

**PENGARUH PENGURUSAN PENSIJILAN
HALAL, MODAL INSAN DAN AMALAN
PIAWAIAN HALAL TERHADAP PRESTASI
ORGANISASI DALAM INDUSTRI MAKANAN
HALAL DI MALAYSIA: PERANAN SAIZ
ORGANISASI SEBAGAI MODERATOR**

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PERPUSTAKAAN
UNIVERSITI MALAYSIA SABAH

**TESIS INI DIKEMUKAKAN UNTUK
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DOKTOR FALSAFAH**

**FAKULTI PERNIAGAAN, EKONOMI DAN
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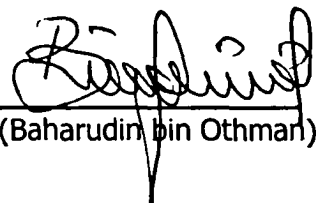
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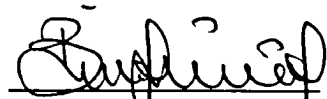
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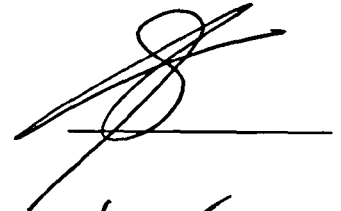
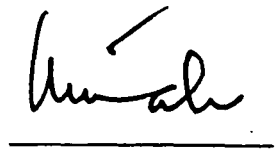
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ABSTRAK

Kajian ini bertujuan untuk melihat pengaruh pengurusan pensijilan halal, faktor modal insan, amalan piawaian halal (operasi halal dan jaminan halal) terhadap prestasi organisasi di kalangan pengusaha makanan halal di Malaysia. Secara khususnya tujuh objektif kajian telah digariskan. Pertama, mengenal pasti pengaruh pengurusan pensijilan terhadap operasi halal. Kedua, mengenal pasti pengaruh pengurusan pensijilan terhadap jaminan halal. Ketiga, mengenal pasti pengaruh faktor modal insan terhadap operasi halal. Keempat, mengenal pasti pengaruh faktor modal insan terhadap jaminan halal. Kelima, mengenal pasti pengaruh amalan piawaian halal terhadap prestasi organisasi. Keenam, menentukan samada saiz organisasi berperanan sebagai moderator hubungan di antara amalan piawaian halal dengan prestasi organisasi. Ketujuh, mengenal pasti sama ada terdapat perbezaan yang signifikan terhadap prestasi organisasi berdasarkan saiz organisasi. Teori pendekatan sistem dan pendekatan sumber telah digunakan sebagai asas kerangka teoritikal kajian. Sebanyak 241 organisasi melalui Jawatankuasa Halal Dalaman bagi kategori multinasional ($n=69$) dan perusahaan kecil sederhana ($n=172$) di Malaysia terlibat sebagai responden secara kaedah tinjauan keratan rentas. Empat bahagian dalam soal selidik telah digunakan iaitu; soal selidik pengurusan pensijilan halal, soal selidik faktor modal insan dan prestasi organisasi yang diubahsuai daripada pengakaji lepas. Manakala soal selidik amalan piawaian halal pula dibangunkan sendiri oleh pengkaji berdasarkan akta, standard, peraturan dan pekeliling terkini yang digunapakai dalam pensijilan pengesahan halal di Malaysia. Kebolehpercayaan dan kesahan soal selidik telah dilakukan dan nilai alpha cronbach adalah dalam lingkungan yang diterima umum (0.75 hingga 0.94). Data dianalisis dengan menggunakan perisian IBM *Statistical Package For Social Science (SPSS)* versi 21.0. Pengujian ke atas hipotesis kajian telah menunjukkan bahawa; i) komitmen pengurusan memberi pengaruh terhadap operasi halal ii) prosedur pelaksanaan dan komitmen memberi pengaruh terhadap jaminan halal; iii) sikap memberi pengaruh terhadap operasi halal; iv) pengetahuan, sikap dan kepekaan polisi semasa memberi pengaruh terhadap jaminan halal; v) jaminan halal memberi pengaruh terhadap prestasi organisasi; vi) saiz organisasi berperanan sebagai moderator antara hubungan operasi halal dan prestasi organisasi; vii) wujudnya perbezaan yang signifikan prestasi organisasi bagi kategori multinasional dan perusahaan kecil sederhana. Dapatan kajian ini telah memberikan beberapa implikasi samada terhadap teori dan model, penyelidikan mahupun pengamalan. Kajian mendapati bahawa prestasi organisasi dipengaruhi oleh satu rangkaian yang berhubung kait antara satu sama lain bermula daripada input, kemudiannya diterjemahkan dalam bentuk proses dan akhirnya menghasilkan pencapaian yang turut disokong oleh kawalan dalaman organisasi. Hasil kajian ini memberi nilai tambah melalui instrumen baharu sebagai penilaian dalaman awal oleh organisasi sebelum penilaian dibuat oleh pihak autoriti dalam pensijilan halal di Malaysia. Sesungguhnya elemen pengurusan pensijilan halal, faktor modal insan dan amalan piawaian halal juga perlu diberi perhatian oleh semua pihak dalam menjadikan Malaysia sebagai hab halal terus kekal di pesada antarabangsa. Pada masa yang sama, kajian lanjut berkaitan makanan halal juga perlu mengambilkira skop, kaedah dan responden kajian yang terlibat dalam mengembangkan ilmu pengetahuan dalam bidang ini.

ABSTRACT

THE INFLUENCE OF HALAL MANAGEMENT CERTIFICATION, HUMAN CAPITAL, AND HALAL PRACTICE ON ORGANIZATIONAL PERFORMANCE IN THE HALAL FOOD INDUSTRY IN MALAYSIA: THE ROLE OF THE ORGANIZATIONAL SIZE AS A MODERATOR

This study aims to investigate the influence of halal certification management, human capital factor, and the halal practice (halal operation and assurance) on organizational performance among halal food manufacturers in Malaysia. There are seven particular objectives outlined in the study. First is to identify the influence of halal certification management on halal operation. Second, to identify the influence of halal certification management on halal assurance. Third, to identify the influence of human capital factor on halal operation. Fourth is to identify the influence of human capital factor on halal assurance. Fifth, to identify the influence of halal practice (halal operation and assurance) on organizational performance. The sixth objective is to determine if the size of the organization is able to act as a moderator in the relationship between the halal practice (halal operation and assurance) and organizational performance. Seventh and final objective is to identify whether there is a significant difference on organizational performance based on the size of the organization. The system and resource approach theory have been used as the basis for the theoretical framework in the study. A total of 241 organizations in the multinational category (through the Internal Halal Committee) (n = 69), and small medium enterprises (n = 172) in Malaysia were involved as respondents. The study was done in a cross-sectional survey method. There are four parts of the questionnaire, namely halal certification management, human capital factor, and organizational performance which are adapted from past researches. The fourth questionnaire, which was developed by the researcher based on acts, standards, rules and regulations, and recent circulars used in the Malaysian halal certification, is the halal practice questionnaire. The test for reliability and validity of the questionnaire was conducted and the Cronbach alpha value acquired is in the range of generally accepted (0.75 to 0.94). Data were analyzed using IBM software Statistical Package for Social Sciences (SPSS) version 21.0. Hypotheses tested in the study have shown that; i) the commitment of the management influences halal operation; ii) implementation procedures and commitment influence halal assurance; iii) attitude influences halal operations; iv) knowledge, attitude, and the sensitivity towards current policies influence halal assurance; v) halal assurance influences organizational performance; vi) the size of the organization acts as a moderator between halal operation and organizational performance; and vii) there is a significant difference in terms of organizational performance between the multinational categories and small and medium enterprises. This study provided implications in terms of the theories and models, research, or practice. From the study, it is found that organizational performance is influenced by a correlating chain that starts from the input, and then translated in a process, thus ultimately resulted in an achievement which is supported by the organization's internal control as well. The results of this study provide an added value through new instruments. It is able to provide an initial assessment on an internal level by the organization prior to the assessment made by the Malaysian halal authority. The halal certification management, human capital factors, and the

practice of halal standards need to be addressed by all parties as well in the pursuit of making Malaysia as an international halal hub. Parallel to that, further research related to halal food should take into account the scope, methods, and respondents involved as well in developing the knowledge in this particular field.

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SENARAI KANDUNGAN

| | Halaman |
|-----------------------------|---------|
| TAJUK | i |
| PENGAKUAN | ii |
| PENGESAHAN | iii |
| PENGHARGAAN | iv |
| ABSTRAK | v |
| <i>ABSTRACT</i> | vi |
| SENARAI KANDUNGAN | viii |
| SENARAI JADUAL | xiii |
| SENARAI RAJAH | xvii |
| SENARAI SINGKATAN | xix |
| | |
| BAB 1: PENGENALAN | |
| 1.1 Pendahuluan | 1 |
| 1.2 Latar Belakang Kajian | 3 |
| 1.3 Isu Pemakanan Halal | 6 |
| 1.4 Pernyataan Masalah | 10 |
| 1.4.1 Prestasi | 10 |
| 1.4.2 Pengurusan Pensijilan | 10 |
| 1.4.3 Faktor Modal Insan | 12 |
| 1.4.4 Amalan Piawaian Halal | 17 |
| 1.5 Persoalan Kajian | 22 |
| 1.6 Objektif Kajian | 23 |
| 1.7 Skop Kajian | 24 |
| 1.8 Kepentingan | 24 |
| 1.9 Definisi Operasi Kajian | 25 |
| 1.9.1 Prestasi | 25 |
| 1.9.2 Pengurusan Pensijilan | 26 |
| 1.9.3 Faktor Modal Insan | 26 |
| 1.9.4 Amalan Piawaian Halal | 27 |
| 1.9.5 Saiz Organisasi | 27 |



| | | |
|--|--|----|
| 1.10 | Susun Atur Tesis | 28 |
| 1.11 | Rumusan | 29 |
| | | |
| BAB 2: PENSIJILAN HALAL DI MALAYSIA | | |
| 2.1 | Pendahuluan | 30 |
| 2.2 | Konsep Makanan Halal | 31 |
| 2.2.1 | Konsep <i>Halalan Thoyyiban</i> | 32 |
| | a. Keselamatan Makanan | 34 |
| | b. Kebersihan Makanan | 34 |
| | c. Nilai Pemakanan | 35 |
| | d. Nilai Sensori makanan | 35 |
| 2.2.2 | Prinsip-prinsip Umum Mazhab terhadap Halal-Haram Makanan dan Minuman | 38 |
| | a. Mazhab al-Syafi'i, | 39 |
| | b. Mazhab Hanafi | 40 |
| | c. Mazhab Maliki | 41 |
| | d. Mazhab Hanbali | 41 |
| 2.2.3 | Istihalah | 42 |
| 2.3 | Pelaksanaan Pensijilan Halal di Malaysia | 46 |
| 2.3.1 | Sejarah Perkembangan Pensijilan Halal | 46 |
| 2.3.2 | Penyelarasan Pensijilan Halal Malaysia | 48 |
| 2.3.3 | Kerjasama Bersama Agensi Berkaitan | 49 |
| 2.3.4 | Sistem MYeHALAL | 57 |
| 2.3.5 | Pengiktirafan Badan Pensijilan Halal Luar Negara | 58 |
| 2.4 | Akta, Standard dan Prosedur Berkaitan Pensijilan Halal Malaysia | 63 |
| 2.4.1 | Akta Berkaitan | 63 |
| 2.4.2 | Standard, Prosedur Dan Pekeliling | 69 |
| 2.5 | Prosedur Pensijilan Halal Malaysia | 82 |
| 2.5.1 | Permohonan Pensijilan | 82 |
| 2.5.2 | Proses Pengauditan Halal | 83 |
| 2.5.3 | Pengeluaran Sijil Halal | 86 |
| 2.5.4 | Pemantauan dan Penguatkuasaan | 87 |
| 2.5.5 | Persampelan (Analisis) | 87 |

| | | |
|---------------------------------|--|-----|
| 2.6 | Cabaran dan Potensi Malaysia sebagai Hab Halal | 96 |
| 2.7 | Senario Pengilang di Malaysia | 101 |
| 2.8 | Rumusan | 102 |
| | | |
| BAB 3: SOROTAN LITERATUR | | |
| 3.1 | Pendahuluan | 103 |
| 3.2 | Perspektif Teoritikal | 103 |
| | 3.2.1 Pengurusan Strategik | 104 |
| | 3.2.2 Teori Asas Kajian | 106 |
| | 3.2.3 Justifikasi Pemilihan Teori | 111 |
| 3.3 | Prestasi | 114 |
| | 3.3.1 Prestasi Dalam Konteks Pengurusan Makanan Halal | 119 |
| | a. Model Pensijilan Kualiti Produk | 120 |
| | b. Model Pengurusan Makanan Halal | 125 |
| | 3.3.2 Penilaian Penarafan Sendiri | 128 |
| 3.4 | Pengurusan Pensijilan Halal | 129 |
| | 3.4.1 Pengaruh Pengurusan Pensijilan terhadap Amalan Piawaian Halal | 129 |
| | a. Perancangan | 130 |
| | b. Prosedur Pelaksanaan | 131 |
| | c. Komitmen | 133 |
| 3.5 | Faktor Modal Insan | 137 |
| | 3.5.1 Pengaruh Faktor Modal Insan terhadap Amalan Piawaian Halal | 137 |
| | a. Pengetahuan | 138 |
| | b. Sikap | 140 |
| | c. Kepekaan Terhadap Polisi Kerajaan | 143 |
| 3.6 | Amalan Piawaian Halal | 148 |
| | 3.6.1 Pengaruh Amalan Piawaian Halal terhadap Prestasi Organisasi | 148 |
| 3.7 | Saiz Organisasi | 155 |
| | 3.7.1 Saiz Organisasi sebagai Moderator | 158 |
| 3.8 | Hipotesis Kajian | 158 |
| 3.9 | Kerangka Kajian | 160 |

| | | |
|--|---|-----|
| 3.10 | Rumusan | 162 |
| | | |
| BAB 4 METODOLOGI KAJIAN | | |
| 4.1 | Pendahuluan | 164 |
| 4.2 | Jenis dan Reka Bentuk Kajian | 164 |
| 4.3 | Lokasi Kajian | 167 |
| 4.4 | Populasi dan Subjek Kajian | 168 |
| 4.5 | Persampelan Kajian | 169 |
| 4.6 | Instrumen Kajian | 174 |
| 4.6.1 | Soal Selidik Profil Industri | 176 |
| 4.6.2 | Soal Selidik Pengurusan Pensijilan Halal | 177 |
| 4.6.3 | Soal Selidik Faktor Modal Insan | 179 |
| 4.6.4 | Soal Selidik Amalan Piawaian Halal | 182 |
| 4.6.5 | Soal Selidik Prestasi Organisasi | 188 |
| 4.7 | Kajian Rintis | 190 |
| 4.7.1 | Analisis Kebolehpercayaan Instrumen | 192 |
| 4.7.2 | Ujian Kesahihan Instrumen | 193 |
| 4.7.3 | Ujian Kenormalan Bagi Taburan Data | 194 |
| 4.8 | Prosedur Pengumpulan Data Kajian | 195 |
| 4.9 | Penganalisan Data Kajian | 196 |
| 4.10 | Statistik Perihalan | 196 |
| 4.11 | Statistik Inferens | 197 |
| 4.11.1 | Analisis Regresi | 197 |
| 4.11.2 | Ujian t | 199 |
| 4.12 | Rumusan | 200 |
| | | |
| BAB 5 ANALISIS DAN DAPATAN KAJIAN | | |
| 5.1 | Pendahuluan | 201 |
| 5.2 | Gambaran Keseluruhan Pengumpulan Data | 201 |
| 5.2.1 | Kadar Maklum Balas Borang Soal Selidik | 201 |
| 5.3 | Proses Saringan Data dan Andaian-andaian Multivariate | 205 |
| 5.4 | Maklumat Deskriptif Sampel Kajian | 211 |

| | | |
|-------|---|-----|
| 5.5 | Analisis Faktor Penerokaan | 214 |
| 5.5.1 | Prestasi | 214 |
| 5.5.2 | Pengurusan Pensijilan | 216 |
| 5.5.3 | Faktor Modal Insan | 219 |
| 5.5.4 | Amalan Piawaian Halal | 221 |
| 5.5.5 | Ringkasan Hasil Daripada Analisis Faktor | 224 |
| 5.5.6 | Ujian Kebolehpercayaan Pemboleh ubah Kajian | 226 |
| 5.6 | Analisis Deskriptif | 227 |
| 5.7 | Penilaian Hipotesis Kajian | 232 |
| 5.7.1 | Analisis Pengaruh Pemboleh Ubah | 233 |
| 5.7.2 | Analisis Perbezaan Terhadap Pembolehubah | 244 |
| 5.8 | Ringkasan Dapatan Kajian | 245 |
| 5.9 | Rumusan | 247 |

BAB 6 PERBINCANGAN, KESIMPULAN DAN CADANGAN

| | | |
|-------|---|-----|
| 6.1 | Pendahuluan | 249 |
| 6.2 | Gambaran Ringkas Kajian | 249 |
| 6.3 | Perbincangan Dapatan Kajian | 249 |
| 6.3.1 | Pengaruh Pemboleh ubah Kajian | 250 |
| 6.3.2 | Peranan Saiz Organisasi Sebagai Moderator | 258 |
| 6.3.3 | Perbezaan Prestasi Organisasi Berdasarkan Saiz Organisasi | 260 |
| 6.4 | Implikasi Kajian | 263 |
| 6.4.1 | Implikasi Terhadap Teori dan Model | 263 |
| 6.4.2 | Implikasi Terhadap Penyelidikan | 265 |
| 6.4.3 | Implikasi Terhadap Pengamalan | 266 |
| 6.5 | Limitasi Kajian | 267 |
| 6.6 | Cadangan Kajian Lanjutan | 268 |
| 6.7 | Rumusan | 270 |

| | |
|----------------|-----|
| RUJUKAN | 272 |
|----------------|-----|

| | |
|-----------------|-----|
| LAMPIRAN | 296 |
|-----------------|-----|

SENARAI JADUAL

| | Halaman |
|--|---------|
| Jadual 1.1: Eksport halal Malaysia Berdasarkan 10 negara utama | 2 |
| Jadual 1.2: Keratan media terpilih berkaitan isu pensijilan halal Malaysia | 8 |
| Jadual 2.1: Takrifan halal dalam pensijilan halal Malaysia | 36 |
| Jadual 2.2: Beberapa contoh perbezaan pandangan mazhab dalam amalan pemakanan | 42 |
| Jadual 2.3: Beberapa fatwa yang berkaitan dengan Istihalah | 44 |
| Jadual 2.4: Peranan agensi dalam pembangunan halal di Malaysia | 56 |
| Jadual 2.5: Piawaian halal badan pensijilan halal yang diiktiraf oleh JAKIM | 62 |
| Jadual 2.6: Contoh standard dan garis panduan antarabangsa | 71 |
| Jadual 2.7: Ringkasan MS1500:2009 - Makanan Halal – Pengeluaran, Penyediaan, Pengendalian dan Penyimpanan – Garis Panduan Umum (Semakan Kedua) | 73 |
| Jadual 2.8: Standard dan garis panduan berkaitan pensijilan halal Malaysia | 74 |
| Jadual 2.9: Ringkasan garis panduan Sistem Pengurusan Jaminan Halal Malaysia | 81 |
| Jadual 2.10: Permohonan sijil halal yang diluluskan | 83 |
| Jadual 2.11: Contoh-contoh ketidakakuran dalam pengauditan | 85 |
| Jadual 2.12: Contoh kandungan haram yang dapat dianalisis melalui metod analisis makmal | 89 |
| Jadual 3.1: Ringkasan teori kajian | 110 |
| Jadual 3.2: Ringkasan kajian terpilih definisi dan pengukuran prestasi | 127 |
| Jadual 3.3: Ringkasan kajian terpilih prestasi pengurusan pensijilan | 136 |
| Jadual 3.4: Ringkasan kajian terpilih faktor modal insan | 146 |
| Jadual 3.5: Ringkasan kajian terpilih amalan piawaian halal | 154 |
| Jadual 3.6: Ringkasan kajian terpilih berkaitan saiz organisasi | 157 |
| Jadual 4.1: Pembahagian lokasi kajian | 167 |

| | | |
|--------------|---|-----|
| Jadual 4.2: | Populasi kajian mengikut zon | 168 |
| Jadual 4.3: | Instrumen kajian | 175 |
| Jadual 4.4: | Soal selidik pengurusan pensijilan | 178 |
| Jadual 4.5: | Soal selidik faktor modal insan | 181 |
| Jadual 4.6: | Soal selidik amalan piawaian halal | 187 |
| Jadual 4.7: | Analisis kebolehpercayaan analisis | 193 |
| Jadual 4.8: | Keputusan statistik kepencongan dan kurtosis bagi semua pembolehubah kajian rintis | 195 |
| Jadual 5.1: | Pengagihan dan penerimaan borang soal selidik daripada responden mengikut kategori | 202 |
| Jadual 5.2: | Keputusan ujian bias pengagihan dan penerimaan borang soal selidik daripada responden mengikut kategori | 207 |
| Jadual 5.3: | Keputusan statistik kepencongan dan kurtosis bagi semua pembolehubah | 208 |
| Jadual 5.4: | Keputusan kehomoskedastian bagi semua pembolehubah | 209 |
| Jadual 5.5: | Korelasi Pearson bagi pemboleh ubah pendekatan pensijilan halal, faktor modal insan dan amalan piawaian halal | 210 |
| Jadual 5.6: | Pengujian multikolariti bagi pemboleh ubah bebas | 211 |
| Jadual 5.7: | Taburan responden mengikut demografi | 212 |
| Jadual 5.8: | Analisis faktor prestasi organisasi | 215 |
| Jadual 5.9: | Analisis faktor pengurusan pensijilan | 218 |
| Jadual 5.10: | Analisis faktor modal insan | 220 |
| Jadual 5.11: | Analisis faktor amalan piawaian halal | 223 |
| Jadual 5.12: | Dimensi pemboleh ubah dan item kajian sebelum dan selepas analisis faktor | 225 |
| Jadual 5.13: | Ujian kebolehpercayaan pemboleh ubah kajian | 226 |
| Jadual 5.14: | Keputusan statistik deskriptif bagi pemboleh ubah-pemboleh ubah kajian | 228 |
| Jadual 5.15: | Tahap pengurusan pensijilan berdasarkan kategori | 229 |
| Jadual 5.16: | Tahap modal insan berdasarkan kategori | 231 |
| Jadual 5.17: | Tahap amalan piawaian halal berdasarkan kategori | 232 |
| Jadual 5.18: | Tahap prestasi organisasi berdasarkan kategori | 232 |

| | | |
|--------------|---|-----|
| Jadual 5.19: | Keputusan analisis regresi pengaruh pengurusan pensijilan (perancangan, prosedur pelaksanaan dan komitmen) terhadap amalan piawaian halal (operasi halal) | 234 |
| Jadual 5.20: | Keputusan pengujian hipotesis pengaruh pengurusan pensijilan (perancangan, prosedur pelaksanaan dan komitmen) terhadap amalan piawaian halal (operasi halal). | 234 |
| Jadual 5.21: | Keputusan analisis regresi pengaruh pengurusan pensijilan (perancangan, prosedur pelaksanaan dan komitmen) terhadap amalan piawaian halal (jaminan halal) | 236 |
| Jadual 5.22: | Keputusan pengujian hipotesis pengaruh pengurusan pensijilan (perancangan, prosedur pelaksanaan dan komitmen) terhadap amalan piawaian halal (jaminan halal). | 236 |
| Jadual 5.23: | Keputusan analisis regresi pengaruh antara faktor modal insan (pengetahuan, sikap dan kepekaan terhadap polisi kerajaan) terhadap amalan piawaian halal (operasi halal). | 237 |
| Jadual 5.24: | Keputusan pengujian hipotesis pengaruh antara faktor modal insan (pengetahuan, sikap dan kepekaan terhadap polisi kerajaan) terhadap amalan piawaian halal (operasi halal). | 238 |
| Jadual 5.25: | Keputusan analisis regresi pengaruh faktor modal insan (pengetahuan, sikap dan kepekaan terhadap polisi kerajaan) terhadap amalan piawaian halal (jaminan halal). | 239 |
| Jadual 5.26: | Keputusan pengujian hipotesis pengaruh antara faktor modal insan (pengetahuan, sikap dan kepekaan terhadap polisi kerajaan) terhadap amalan piawaian halal (jaminan halal). | 240 |
| Jadual 5.27: | Keputusan analisis regresi pengaruh amalan piawaian halal (operasi halal dan jaminan halal) terhadap prestasi organisasi | 241 |
| Jadual 5.28: | Keputusan pengujian hipotesis antara pengaruh amalan piawaian halal (operasi halal dan jaminan halal) terhadap prestasi organisasi | 241 |
| Jadual 5.29: | Keputusan analisis regresi hierarki bagi hubungan di antara operasi halal dengan prestasi organisasi | 242 |

| | | |
|--------------|---|-----|
| Jadual 5.30: | Keputusan pengujian hipotesis saiz organisasi berperanan sebagai moderator dalam menentukan hubungan antara amalan piawaian halal (operasi halal dan jaminan halal) dengan prestasi organisasi. | 244 |
| Jadual 5.31: | Keputusan analisis perbezaan prestasi organisasi berdasarkan saiz organisasi | 245 |
| Jadual 5.32: | Keputusan pengujian hipotesis analisis perbezaan prestasi organisasi berdasarkan saiz organisasi | 245 |
| Jadual 5.33: | Ringkasan keseluruhan keputusan pengujian hipotesis | 246 |

SENARAI RAJAH

| | Halaman |
|--|---------|
| Rajah 2.1: MS1500:2004 (semakan terkini MS1500:2009) memenuhi piawaian keperluan antarabangsa. | 38 |
| Rajah 3.1: Kerangka Teoritikal | 114 |
| Rajah 3.2: Model prestasi Tovey | 117 |
| Rajah 3.3: Model prestasi Bratton dan Gold | 118 |
| Rajah 3.4: Model prestasi Ivancevich dan Matterson | 118 |
| Rajah 3.5: Model prestasi (Perkongsi Pengetahuan) | 119 |
| Rajah 3.6: Model kajian hubungan ISO 9001:2000 Sistem pensijilan kualiti dengan prestasi perniagaan dan operasi | 121 |
| Rajah 3.7: Model kajian kepentingan persijilan jaminan kualiti antarabangsa dan kebangsaan kepada industri pemprosesan makanan di Malaysia | 121 |
| Rajah 3.8: Model kesan keberkesanan ISO 9001 terhadap produk/kualiti, prestasi operasi dan prestasi kewangan | 122 |
| Rajah 3.9: Model keberkesanan ISO9000 terhadap pelaksanaan pengurusan aliran (<i>flow management</i>) | 123 |
| Rajah 3.10: Model <i>International Life Science Institute</i> (ILSI) bagi pengurusan jaminan kualiti di dalam industri makanan | 124 |
| Rajah 3.11: Model kualiti (Pendekatan sistem) | 124 |
| Rajah 3.12: Rangka konseptual ' <i>Halal Hub Positioning</i> ' | 126 |
| Rajah 3.13: Model hubungan pengetahuan terhadap pelaksanaan jaminan halal | 139 |
| Rajah 3.14: Sikap sebagai penilaian | 141 |
| Rajah 3.15: Model sistem pengurusan jaminan halal | 148 |
| Rajah 3.16: Model hubungan amalan pensijilan halal dengan prestasi hotel | 150 |
| Rajah 3.17: Model saiz sebagai moderator dalam menentukan hubungan keusahawanan, inovasi (proses) dan prestasi | 156 |
| Rajah 3.18: Kerangka kajian | 162 |

| | | |
|------------|--|-----|
| Rajah 4.1: | Persampelan subjek | 173 |
| Rajah 4.2: | Langkah-langkah pembentukan soal selidik | 183 |
| Rajah 5.1: | Plot serakan bagi dimensi (pendekatan pensijilan halal, faktor modal insan, amalan piawaian halal) dan prestasi. | 209 |
| Rajah 5.2: | Pengaruh moderator saiz organisasi terhadap hubungan operasi halal dengan prestasi. | 243 |

SENARAI SINGKATAN

| | |
|-----------------|---|
| APD 2011 | - Akta Perihal Dagangan Malaysia 2011 |
| DSM | - Department Of Standard Malaysia |
| GHP | - Good Hygien Practices |
| JAKIM | - Jabatan Kemajuan Islam Malaysia |
| TKKH | - Titik Kawalan Kritikal Halal |
| MAIN | - Majlis Agama Islam Negeri |
| JAIN | - Jabatan Agama Islam Negeri |
| MPPHM | - Manual Prosedur Pensijilan Halal Malaysia 2014 (Semakan Ketiga) |
| SJHM | - Sistem Jaminan Halal Malaysia |
| HDC | - Halal Industry Development Corporation |
| FMM | - Federation of Malaysian Manufacturers |
| RMK9 | - Rancangan Malaysia Kesembilan |
| MITI | - Ministry of International Trade and Industry |
| NFC | - Near Field Communication |
| SPHM | - Sijil Pengesahan Halal Malaysia |
| MS | - Malaysian Standard |
| ISO | - International Organization for Standardization |
| HVE | - Halal Verification Engine |
| SME | - Small Medium Enterprises |
| CODEX | - Suruhanjaya Kod Makanan |

BAB 1

PENGENALAN

1.1 Pendahuluan

Industri makanan halal kini telah mengalami kepesatan global dan berkembang dengan begitu pantas sekali, yang bukan sahaja berlaku di Malaysia tetapi juga di seluruh dunia. Ia sejajar dengan pertumbuhan populasi penduduk Muslim dunia pada 2014 yang telah mencecah 1.7 bilion dan dijangka akan terus bertambah kepada 2.2 bilion menjelang 2030 (Thomson Reuters, 2014). Fenomena ini juga disokong dengan penglibatan yang amat ketara oleh pelbagai pihak khususnya pengamal industri halal. Dengan perkembangan tersebut juga, isu berkaitan pensijilan halal di Malaysia mula dititikberatkan bagi memastikan sesuatu produk yang dikeluarkan adalah benar-benar memenuhi keperluan halal dan mampu mengekalkan status pengesahan halal yang dikeluarkan oleh pihak berkuasa dalam pensijilan halal.

Untuk itu, kerajaan Malaysia telah menggubal dasar melalui Rancangan Malaysia ke 9 (RMK9; 2006-2010) dan Pelan Induk Perindustrian III (IMP3/2006-2020) bagi menetapkan standard sekaligus menjadikan Malaysia sebagai hab pengeluaran dan pensijilan produk halal antarabangsa yang diiktiraf (MITI, Pelan Induk Perindustrian Makanan Ketiga /2006-2020) melalui penelitian berkaitan piawaian standard bagi sesuatu produk untuk diguna pakai di seluruh Malaysia dan dunia. Kesungguhan kerajaan dalam hal ini telah diterjemahkan melalui ucapan Yang Amat Berhormat Dato' Seri Najib Tun Razak, Perdana Menteri Malaysia dalam forum dan seminar;

"Halal is an important agenda in our New Economic Model (NEM) that the Government recently launched. For Malaysia, the value proposition of Halal is in the fact that it is as much driven by the bigger corporations as it is by the Small Medium Enterprise (SMEs)..."

(Petikan ucapan Y.A.B. Perdana Menteri Malaysia sempena *The Seventh International Halal Showcase, MIHAS 2010*)

"The Global Halal products market is estimated at USD 2.3 trillion, not including banking. Research by The World Halal Forum secretariat found 67 percent, or USD 1.4 trillion, of this market is comprised of food and beverage. Pharmaceuticals make up 22 percent or USD 506 billion, with cosmetics and personal care totalling USD 230 billion. If we include the services sector for Halal, and we should give the serious consideration, the potential size of the total market is astronomical..."

(Petikan Ucapan Y.A.B Perdana Menteri Malaysia sempena *World Halal Forum* 2010)

Usaha dan pelaksanaan tersebut menyaksikan kejayaan yang boleh dibanggakan. Misalnya, kerajaan Malaysia pada tahun 2012 telah berjaya mengeksport RM32 billion pelbagai produk halal ke luar negara (Perbadanan Pembangunan Industri Halal, 2013). Hal ini konsisten dengan pembentangan Bajet 2013 yang menyediakan modal kerja sebanyak RM200 juta kepada usahawan kecil dan sederhana bagi mengeluarkan produk halal dalam memberi galakkan bagi pembangunan industri makanan halal di Malaysia (Haspaizi, 2013). Malahan beberapa negara utama dunia telah menjadi tumpuan utama eksport halal Malaysia dengan nilai berbilion ringgit seperti jadual 1.1.

Jadual 1.1: Eksport halal Malaysia 2012 berdasarkan 10 negara utama

| Bil | Negara | Nilai Eksport (RM) (bilion) |
|------------|------------------|--|
| 1. | China | 3.9 |
| 2. | Singapura | 3.1 |
| 3. | Amerika Syarikat | 2.7 |
| 4. | Indonesia | 2.1 |
| 5. | Belanda | 1.8 |
| 6. | Thailand | 1.8 |
| 7. | Japan | 1.8 |
| 8. | India | 1.4 |
| 9. | Korea Selatan | 1.4 |
| 10. | Filipina | 1.1 |

Sumber : Perbadanan Pembangunan Industri Halal (2013)

Kini, Malaysia telah meletakkan nama di pesada antarabangsa melalui pengiktirafan yang diberikan dengan menduduki tempat pertama daripada 15 negara dalam status hab halal bagi tiga sektor iaitu makanan halal, kewangan dan pelancongan Islam berdasarkan *State of The Global Islamic Economy Report 2015/2016* (Thomson Reuters dan Dinar Standard, 2015). Keadaan ini turut dibuktikan apabila didapati nilai perbelanjaan industri makanan halal di Malaysia telah mencecah RM7 bilion setahun berbanding nilai pasaran dunia sebanyak RM12 trilion dalam tempoh yang sama (Mohd. Roslan, 2016)

Realitinya, kejayaan tersebut adalah dipengaruhi oleh pelbagai faktor penting. Antaranya faktor luaran seperti perundangan, faktor ekonomi, sosial dan aspek etika (Lam dan Alhashmi, 2008). Manakala faktor dalaman pula didapati berupaya untuk meningkatkan prestasi organisasi melalui pengurusan makanan halal yang menepati apa yang digariskan dan dikehendaki oleh pihak autoriti tempatan.

Oleh yang demikian, kajian yang bakal dijalankan ini adalah untuk melihat bagaimana bidang pengurusan yang disokong oleh data-data kajian dalam kalangan industri berperanan bagi meningkatkan prestasi organisasi khususnya berkaitan pengurusan makanan halal di Malaysia. Seterusnya bakal meningkatkan ekonomi Malaysia terutama dalam pengeksportan produk halal. Situasi ini dapat diterjemahkan melalui beberapa persoalan kajian berdasarkan penelitian terhadap hubungan beberapa pembolehubah iaitu pengurusan pensijilan, faktor modal insan, dan amalan piawaian halal terhadap prestasi organisasi di samping saiz organisasi sebagai moderator.

1.2 Latar Belakang Kajian

Realitinya prestasi mantap bagi pengurusan makanan halal dalam kalangan industri, bukan sahaja dipengaruhi oleh faktor luaran semata-mata misalnya pengguna, kerajaan mahupun badan sukarela tetapi juga melalui pengurusan dalaman organisasi yang efektif dan berwibawa. Dalam hal ini, pengurusan dilihat sebagai proses pengurusan yang mengeluarkan barangan dan perkhidmatan

seterusnya bertanggungjawab terhadap perancangan, penyelarasan dan pengawalan sumber yang diperlukan untuk pengeluaran barangan atau perkhidmatan dalam sesebuah organisasi (Greasley, 2006).

Di samping pemilikan pengurusan yang efisien, kaedah pelaksanaan pengendalian makanan dan penekanan aspek keselamatan makanan juga perlu dititikberatkan (Sampers, Toyofuku, Luning, Uyttendaele dan Jacxsens, 2012; Sarter dan Gilabert, 2010; Kafetzopoulos, Gotzamani dan Psomas, 2013). Hal ini konsisten dengan Jamil (2013a) yang menyatakankan bahawa pensijilan halal di Malaysia bukan hanya tertumpu kepada kandungan bahan semata-mata tetapi juga meliputi aspek pemprosesan, kebersihan dan kesucian. Ia juga bertepatan dengan Firman Allah dalam surah al-Baqarah, Ayat 168 yang sentiasa menggalakkan umatnya makan dari sumber yang halal lagi suci;

“Wahai sekalian manusia! Makanlah dari apa yang ada di bumi yang halal lagi baik, dan janganlah ikut jejak langkah syaitan kerana sesungguhnya syaitan itu ialah musuh yang terang nyata bagi kamu”.

Dalam pengurusan makanan halal di Malaysia, penjelasan terperinci mengenai konsep pemakanan halal dan pelaksanaan pensijilan halal di Malaysia perlu difahami oleh pelbagai pihak termasuk industri terutama dalam aspek penambahbaikan yang telah dilaksanakan oleh kerajaan Malaysia. Mulai 1 Disember 2011 Jabatan Kemajuan Islam Malaysia (JAKIM) dan Majlis Agama Islam Negeri (MAIN) telah dinamakan sebagai Badan Berkuasa Berwibawa atau '*competent authority*' terhadap pensijilan halal Malaysia dalam Akta Perihal Dagangan 2011 (APD 2011). Kerajaan melalui JAKIM telah mengambil beberapa pendekatan dalam memastikan penyelarasan dan penyeragaman yang berterusan antara negeri termasuklah mewujudkan mekanisme pengeluaran dan pemantauan sijil dan logo. Melalui penyeragaman ini Jabatan Kemajuan Islam Malaysia (JAKIM) dan Majlis Agama Islam Negeri (MAIN) /Jabatan Agama Islam Negeri (JAIN) hanya akan mengguna pakai logo, standard, gerak kerja dan sistem yang seragam sahaja (Mashitah, 2011).

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