific geographical region but rather aims to capture and characterize all relevant factors in an open market.

## **METHODOLOGY**

The systematic literature review has contributed significantly to the social sciences field (Ao & Huang, 2019). This study explores factors that influence organizational performance discussed through a systematic review, where the method starts to set its foundation in Social Sciences research (O'Keefe & Jensen, 2009; Pelozo & Shang, 2011). In comparison to conventional literature reviews, which involve manual selection of articles (handpicking), systematic literature reviews provide a more robust structure for identifying studies in a specific research area, owing to their comprehensive components, which include a systematic search strategy, predetermined inclusion, and exclusion

criteria, and article quality assurance, which is a content analytic process conducted by more than one reviewer. Hence, a systematic review aids in the identification of relevant articles through a preliminary screening of many articles and pooling them to the very least number of articles that truly focus on the topic of study. Moreover, the methodology and results from a systematic review can be objective-oriented, reproduced, and reliable (Moher et al., 2009).

In this paper, the systematic review is developed based on this main research question: What factors influence organizational performance in the various sectors of the Halal industry? Therefore, the primary focus of this study is to identify the influential factors of organizational performance. In addition, the next section also discusses the need to conduct this systematic review and justify the approach applied in answering the research question. Following that, we focus on the systematic review process and its synthesis of scientific literature to identify, select, and evaluate relevant research. The final segment gives recommendations and conclusions on how these current discussions can expand the body of knowledge and improve the organizational performance of the Halal industry.

### **The Need for Systematic Literature Review**

Petrosino et al. (2001) defined systematic review as the process of identifying, combining, and evaluating all accessible

data to generate a robust, observationally determined response (quantitatively and qualitatively) to address a study's formulated research question. A systematic review has the upper hand regarding its qualities compared to the conventional literature review style. This review style provides a more structured and established process in retrieving, which effectively widens the area of research to be covered and provides more definite objectives capable of controlling research bias (Shaffril et al., 2019). In addition, a systematic literature review is also capable of clarifying a researchers' direction in getting high-quality pieces of evidence with significant results. However, no systematic literature review has been undertaken to collect and synthesize previous findings as far as the focus of this study is concerned.

The systematic literature review can be considered a new methodology in Social Sciences since a limited number of studies using the method are conducted within the area (Shaffril et al., 2019). Most studies focused on hard sciences research areas (Babatunde et al., 2017; Rifkin et al., 2018), and in the western context (Brunetta & Caldarice, 2019; Rohat et al., 2019; Sanchez et al., 2018; Thaler et al., 2019). As Islam is one of the world's fastest-growing religions (Essoo & Dibb, 2004), understanding the Halal industry in all western and non-western contexts is deemed crucial.

The Halal industry promises a massive opportunity for businesses since there is a significant growth in its population. According to Pew Research Center (2017, 2019), the Muslim population will increase

by 70%, from 1.8 billion in 2015 to nearly 3 billion in 2060. The Muslim population is expected to grow at about twice its rate than the non-Muslim population over the next two decades, as shown by an average annual growth rate of 1.5% for Muslims compared to 0.7% for non-Muslims. As a result, Muslims will comprise 31.1% of the world's total projected population (10.2 billion) in 2060. Due to this projected growth, the demand for Halal products and services is expected to grow exponentially. In 2020, the global Halal market was valued at 1294.5 million US dollars, and by 2025, the market will have increased by 47.65%. Indeed, the global market demand for Halal products and services has a significant impact on the growth of the domestic Halal food industry in Malaysia. Based on this scenario, it is plausible that high demand for Halal food would increase the supply of Halal certification and logos, making Halal certification more important than before. Halal certification informs Muslims that they can lawfully consume its products and services under the Shariah principles. This information promotes consumers' confidence and prevents confusion on the Halal status of a particular product (Sadek, 2006).

The above discussions have highlighted some important points that triggered the need for reviewing the significant factors for organizational performance in the Halal industry. Therefore, this paper aims to systematically review the relevant literature and fill the gap by examining empirical findings from past literature that

discussed significant factors contributing to organizational performance. Thus, this study synthesizes past findings to provide readers with an answer to the research question. Furthermore, it gives a compassing pattern on the trends that contributed to the performance of the organizations in the Halal industry, which is significant due to the scarcity of existing research on this topic. In addition, the study can guide future researchers to reproduce the study, improve understanding, and analyze the wide range of information aligned with the continuum of time and changes in the paradigm.

Special attention is given to literature from the studies based on Asian countries since most Muslim countries are in the Asia Continent. Thus, through this systematic literature review, past literature was gathered and extracted to acquire the essence of the influential factors that significantly influenced the organization's performance in the Halal industry.

### **Review Protocol (PRISMA)**

PRISMA or Preferred Reporting Items for Systematic Reviews and Meta-Analyses is one of the publication standards used to conduct a systematic literature review. At a glance, publication standards are required to guide the authors to systematically evaluate and examine a review's quality and rigorousness (Shaffril et al., 2019). In addition, PRISMA emphasizes utilizing reviewed reports that evaluate random trials as the foundation in reporting systematic reviews for other types of research (Moher et al., 2009).

PRISMA is a popular methodology in medical research. Still, it is equally appropriate for social science research due to its ability to precisely define, guide, and answer research questions (Sierra-Correa & Kintz, 2015). At the same time, PRISMA can help further build the inclusion and exclusion criteria to narrow down specific criteria relevant to a study. Furthermore, using PRISMA can help examine a massive database of literature at a given time and allow for a precise search of keywords related to organizational performance in the Halal industry.

**Resources (Databases Included).** This literature review process was conducted using two primary databases, namely Web of Science (WoS) and Scopus considering the database is robust and covers more than 256 fields of studies, including Social Science. Specifically, Scopus indexes a total of 4345 journals related to Social Science and business management, and WoS indexes a total of 4938 journals related to Social Science and arts/humanities. In addition, other databases included in this review (Emerald Insight and ScienceDirect) were utilized to broaden the literature search to retrieve as many articles as possible, as more databases are fundamental to increasing the likelihood of obtaining relevant articles (Younger, 2010).

### **Strategic Systematic Searching for Articles Selection Process**

**Identification.** The systematic review process in selecting relevant articles to

answer the research question consists of three main phases. The first phase is identification, which begins with the determination of keywords, followed by synonyms identification for the keywords. Next, the keywords were expanded by consulting thesaurus, dictionaries, encyclopedias, and previous studies.

Following that, search strings were developed to be used in systematic strategic searching throughout all the databases featured (Figure 1). Through the developed search strings, 131 articles were identified. This number was further reduced through the remaining processes and during the removal of duplicate articles.

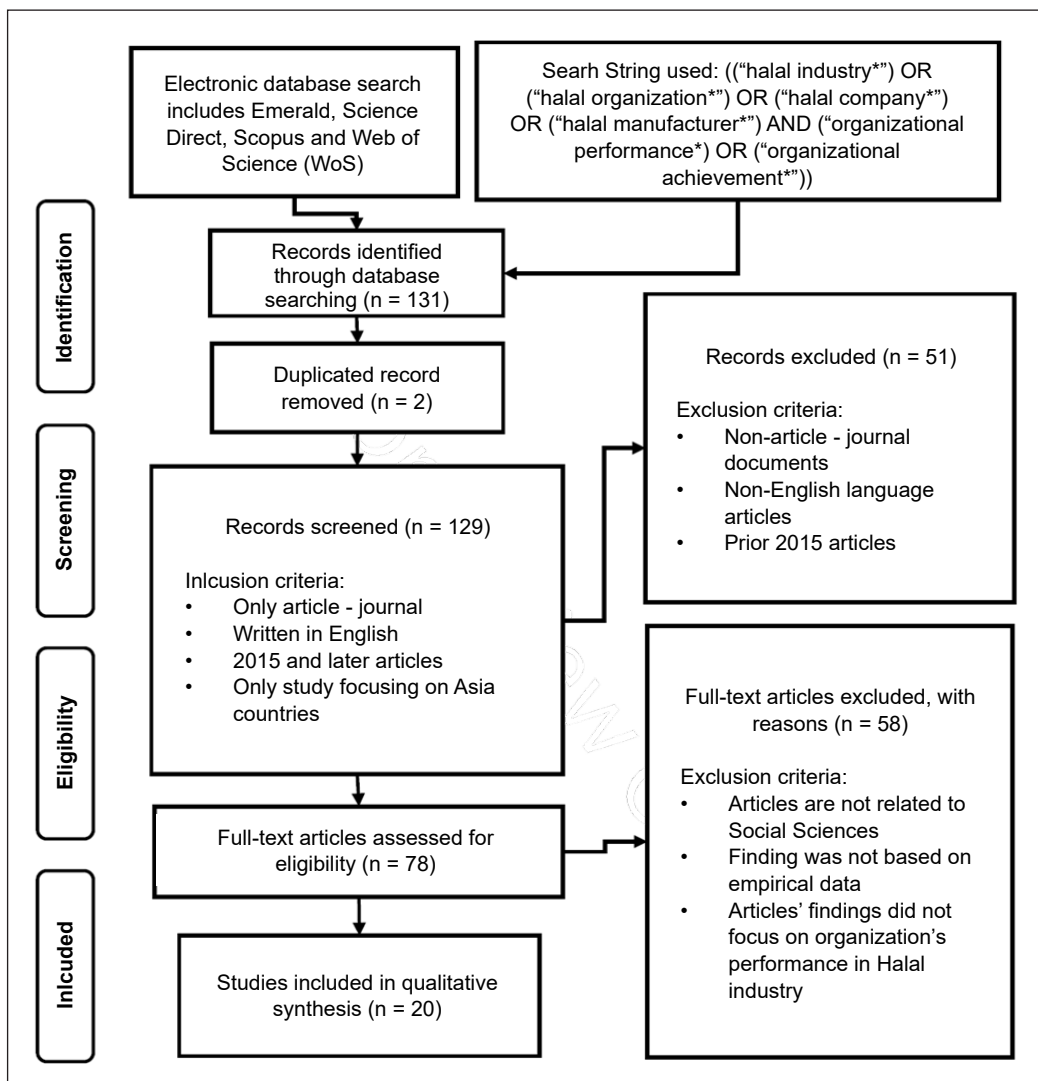


Figure 1. Review protocol used in this study (adapted from Moher et al., 2009)

Note. This figure is the application of PRISMA to the qualitative synthesis of published studies (as reprinted in Moher et al., 2009).

**Screening.** In the previous process, the articles were identified through systematic strategic searching using the developed search strings and removing duplicated articles. Two articles were excluded for duplication in this review, and 129 articles were screened to determine inclusion and exclusion criteria in the second stage. The first criterion was to limit the search to journals (research articles) written in English only. Conventionally, English publications have been the principal source of empirical data. Also, we excluded other types of publications, such as systematic reviews, reviews, conceptual papers, meta-analysis, meta-synthesis, book series, books, book chapters, and conference proceedings.

Further exclusion of articles was made based on publication years. This study only selected articles published between the year 2015 until 2020. Furthermore, only studies from Asia Continent countries were included since the demography represents most Muslim populations. Lastly, this study only selected articles published in Social Sciences to increase the possibility of retrieving related articles. Overall, a total of 109 articles were excluded based on these criteria.

**Eligibility.** A total of 78 articles were selected for the third stage, known as eligibility. In this stage, we examined the titles, abstracts, and the screened articles' main contents to ensure that they fulfilled the inclusion criteria and are fit for the study. After the screening process, a total of 58 articles were excluded because they did not highlight findings related to Social

Sciences. They were not based on empirical procedures, and the findings' themes did not focus on organization performance in the Halal industry. After going through all the stages of the systematic search and selection procedure, 20 articles were selected. All papers chosen were representative of all sectors of the Halal industry, which is the context that this study aims to address in detail using an empirical technique for article selection.

**Quality Assurance.** In ensuring the integrity of the selection process, all confirmed articles were subjected to a quality assurance process. In this process, all selected articles were evaluated using the PRISMA checklist by evaluating members. Four members were selected from related areas such as Halal study, organizational communication, and brand study. For an article to be included in the meta-analysis process, evaluating committee members must reach a consensus. Disagreements were discussed thoroughly to decide the validity of articles to be included. This process was fundamental to ensure the selected articles met the criteria that have been outlined. The final set of articles is confirmed when all evaluating committee agrees. Thus, the quality assurance process was able to solidify the justification for the selected articles (Shaffril et al., 2019).

The above diagram shows the conducted systematic review using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). Electronic databases were used to conduct literature searches with a variety of keywords to

identify articles. All articles were identified by scanning the reference lists of publications recovered within four databases: Web of Science, Scopus, Emerald, and Science Direct. All articles that were selected after the eligibility process is from the year 2015 until 2020. We confirmed the final set of articles after the qualitative synthesis that matched them with the highlighted characteristics.

## RESULTS

As for the geographical area covered (Figure 2), it has been identified that 11 previous studies were conducted in Malaysia (Abdullah & Oseni, 2017; Ab Talib & Ai Chin, 2018; Ab Talib et al., 2017; Baharuddin & Ismail, 2018; Elias et al., 2017; Karia, 2019; Othman et al., 2017; C. N. L. Tan et al., 2017; K. H. Tan et al., 2017; Supian et al., 2019; Zailani et al., 2019), three studies were conducted in Indonesia (Hendayani & Febrianta, 2020; Katuk et al., 2020; Ratnasari et al., 2020), one study was conducted in Iran (Fard & Amiri, 2018), one study was conducted in India (Khan et

al., 2019), one study was conducted in the Philippines (Salindal, 2018). In addition, one study focused on Middle East countries (Liat et al., 2020). Furthermore, two studies were conducted in cross-geographic areas: Malaysia-Pakistan (Butt et al., 2017) and Malaysia-Indonesia (Rahman et al., 2017).

As highlighted in Figure 3, the selected articles were spread within four publication years. Seven articles were published in 2017 (Ab Talib et al., 2017; Butt et al., 2017; Elias et al., 2017; Othman et al., 2017; Rahman et al., 2017; K. H. Tan et al., 2017; C. N. L. Tan et al., 2017), six were published in 2018 (Abdullah & Oseni, 2017; Ab Talib & Ai Chin, 2018; Baharuddin & Ismail, 2018; Fard & Amiri, 2018; Khan et al., 2019; Salindal, 2018), three published in 2019 (Karia, 2019; Supian et al., 2019; Zailani et al., 2019), and four articles were published in 2020 (Hendayani & Febrianta, 2020; Katuk et al., 2020; Liat et al., 2020; Ratnasari et al., 2020).

According to the publications selected, past studies on the Halal industry have explored six distinct industry sectors, with most articles (9) focusing on food

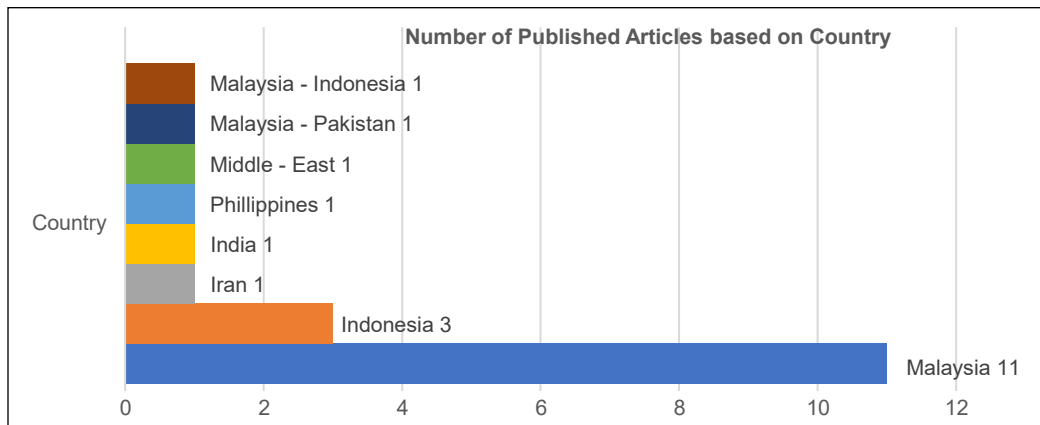


Figure 2. Countries where the studies were conducted



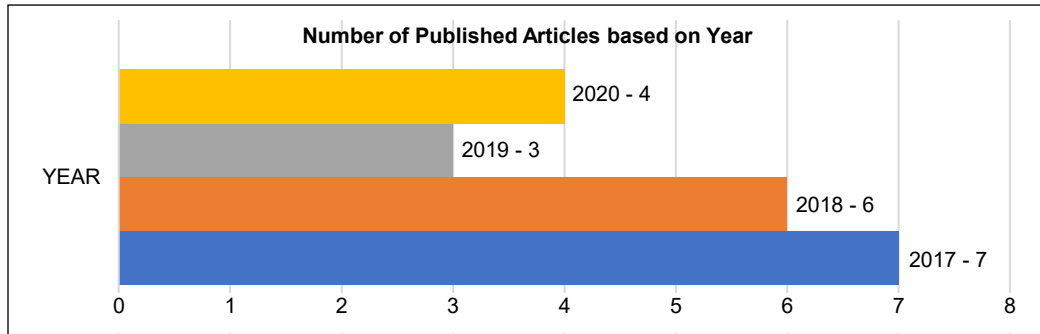


Figure 3. Year of publication

manufacturing, followed by articles on the Halal industry (4), Islamic finance (2), one each on Multinational Corporations (MNCs) and Halal logistics, and three on Halal tourism. Two of the business areas mentioned: food manufacturing and Halal industry, are the biggest market for the Halal industry in 4 Southeast Asian countries led

by Malaysia. In addition, Indonesia, the world's most populous Muslim country, has made Halal tourism a major focus of their research. It demonstrates that Sharia-compliant business models and Halal certification are critical components of the Halal industry. Table 1 summarizes all articles based on the business areas covered.

Table 1  
Business area covered and country

Authors	Business Area Covered	Country
Ab Talib et al. (2017)		
Ab Talib and Ai Chin (2018)		
Baharuddin and Ismail (2018)		
Elias et al. (2017)		
Fard and Amiri (2018)	Food Manufacturing	Malaysia, Philippines & Iran
Salindal (2018)		
K. H. Tan et al. (2017)		
Zailani et al. (2019)		
Hendayani and Febrianta (2020)		
Khan et al. (2019)		
C. N. L. Tan et al. (2017)	Halal industry as a whole	Malaysia & India
Othman et al. (2017)		
Supian et al. (2019)		
Abdullah and Oseni (2017)	Islamic Finance	Malaysia & Indonesia (Cross-study)
Rahman et al. (2017)		
Butt et al. (2017)	Multinational Corporations (MNCs)	Malaysia & Pakistan (Cross-study)
Karia (2019)	Halal logistics	Malaysia
Ratnasari et al. (2020)		
Katuk et al., (2020)	Halal tourism	Indonesia & Middle East countries
Liat et al. (2020)		

## **Main Findings**

One hundred and thirty-one published studies were identified in the systematic search, with a final set of twenty articles adopted for qualitative synthesis. The table below summarizes the characteristics of each study (research approach, data analysis, and findings). In addition, this narrative summary is provided to guide readers through the selected articles' findings and themes.

Based on the findings from the prior studies, four themes and eighteen sub-themes have been established in Table 2. The themes and sub-themes were then summarized and tabulated in Table 3.

According to the summary table above, the past literature has been classified into four major themes and their associated sub-themes. Table 4 below explains in detail each sub-theme that the findings in all selected articles have represented to offer readers a better understanding.

## **DISCUSSIONS**

All selected articles in this study discuss the fundamental factors of organizational performance across all business areas in the Halal industry since this is the study's main objective. Thus, 18 out of the 20 articles chosen were quantitative in approach, while two were qualitative. Within the final selection, four themes: management and strategies, Halal, consumers' demand, and organizational environment were constructed from the articles' findings, which established that the four themes are the main factors that significantly influenced all business areas in the Halal industry.

## **Strategizing the Halal Business**

Overall, ten of the twenty selected articles emphasize the importance and significant relationship between management and strategies and organizational performance in the Halal industry. The management and strategy's theme is divided into seven sub-themes highlighted in Table 4. Quality is the first sub-theme, and it refers to recognizing good management practices, such as ISO 9001 and HACCP, apart from MS1500 certification, compulsory for the Halal industry, especially in food manufacturing.

Second, marketing refers to the marketing strategy employed to observe consumers' patterns and trends that are heavily influenced by their purchasing behavior. Therefore, to ensure that the organizational performance stays relevant in the market, it needs to follow the latest trends and attributes of the consumers' purchasing behavior. For example, in the Halal industry, most consumers are from the Muslim community, in which religious identity is the biggest influence on their purchasing behavior. Therefore, by ensuring that the Halal status of products stays updated with current requirements, consumer confidence can be retained or enhanced.

Third, the leadership style practiced by the top management is crucial in determining an organization's direction and ensuring the organization's relevancy in the competitive market. However, past findings on leadership styles indicate spirituality as a trait a strong and diverse leader must possess.

Table 2  
Outcomes of included studies

Authors	Research Approach	Data Analysis	Findings
Liat et al. (2020)	A quantitative approach through the questionnaire as an instrument	Covariance-based (CB – SEM) 214 for samplings	Innovation in process, organization, marketing, and religiosity influenced organizational performance, especially in the Halal tourism sector.
Ratnasari et al. (2020)	A quantitative approach through the questionnaire as an instrument	Partial Least Sequence (PLS-SEM) for 400 samplings	Halal certification improves organizational performance in winning consumers' behavioral intention, especially in the Halal tourism sector.
Katuk et al. (2020)	A quantitative approach through the structured interview	Multiple Regression for 298 samplings	Halal certification and knowledge on Halal significantly influenced the performance of food operators.
Hendayani and Febrianta (2020)	A quantitative approach through the questionnaire as an instrument	Partial Least Sequence (PLS-SEM) for 100 samplings	Investment and adaptation of technology contributed to the organizational performance in supply chain management.
Khan et al. (2019)	A quantitative approach through the application of integrated IRP and Fuzzy TISM	Ranking of dominance after IRP and Fuzzy-TISM: Gaining Consumer Confidence – I = 0.885 Clear Understanding of Halal – II = 0.348	Using Interpretive Ranking Process (IRP) and Fuzzy Total Interpretive Structured Modelling (Fuzzy-TISM) in analyzing the variables. Gaining customer confidence gives the strongest impact on the overall performance of the organization by staying relevant to their needs and wants.
Zailani et al. (2019)	A quantitative approach through the questionnaire as an instrument	Readiness to recognize competent HCBs – III = 0.274 Common platform for Halal issues – IV = 0.263 Partial Least Sequence (PLS-SEM) for 154 samplings	The results indicate that logistics (Halal materials, Halal storage, and transportation) and Halal culture positively impacted organization performance.
Supian et al. (2019)	A quantitative approach through the questionnaire as an instrument	Partial Least Sequence (PLS-SEM) for 212 samplings	Compliance, coordination, control, cooperation, and communication are significantly influenced by organizational performance in terms of supply chain management.
Karia (2019)	A quantitative approach through the questionnaire as an instrument	Partial Least Sequence (PLS-SEM) for 129 samplings	Strategic logistics management (practices and integration) significantly improved organization performance in logistics.

Table 2 (continue)

<b>Authors</b>	<b>Research Approach</b>	<b>Data Analysis</b>	<b>Findings</b>
Elias et al., 2017	A quantitative approach through the questionnaire as an instrument	Partial Least Sequence (PLS-SEM) for 278 samplings	SME's performance in the Halal industry is weak because of the upper management's failure to identify the opportunities along the supply chain in the industry. The organization also failed to recognize the pattern of the consumers' demand, which is crucial for the organization's future. Also, the lack of leadership style in the Halal industry contributes to the incompetence of the SME in the market.
Baharuddin and Ismail (2018)	A quantitative approach through the questionnaire as an instrument	Partial Least Sequence (PLS-SEM) for 274 samplings	Apart from being Halal-certified, organizational performance in the Halal industry also needs to evolve in management quality through ISO certification.
Ab Talib et al. (2017)	A quantitative approach through the questionnaire as an instrument	PLS-SEM with R <sup>2</sup> value of 0.520	Halal certification has a positive and significant relationship with the performance of the organization. The notion of safety in the Halal certification gives confidence to the consumers, especially among Muslim consumers.
Ab Talib and Ai Chin (2018)	A quantitative approach through the questionnaire as an instrument	PLS-SEM with R <sup>2</sup> value of 0.578	Consumer demand, organizational commitment in obliging the halal certification, and dedication in maintaining a robust quality assurance have a positive relationship with the organizational performance.
Butt et al. (2017)	A quantitative approach through the questionnaire as an instrument	Hypothesis testing result with a critical ratio value of 0.922	Organizational performance in marketing can be improved by focusing on marketing strategies and aligning them with religious identity since it is the strongest factor influencing Muslims' purchasing behavior.
Hendijani et al. (2018)	A quantitative approach through the questionnaire as an instrument	PLS-SEM with R <sup>2</sup> value of 0.711	Entrepreneurial Management influenced the innovation performance of SMEs in the Halal industry, which improves financial performance.
Othman et al. (2015)	A quantitative approach through the questionnaire as an instrument	PLS-SEM with R <sup>2</sup> value of 0.419 for the main model and beta value for knowledge is 0.320	The result shows that knowledge of the Halal brand is the strongest influence on organizational performance in the Halal industry.
Salindal (2018)	A quantitative approach through the questionnaire as an instrument	Hypothesis testing result with a critical ratio of regression weight value of 3.247	Halal innovativeness influences business performances and market performances.

Table 2 (continue)

<b>Authors</b>	<b>Research Approach</b>	<b>Data Analysis</b>	<b>Findings</b>
K. H. Tan et al. (2017)	A quantitative approach through the questionnaire as an instrument	PLS-SEM with an R <sup>2</sup> value of 0.962	Halal assurance systems influence production and product quality performance.
C. N. L. Tan et al. (2017)	A quantitative approach through the questionnaire as an instrument	PLS-SEM with an R <sup>2</sup> value of 0.556	The internal working environment is the most effective in providing the foundation for creating and integrating knowledge into the organization. Thus, improving the overall performance in the Halal industry.
Abdullah and Oseni (2017)	A qualitative approach through an interview	Interviews with selected 48 SME Halal firms and data analyzed through content analysis	Financial constraint is the major obstacle for Halal SMEs to grow and perform well in the market.
Rahman et al. (2017)	A qualitative approach through the interview	Semi-structured in-depth interviews with three selected respondents and data analyzed through content analysis	Maqasid al-Shari'ah (commitment to the wellbeing of the society) performance framework will significantly contribute to the Halal business and commerce.

Table 3  
*Themes and sub-themes of the finding*

<b>Theme</b>	<b>Sub-theme</b>	<b>Authors</b>
Management & Strategies	Quality, marketing, entrepreneurial, leadership style, financial, logistics & Islamic management	Baharuddin and Ismail (2018) Butt et al. (2017) Fard and Amiri (2018) Abdullah and Oseni (2017) Rahman et al. (2017) Elias et al. (2017) Supian et al. (2019) Karia (2019) Zailani et al. (2019) Liat et al. (2020)
Halal	Standards, certification, knowledge, innovativeness & assurance	Ab Talib et al. (2017) Salindal (2018) K. H. Tan et al. (2017) Othman et al. (2017) Ab Talib and Ai Chin, (2018) Fard and Amiri, (2018) C. N. L. Tan et al. (2017) Supian et al. (2019) Karia (2019) Zailani et al. (2019) Liat et al. (2020) Ratnasari et al. (2020) Katuk et al. (2020)
Consumers' Demand	Patterns, trends, satisfaction & opportunities	Elias et al. (2017) Khan et al. (2019) Ab Talib and Ai Chin, (2018) Butt et al. (2017) Ratnasari et al. (2020)
Organizational Environment	Information sharing & technology adaptation	C. N. L. Tan et al. (2017) Supian et al. (2019) Hendayani and Febrianta, (2020)

The fourth sub-theme, Entrepreneurial management, focuses on an organization's internal attributes: innovativeness, proactiveness, calculated risk-taking, customer purchasing behavior, resourcing, and value creation. These are the characteristics that organizations in the Halal industry must prioritize to have effective entrepreneurial management.

Fifth, Logistics refers to the strategic management of the supply chain that

involves transportation, warehouse, and drop-point. Additionally, it signifies the integration of a system that consists of all the elements mentioned above and is managed in accordance with Sharia ethics, which is critical in preserving the integrity of Halal status.

The sixth and seventh sub-themes are Financial and Islamic Management, respectively. It refers to the ability of an organization to be well funded in terms of

Table 4  
Themes and sub-themes of the findings

Authors	Management & Strategies										Halal					Consumers' Demand					Organizational Environment		
	QLY	MKT	ENT	LS	FNC	LGT	IM	STD	CTF	KNW	INV	ASR	PTN	TRD	STF	OPT	IS	TA					
Liat et al. (2020)	✓							✓			✓												
Ramasari et al. (2020)								✓							✓								
Katuk et al. (2020)								✓		✓													
Hendayani and Febrianta, (2020)																			✓				
Zailani et al. (2019)					✓			✓		✓													
Supian et al. (2019)					✓			✓											✓				
Karia (2019)					✓			✓															
Baharuddin and Ismail (2018)											✓												
Butt et al. (2017)								✓															
Fard and Amiri (2018)					✓						✓												
Abdullah and Oseni (2017)					✓																		
Rahman et al. (2017)														✓									
Ab Talib et al. (2017)																							
Salindal (2018)											✓												
K. H. Tan et al. (2017)																							
Othman et al. (2017)																							
Elias et al. (2017)																							
Khan et al. (2019)																							
Ab Talib and Ai Chin (2018)																							
C. N. L. Tan et al. (2017)																							
<b>Management &amp; Strategies</b>	<b>QLY</b>	<b>MKT</b>	<b>ENT</b>	<b>LS</b>	<b>FNC</b>	<b>LGT</b>	<b>IM</b>	<b>STD</b>	<b>CTF</b>	<b>KNW</b>	<b>INV</b>	<b>ASR</b>	<b>PTN</b>	<b>TRD</b>	<b>STF</b>	<b>OPT</b>	<b>IS</b>	<b>TA</b>					
<b>Halal</b>	<b>QLY</b>	<b>MKT</b>	<b>ENT</b>	<b>LS</b>	<b>FNC</b>	<b>LGT</b>	<b>IM</b>	<b>STD</b>	<b>CTF</b>	<b>KNW</b>	<b>INV</b>	<b>ASR</b>	<b>PTN</b>	<b>TRD</b>	<b>STF</b>	<b>OPT</b>	<b>IS</b>	<b>TA</b>					
<b>Organizational Environment</b>	<b>QLY</b>	<b>MKT</b>	<b>ENT</b>	<b>LS</b>	<b>FNC</b>	<b>LGT</b>	<b>IM</b>	<b>STD</b>	<b>CTF</b>	<b>KNW</b>	<b>INV</b>	<b>ASR</b>	<b>PTN</b>	<b>TRD</b>	<b>STF</b>	<b>OPT</b>	<b>IS</b>	<b>TA</b>					
	= Quality	= Marketing	= Entrepreneurial	= Leadership Style	= Financial	= Logistics	= Islamic Management	= Standards	= Certification	= Knowledge	= Innovativeness	= Assurance	= Patterns	= Trends	= Satisfaction	= Opportunities	= Information Sharing	= Technology Adaptation					

capital strength and infusing the Islamic values into their daily operation, which will ensure compliance with shariah. Furthermore, this will foster positive brand support for the organization. Indeed, capital strength is equally important since the rigorous certification exercise requires a significant monetary investment in the Halal industry.

### **Managing Halal Requirements**

Thirteen of the twenty selected articles in this systematic review emphasize five important factors in Halal that are crucial to the Halal industry. They are standards, certification, knowledge, innovativeness, and assurance.

Harmonizing and aligning the Halal standards and certification process with the Halal certification bodies is important for the Halal industry's performance. This standardization ensures that the organization can follow one standard process in the certification and avoid overlapping or contradiction in the certification process.

Halal knowledge is critical for organizations. It is fundamental for an organization to understand the key aspects of Halal, its principles, and the technicalities of the Halal certification process.

Innovativeness, based on the review, is an organization's ability to conduct good research and development exercises on products. By having a good product innovation, an organization can identify the competitive advantage its products need to stand out in the market.

In this review, the assurance factor refers to an organization's commitment or guarantee that its products comply with the guidelines specified by the Halal certification bodies. In Malaysia, MS1500 is the certification that endorses the manufacturing of products under good Halal practice. The obstacle that has been highlighted in research is the ability of the organization to maintain its Halal assurance status since the certification needs to be renewed every two years. As a result, most organizations cannot maintain their Halal status due to the rigorous certification exercise, which ultimately affects their Halal assurance.

### **Understanding the Consumers' Demands**

Based on the past findings, five previous scholars agreed that an organization needs to be proactive and reactive in identifying the patterns and trends of the consumers that influence their purchasing behavior and identifying a new opportunity that emerges from the trends themselves. This measure will ensure that the organization stays relevant since the Halal industry is competing with the niche market in the Halal market share and competing with the conventional market that produces the same products. More recently, consumers are becoming more sophisticated in their purchase behavior due to information exposure. As a result, ensuring their satisfaction is a major factor in determining an organization's performance.



### **Creating the Best Organizational Environment**

Three of the selected articles supported that the organizational environment is important for an organization's success. Organizational environment refers to the information sharing and technology adaptation process within an organization. In addition, good information sharing through communication technology ensures that internal members of an organization can access crucial information, especially in the Halal certification process. Similarly, good information sharing ensures that the mission and vision of an organization are well channeled, and the organization's internal stakeholders well understand their Halal values.

### **Elements to be Considered in the Halal Industry**

This systematic review of literature has highlighted crucial factors to be considered by organizations looking to show the value of Halal in their brand. Indeed, based on the review of past findings in this systematic review, more than half of the 13 selected articles agreed that Halal is the most significant factor determining whether an organization succeeds or fails. The sub-themes of Halal represent the variables on which the organization needs to focus. Past researchers have identified that a holistic understanding of Halal is paramount in this industry. Most of the studies in the Halal industry focus on supply chain management and certification, which are two of the most important sections in Halal, which

indicates that the variables identified in this review have a significant impact on an organization's performance (Noordin et al., 2009, 2014).

Management and strategies are the second factors that organizations need to focus on after Halal. Six different scholars have emphasized the importance of good management and strategies in ensuring that Halal certification is obtained and well understood by the members of an organization. As a result, this review will serve as a nudge for organizations to promote their brand to the targeted consumers to develop more innovative products through research and development and better understand the Halal certification process. Consequently, strategic management has an impact on overall management effectiveness (Kang & Sung, 2017).

In this systematic review, five selected articles stress the importance of fulfilling consumers' demands and the organizational environment variable. Consumers are one of the organization's greatest drivers, and satisfying their needs and desires is crucial for success. Past findings have emphasized the important elements that influence demand from consumers, which are the purchasing patterns and trends. Indeed, to maintain demand, a product needs to stay relevant from a consumer's perspective. Organizations also need to be more proactive in product development, which relies on the research of the latest trends that will significantly influence the purchasing patterns and trends of the consumers, thus, positively contributing to

the performance of an organization in the market. Consumers' trends and patterns in the Halal industry are more sophisticated than the conventional market since Halal-conscious consumers are risk-averse. Thus, efforts to engage them with organizations' brands are significantly challenging (Wilson & Liu, 2011).

Organizational environment refers to the information-sharing ability and the effectiveness of the information flow in the organization through the advanced facilities. Therefore, the rigorous process in halal certification procedure needs to be aligned with a good information-sharing facility to improve the workforce and overall performance of an organization (Masrom et al., 2017).

**Organization Performance Factors in Minimizing Volatile, Uncertain, Complex and Ambiguous (VUCA) Environment in the Halal Industry.** The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) in business depicts an unpredictable environment of fast changes, focus on diverse employees, and the challenge of working with sophisticated and demanding customers. Therefore, organizations in the Halal industry need robust performance management to develop and sustain a competitive advantage in the market (Hamid, 2019).

Managerial and strategic planning implication is paramount in developing and maintaining an organization's good performance through increased employee satisfaction. Furthermore, the management

and strategic planning elements work in tandem with information-sharing capabilities and effective information flow in generating a favorable organizational environment, which is critical in managing VUCA in the market setting (Triraharjo et al., 2020) (Rose et al., 2019).

Kryvoruchko et al. (2018) suggested in their study on enterprise management in a VUCA environment that SMEs must be more dynamic in their entrepreneurial management and more agile in adjusting their business models to remain relevant to evolving customer trends that have become more sophisticated in recent years. This fluidity will ensure that an organization can comprehend and meet consumer demands, thereby acting as a catalyst for businesses to mitigate the influence of VUCA (Hamid, 2019). A more sophisticated and highly demanding consumer these days contribute to VUCA components in the Halal market.

Given the rising complexity and volatility of the external environment, understanding possible changes comprehensively and developing capacities to impact them through a major managerial and strategic planning goal has become increasingly difficult to achieve. Thus, the ability of an organization to foresee changes in a dynamic marketing trend is becoming a core element of the managerial and strategic planning of business entities (Bereznoy, 2017).

Baran and Woznyj (2020) suggest seven key factors for managing VUCA: 1) communication and transparency, 2) knowledge sharing and teamwork, 3) fostering agile behavior, 4) iterative

improvement and learning, 5) deep customer focus, 6) leadership and role modeling, and 7) strategic alignment and managing talent. All seven key factors suggested are consistent with the findings of this study, which are represented by the emerging themes and sub-themes. Thus, it shows that organizational performance factors suggested in this study are important guidelines for business players in the Halal industry in managing and sustaining their presence in the market.

The outlined themes in this study through the systematic literature review process align with the suggested recommendations from various scholars in mitigating the effect of VUCA in the organization. Thus, the findings in this study give a significant implication to the businesses in the Halal industry in managing VUCA in the market environment nowadays.

## CONCLUSION

This systematic review highlights the selected articles from Web of Science (WoS), Scopus, Emerald, and ScienceDirect. The articles were selected using PRISMA to ensure that only the relevant articles were chosen and summarized. Most of the findings in the selected articles for this review were derived from studies that used an empirical data analysis technique, Partial Least Squares (PLS-SEM), to test their variables. In addition, there was also a qualitative approach article selected that supported this systematic review's overall findings. Overall, four themes and fifteen sub-themes were developed from the

presented findings that best represent the variables discussed in each selected article.

First, the highlighted themes and sub-themes in this review provide us with crucial recommendations for Halal-certified organizations. These recommendations might serve as a reference for businesses regarding critical issues that significantly impact organizational performance in the Halal industry. Second, organizations in the Halal industry may benefit from this study's findings by implementing the factors identified by the themes and concentrating on enhancing their organization's key areas reflected by the study's sub-themes. Thus, it will ensure that an organization can implement a holistic approach to improve its performance in the market. Third, the themes and sub-themes derived from this review also have a significant implication in managing VUCA in today's market. Thus, this study provides a significant contribution to the business players in the Halal industry by highlighting fundamental factors not only suggesting good elements in improving an organization's performance but also enlightening them with the importance of the findings in managing VUCA.

Fourth, in terms of academic contribution, this study lays the groundwork for future researchers who wish to contribute to the body of knowledge in the Halal industry by referring to the themes and sub-themes discussed in this review and previous literature. Future researchers may focus their study on the area that past researchers have not explored. For instance, one aspect that has received limited attention in the

Halal market is brand identity management. The discovery of this limitation, which we believe to be significant, was uncovered during the systematic review process for this study. We were unable to retrieve any article that covered Halal brand identity management. Hopefully, more attention will be given to brand identity management in the Halal industry since its significant impact has been proven in other industries.

Fifth, it is recommended that future researchers conduct more exploratory and quantitative studies to identify more variables that can contribute to organizational developments in the Halal industry setting.

Finally, other limitations have been identified by the researchers in this study. This systematic literature review only focuses on published articles in prominent databases, such as Web of Science (WoS), Scopus, Emerald, and Science Direct. It is where selection bias becomes a limitation in this study. The researchers believe some articles must have been excluded from this study because they were not published in a high-impact journal. Another limitation in this study is the geographical areas covered by selected articles. All articles selected covered southeast Asian countries whose population is predominantly Muslim. Thus, the factors highlighted in this study are mostly from the perspective of Southeast Asia. It is recommended that a comparable study centered on western perspectives be done in the future. Overall, these limitations serve as clear markers of worthwhile research opportunities in the Halal industry.

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