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THE DETERMINANT FACTORS OF HALAL TOTAL QUALITY MANAGEMENT (HTQM) IN THE SUSTAINABLE TOURISM INDUSTRY IN MALAYSIA

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Abstract

This research paper presented a framework to support practitioners involved in total quality management who are implementing or engaging with halal practices in the sustainable tourism industry. The proposed framework applies to both internal and external output from previous studies and suggests the inclusion of a new variable, the halal certification, as a mediator to the Total Quality Management (TQM) programme. The paper offers a fresh perspective for readers and practitioners to incorporate the TQM programme into the halal procedure. This procedure has been widely adopted by manufacturing and service companies, as numerous researchers have demonstrated its crucial role in delivering products and services. Based on existing studies, this paper considers five scopes of total quality management: leadership commitment, decision making, employee training and competency, halal integrity in supply chain, and customer focus as independent variables; halal certification as a mediator; and customer satisfaction as a dependent variable.

Keyword : sustainable tourism, halal total quality management, halal integrity, halal certification, supply chain management

1. Introduction

Halal Total Quality Management (HTQM) has gained significant attention in the tourism industry, particularly in Muslim-majority countries like Malaysia (Ibrahim et al., 2023, 2020). This concept ensures that tourism products and services comply with Islamic requirements while maintaining high standards of quality for customer satisfaction (Amer et al., 2020). As Malaysia aims to position itself as a leading destination for Halal tourism, understanding the determinant factors influencing the adoption and implementation of Halal TQM practices becomes imperative for stakeholders in the sector (Ibrahim et al., 2019, 2021). Malaysia's rich cultural heritage and vibrant tourism offerings have led to a focus on ensuring the quality and authenticity of Halal products and services. Halal TQM is central to this pursuit, as it addresses both conventional quality standards and religious and cultural considerations inherent to Halal guidelines and principles (Abdullah et al., 2013).

This article, "The Determinant Factors Of Halal Total Quality Management (Htqm) In The Sustainable Tourism Industry In Malaysia" delves into the intricate factors influencing the adoption and execution of HTQM practices within Malaysia's tourism sector (Idris et al., 2022). The study aims to provide nuanced insights into the

unique challenges and opportunities faced by tourism businesses in aligning their operations with Halal principles.

Understanding the determinant factors influencing Halal TQM is crucial for tourism businesses to identify and address potential barriers to TQM implementation, enabling policymakers and regulatory bodies to formulate tailored strategies and interventions to support the integration of Halal TQM practices across the tourism value chain (Ismail et. al, 2022., Johan et. al, 2019, & Rahmat, et. al., 2023) . Academic scholars can contribute to the advancement of knowledge in this field by uncovering the underlying mechanisms driving Halal TQM adoption and its impact on business performance and consumer satisfaction (Mohamed et al., 2019).

1.1. Research Background

Malaysia's tourism industry has seen significant growth in recent years, driven by government initiatives to promote Halal tourism. This niche market, catering to Muslim travellers, offers economic development and cultural promotion (Li, et., 2024). Malaysia's rich Islamic heritage and diverse tourism offerings attract millions of Muslim visitors annually. As the Halal tourism sector expands, Total Quality Management (TQM) is increasingly recognized as essential for ensuring the authenticity and integrity of Halal products and services (Yu, et. al., 2024). TQM focuses on leadership, customer satisfaction, and adherence to Islamic standards and regulations. Integrating Halal principles into TQM practices is crucial for meeting the needs of Muslim travellers while maintaining high standards of quality and service. However, the adoption and implementation of Halal TQM in the tourism industry face challenges and opportunities, including organizational culture, regulatory environment, market demand, and stakeholder engagement (Ibrahim et. al., 2023). Understanding these factors is crucial for policymakers, industry practitioners, and researchers to develop strategies for enhancing Halal TQM implementation and promoting sustainable growth in the Halal tourism sector (Zaleha et al., 2015).

1.2. Problem Statement

Although there is growing attention and interest in Halal tourism in Malaysia and the importance of Total Quality Management (TQM) in ensuring excellent service, there is still a lack of comprehensive understanding about the factors that determine

the successful implementation of Halal TQM practices in the Malaysian tourism industry (Ibrahim et al., 2019, 2020, 2023). Halal Certification is an important component of Halal Total Quality Management (TQM). However, the performance of Halal TQM programmes is also influenced by factors such as organisational culture, legal compliance, market demand, and stakeholder participation (Amer et al., 2019). The problem at hand is the need to thoroughly examine and identify the determinant factors as Independent Variables (IV) in order to provide policymakers, industry practitioners, and researchers with valuable insights into strategies for improving Halal TQM implementation and fostering sustainable growth in the Halal tourism sector (Ahmed et al., 2019).

1.3. Research Objectives

- a) To investigate the influence of Leadership Commitment towards Customer satisfaction in tourism industry.
- b) To identify the impact of Decision Making in Halal TQM towards customer satisfaction in the tourism industry in Malaysia.
- c) To identify the Training Needs holistically through training need analysis (TNA) for employees training and competency towards customer satisfaction in the tourism sector in Malaysia.
- d) To assess the cultural considerations and market demand for Halal Supply chain integrity for implementation in the tourism industry in Malaysia.
- e) To instil the culture of Customer-Focus through active communication and customer feedback as a priority to gain customer confidence in Malaysia's tourism industry.

1.4. Research Questions

- i) How does Leadership Commitment enhance customer satisfaction in tourism industry in Malaysia?
- ii) What role does Employee Training and work-related competency play in facilitating towards enhancing and achieving HTQM goals in the Malaysian tourism sector?
- iii) What measures are taken to ensure Halal integrity in the supply chain, and consumer preferences, in shaping Halal TQM practices in the tourism industry?

- iv) How do Halal Certification assurance (Quality Management practice) impact and influence Halal tourism products and services towards achieving customer satisfaction and how do they impact Halal TQM implementation?
- v) How does Customer Focus emphasizes understanding and meeting the needs and preferences of customers, particularly regarding Halal products and services towards customers satisfaction?

1.5. Significance of Study

1.5.1. Academic Significance

This study contributes to the academic literature by advancing the understanding of Halal Total Quality Management (TQM) practices in the context of the tourism industry. By exploring the determinant factors influencing Halal TQM implementation, the study fills gaps in existing knowledge and provides insights for future research.

1.5.2. Industry Significance

Findings from this study can provide information to tourism businesses and industry stakeholders about strategies for enhancing Halal TQM practices, thereby improving service quality, customer satisfaction, and competitiveness in the Halal tourism market. By identifying key determinant factors, the study offers practical recommendations for businesses to adopt and implement Halal TQM initiatives effectively (Wong et al., 2017).

1.5.3. Policy Significance

Policymakers and government agencies can use insights from this study to develop policies and regulations that promote Halal TQM practices and support the growth of the Halal tourism industry in Malaysia. By understanding the regulatory environment and stakeholder dynamics influencing Halal TQM, policymakers can create an enabling environment for businesses to adopt and comply with Halal standards (Noordin et al., 2018).

1.5.4. Social and Cultural Significance

Halal TQM practices do not only contribute to economic development but also play a significant role in preserving cultural and religious values in the tourism sector. By promoting Halal-friendly tourism experiences, this study contributes to the cultural preservation and identity of Muslim-majority countries like Malaysia (Razalli et al., 2018).

1.5.5. Practical Significance

Enhanced Business Performance

Understanding the Determinant Factors of Halal Total Quality Management (TQM) practices can help tourism businesses in Malaysia improve their performance by aligning their operations with Halal principles while maintaining high-quality standards (Al-Haj et al., 2017).

Competitive Advantage

Businesses that effectively implement Halal TQM practices can gain a competitive edge in the Halal tourism market by meeting the growing demand for Halal-certified products and services (Wong et al., 2017).

Consumer Trust and Satisfaction

By adhering to Halal standards and demonstrating commitment to quality management, tourism businesses can build trust and loyalty among Muslim consumers, leading to increased satisfaction and repeat business (Abdullah et al., 2017).

Competitive in the global market

A robust Halal TQM system can provide tourism businesses in Malaysia with a competitive edge in the global Halal tourism market, attracting more Muslim travellers and boosting revenue (Ibrahim et al., 2019).

1.5.6. Theoretical Significance

Contribution to TQM Theory

The study contributes to the theoretical understanding of TQM by exploring the integration of Halal principles into TQM practices, highlighting the unique challenges and opportunities in the context of the tourism industry (Razalli et al., 2018).

Expansion of Halal Tourism Theory

By identifying determinant factors influencing Halal TQM implementation, the study contributes to the theoretical framework of Halal tourism, shedding light on the complexities of ensuring compliance with Halal standards while delivering quality tourism experiences (Noordin et al., 2018).

Insights into Stakeholder Theory

The study provides insights into stakeholder dynamics in the Halal tourism industry, offering theoretical implications for stakeholder theory by examining the roles and interactions of various stakeholders in shaping Halal TQM practices (Razalli et al., 2018).

2. LITERATURE REVIEW

2.1. TOTAL QUALITY MANAGEMENT (TQM)

TQM has become one of the dominant business strategies in the 1990s (Lee et al., 1999) and its evolution into a pervasive management philosophy running through the works and veins of Ishikawa (1972), Crosby (1979), Taguchi (1982), Feigenbaum (1983), Deming (1986) and Juran (1988). A wide range of management issues, techniques and approaches have been brought together under the common banner of TQM (Porter et al., 1996). Total Quality Management is an accepted philosophical tool with a set of guiding principles. It is a methodology to anchor with emphasis on the criticalness on the basis of continuous improvement (James P. Womack et al., 1990) to elevate the process and service elements within an organization (Cascio, 1995). TQM is simplicity in itself and has a single purpose: to improve the performance of the organization with a management philosophy that is customer-satisfaction driven through continuous improvement strategy of all organizational processes (Robbins, 1996). TQM is a wide approach to improvement of final products and services (Gomez-Mejia et al, 1995). Practical experience and combining the various teachings of the quality gurus has led to an effective TQM model (Tenner et al, 1992). TQM requires a change in fundamental work culture. TQM is a special program for organizations based on several important elements namely Customer-focused, Strategic planning, Empowerment and Continuous improvements (Cherrington, 1995).

2.2. Service Industry

Today in the local and international scene, service industry plays an increasing role in Gross Domestic Product (GDP). This economic growth trend has continued for the last two decades (Directorate for Science, Technology, and Industry, STL 2008). In some countries, service industry budgeted more than 70 percent of GDP reported by the Organization for Economic Co-operation and Development (OECD) by 2008. Naturally with increase in market trend locally and internationally, in 2009, the service innovation rise to the challenge for organization to fight for significant place in the market share in growth and development. It is a continuous search for better performance to enhance overall business.

In non- OECD countries like Malaysia, the GDP shares in service industry is only about 55 percent. In 2011, the Malaysian Investment Development Authority MIDA claimed the highest GDP share with rapid growth of share at 58.6 percent was recorded with growth rate of 6.8 percent. This generated employment opportunity for 6.5 million people totalling 53.3 percent of the population employed. (Malaysian investment performance report, 2011).

The service industry with such big positive jump in economic activity spread across many organizations, firms, and enterprises such as education, health care, transportation, hotels and restaurants, governmental services, telecommunication, social and personnel services, financial services, wholesale, and retail enterprises. To remain competitive in the domestic and global market these enterprises must be equipped with strong innovative services alongside high quality products and services. The implementation of Total Quality Management (TQM) with its many variables not only enhance innovative processes but also strengthen the organization's basic foundation with customer focused and customer driven philosophy in its mission for continuous improvement (Baldwin et al., 1996).

2.3. Importance of Tourism

The key role of the tourism industry in a country is simply the lucrative benefits that it creates in the business and commercial sector. It churns and turn the wheel of fortune in the positive direction for economic growth and increase demand for many more industries to participate. Apart from steady growth in economics activities it

promotes alongside the employment sector and together propels development as in a domino effect. New opportunities mean employment sector improves.

Development encroaches economic progress, source of income, infrastructure development, cultural heritage, societal progress, educational importance, environmental solace, and spillover (Smith 2020).

2.4. Halal Total Quality Management (HTQM)

Globally, religious awareness of faith increases within the Islamic community that propagates the need for Halal Total Quality Management to take precedent and its proof for validity and compliance through the issuance of Halal Certification by the Halal authority. Hence Halal Certification is not just a global identity for quality assurance, Islamic lifestyle, and many other attributes (Muhammad et al., 2009).

Halal products and services are produced and provided through *toyyib* processes so that they can be utilized and consumed by consumers, especially Muslims. *Toyyib*, which is a pre-requisite for halal products and services, is translated as a form of guarantee of the procurement process, material handling, products, services, and transportation in accordance with Islamic law. The alliance between producers and suppliers, distributors, and consumers is central and key to implementing Supply Chain Management (SCM) of Halal products. The involvement of all business participants in the supply chain network to engage in continuous improvement is significant for the implementation of Total Quality Management (TQM), with Halal, Islamic law tagged to it and becoming Halal Total Quality Management.

Today the Principles of Halal Total Quality Management (HTQM) is a concept that combines both the religious and way of life issues as a state-of-the-art system propagating constant continual improvement (Ibrahim et al.,2013), with the requirements and standards of Halal practices permissible in the Islamic faith. HTQM becomes a management philosophy that focuses on leadership, halal awareness, continuous improvement, customer satisfaction, and employee involvement to achieve organizational success (Ibrahim et al.,2013). On the other hand, "Halal" is an Arabic term that means permissible or lawful in Islamic law, and it applies to various aspects of life, including food, finance, and business practices. Today in choosing products, customers have to consider both quality and halal aspects (Tieman, 2011).

In the context of Halal TQM (HTQM), the aim is to integrate the principles of Total Quality Management with the Halal requirements to ensure that products and processes comply with Islamic principles. This is particularly relevant in industries such as food, pharmaceuticals, cosmetics, and finance, where adherence to Halal standards is crucial for the Muslim consumer market.

2.5. Leadership Commitment

Leadership in management is important and often can be misconstrued (Ibrahim et al.,2013). A good leader is one with leadership qualities and set leadership by example. In total quality management we find that a leader is a person who has adequate skills and sufficient competency to lead a group of individuals through basis of motivation. By so doing subordinates become willing parties to follow instructions in the achievement of organizational goals and in reaching the organization mission and vision. Islamic management (Kazmi,2007), and through knowledge as obtained from other Islamic sources deals with management of organizations in environment compatible with the Islamic beliefs and practices.

This understanding with alternative usage in the management a leader should comprehend the basis of each category of management. In Islam, it is required to follow (Holy Quran and Hadith) as guidance. The reading and understanding of the Quran pertaining to all matters within the scope in the world is stated in the many verses of the Quran. As Muslims, be throned as Khalifah on this planet earth portray evidence of Leadership concepts in Islam that include all Halal requirement (Ibrahim et al, 2019). Outstanding Leader is best exhibited by Prophet Muhammad, peace be upon Him. The Western business world too provide training for all categories of managerial levels. Muslims with Western management orientation is illusioned into thinking there exist separation from public domain of an organization towards religion that consider religion to be a private matter. Thus, the occurrence of a conviction against that of the revealed sources of knowledge. An alternative and more comprehensive management theory surfaces in order to survive the test of reality and common belief. According to (Khaliq, 2003) visionary leadership, management of change, fair treatment and social justice among employees, strategic management thinking, sincerity and commitment, and motivational issues are known as Management from an Islamic perspective (MIP) (Johan et al, 2019).

2.6. Decision Making

In present times, Halal food is universally accepted by all consumers. The Muslims as Halal awareness increases the choice for Halal food becomes the obvious choice in the decision making. For non-Muslims it has no religious bearing and thus acceptable both ways making decision easier. For Halal food to take effect for the Muslim communities it must ensue and requires Halal certification for all its processing activities. Halal food manufacturers and partners alike must put up a realistic decision for full compliance to Islamic laws. This affects the Halal activities of decision making. Managerial decision for Halal certification is influenced by customer equity. Halal is the preferred and considered as universal food because it is consumed by both Muslims and non-Muslims due to its emphasis on tidiness, healthy environment, safety issues and animal welfare savvy (Marzuki et al., 2012). In order to influence the customers decision buying power based on Halal Awareness, the proprietor firstly require halal certification. Halal certification is now a global identity for quality assurance, lifestyle benchmark for trust, safety, quality, hygiene, and all other Halal attributes (Muhammad et al., 2009). Management of restaurant industry take heed that halal certification to be a competitive advantage, as it is symbolic of healthy, clean, and safe food handling (Nasir et al., 2008) alongside regulatory weight for certification of their products. Hence arriving at a wise decision that will provide the management with sufficient guidelines and data. Other types of industry also have their Halal Certification process to follow. This will definitely help in making the correct decision in order to provide the best quality and best services to all consumers.

Interestingly Halal awareness can be defined as the understanding and information about particular things (Aziz et al., 2013). Due to the lack of awareness and knowledge about Halal food is damaging resulting in food borne diseases which has affected many lives. As a result, customers now demand Halal certified food as awareness level increases (Talib et al., 2008).

Certification Cost is associated with both tangible and intangible costs (Marzuki, 2012). In order to get certification, a substantial amount of money has to be paid and indeed a lengthy time frame yet another problem (AL-Harran et al., 2008). Whereas cost of compliance is managers' perception that halal certification is very difficult to follow and very challenging to maintain as a standard (Yusoff et al., 2004). Hence, the

organization sees this as another factor for them to make the decision. It is well known that cost can also provide the facts and data for the management of that organization to make the required decision.

Halal certification is not only the religious concern because it is appearing as a global identity for quality assurance, lifestyle, and many other attributes (Muhammad et al., 2009). Halal concept is presenting itself as a benchmark for trust, safety, quality, and hygiene among Non-Muslims (Marzuki, 2012).

2.7. Employee Training and Competency

It was reported that the importance of TQM for worker contribution is to advance the human aspects of the quality framework to fit in the changing of the surrounding (Cemal et al., 2012). Meanwhile the increase in various activities including formal instructions on and off work, on the job training, thinking ability, employee management information increased with the various activities as highlighted (Cooper et al., 1994). This plays the most crucial part in improving and expanding business development where these elements become useful in directing a decision towards beneficial initiatives and business success (Pena, 2004). These activities have potential values in the business competitive rivalry perspective. It becomes clear and necessary to implement them to achieve the most positive impact on a company's business achievement (Seleimet et al., 2007). In the labour economic theory, all workers require possession of good techniques and achievement that can be used to generate output and worker's expectation (Rephann, 2002).

Both education and training are the key important investment related to employee management in relation to increase returns on future profit (Becker, 1964). Meanwhile, it is stated that employee management is helpful both to persuade employees and helps in innovating through research and improvement that will eventually create a method for the future young generation to cope with the economy and society (Doucouliagos, 1997). In relation to the research topic, employee management is useful as an influencing factor in obtaining the Halal Total Quality Management system. Halal certification can be a tool for better performance in building trust and confidence in the product ingredients followed by an increase in sales. The qualified employee will be able to understand the significance and operationalize the progress of the Halal certification. This is the implied golden rule included as one

of the requirements by the Halal authoritative body. The requirements of employee management are achievable through motivation, knowledge, and skills alongside the experience of the employees (Salas et., 2012).

2.8. Quality Management Practices

In TQM dealing in management is a fundamental aspect. An integral important part of the system approach to management of quality is the strategic and systematic approach. This then emblem into achieving an organization's vision, mission, and goals. This process also has been called strategic planning or strategic management that includes the formulation of a strategic plan that integrates quality as a core component. Strategic planning refers to the companies formulating its strategy and policy to achieve excellence in performance (David, 2007). The variable of customer driven quality form an integral part of the strategic planning (Samson et al., 1999). For example, incorporated in the organization business strategic plan must include customer requirement towards safety and quality of food products. The objective is to translate customer requirements regarding product quality and safety in product development process and allocate necessary resources (Dias et al., 2011). Hence the execution system approach to management positively influences innovative performance in Halal Total Quality Management (Cemal et al., 2012).

2.9. Halal Integrity in Supply Chain Management

Study on halal supply management emphasizes the adoption of Halal elements from start until the end of supply chain. Halal product emphasis on the Islamic law, cleanliness, and safety of the products. Hence the guidelines and regulation pertaining Halal products emphasis from generating of the uncooked materials to the distribution platform. The supply chain of halal products includes the very beginning until they reach end customers (Manzouri et al., 2013).

Reportedly, there was significant relationship among the numbers of employees and imposing Lean Supply Chain (LSC) amongst Halal food corporations. The results showed that the cost of LSC implementation increases as numbers of employees increases (Manzouri et al., 2013).

Adapting the Halal-Toyyiban Assurance in logistics had a mitigating effect on the supply chain vulnerabilities as well as an enhancing effect on the supply chain

capabilities. It was also discovered that the Halal-Toyyiban standards imparted on the supply chain for those that adapted the standards into their supply chain procedures (Aigbogun et al., 2014). The Halal assurance system appears to require client integration strategies in enhancing product exceptional. Halal guarantee device can be taken into consideration as crucial exercise within halal meals production and have to have a comparable directional as Total Quality Management (TQM) on operation performance (Ali et al., 2017).

2.10. Process Management

The significance of process management in ensuring continuous improvement and high-quality output in the food company is expected to influence the safety of the food itself (Psomas et al., 2014). Additional related study showed that process management need to be applied in ensuring the food or products are Halal-Toyyiban. This was further supported that there is a significant positive relationship with trust (Karim et al., 2016). As velocity of change picks globally, Halal certification becomes crucial process. This requirement is further impacted by technology and technological development, which in itself helps at simplifying the production manner, and stimulates more scientifically based totally on products with non-stop exchange in product method (Shafie et al., 2006).

In pervious related studies, it is showed that there exists lack of awareness still on Halal assurance in supplier management and process management. This is supported by a study that there is scarce information in relation to the implementation between TQM practices and trust attributes of certified halal food products (Karim et al., 2016.). In addition, halal assurance is somewhat still relatively new and hence insufficient empirical research on it (Tan et al., 2017).

2.11. Customer Focus

Customer focus is fundamental to Quality Management in which organizations institutionalize the customer-first and customer always right culture. All employees top to bottom must display commitment companywide (Yaacob. Z, 2014). An organization shall be able to satisfy their customer's expectations, needs and desires (Zakaria et al., 2010). The success of Quality Management is consistently evaluated through

customer satisfaction as main criterion measurement tool (Das et al., 2011; Voon et al., 2012).

Companies keep busy with activities that have direct or indirect effect on customer satisfaction. In implementing all customer-focused activities effectively, companies maintain company-customer relationship in order to comprehend the mechanism, complexities and dynamics of customers demand and expectation (Mehra et al., 2008). This proximity between customers and the business allows customer-focused entities to stay alive with changes that occur in the market. The effectiveness of customer focus in improving customer satisfaction has been empirically reported by many authors (Mehra et al., 2008).

Today, customer either Muslim or Non-Muslim consumer have similar Halal awareness and knowledge between them. The same demand towards Halal products is universal by all consumers irrespective of their religion. All recognizes the quality associated with halal products (Hayat M. Awan et al., 2014). However, of interest, it is claimed that Halal is not an issue limited to religious discussion, and yet is has also not been viewed as an image of value (Hanzaee et al.,2011). This finding appears to be based on the grounds that there is an absence of simple learning on the association between Halal ideas, for example, Halal awareness and Halal accreditation with regards to buying Halal items (Aziz et al., 2013).

2.12. Continuous Improvement

Continuous improvement (CI) is key essential standards aggregating Total Quality Management (TQM). Regardless of its shape and size if at all measurable, CI is a controlled set of fire to ignite improvement in all its form, shape, and size. Incremental powerful and endless change program in all facets of process and production entity within an organization is one of the key necessities and must-do PDCA cycle. The making and maintaining authoritative progress in a focused market. It is keeping a mindset of a great deal of consideration for persistent and consistent change programs by top level management from Chief Executive Officer and above. In any case, the occurrences of disappointments in actualizing compelling consistent change programs are fundamentally more than those of achievements. However, continuous improvement is a critical factor of HTQM. The implementation of Halal Total Quality Management (HTQM) insists an organization to continuously improve

the whole aspect of the organization that would contribute to the improvement of the planning, process, and/or output. It is a continual journey towards achieving quality objectives, thus demanding a long-term view from leaders. The practice of continuous improvement under quality management is also considered critical due to the truth that quality is particularly connected with client propensities and conduct that is dynamic across time (Gayatri et al., 2011).

The proposed theoretical framework shows the eight independent variables of Halal TQM that can affect Customer (tourist) Satisfaction as the dependent variable. Halal Certification is selected and used as mediating variable in this study of the relationship. The eight variables are listed in table 3.1. The theoretical framework works to give a clear picture on the research understudy.

3. Theoretical Framework

3.1. Past Literature and Studies

In order to propose a theoretical framework in this study, various past literatures were referred. While there might not be an extensive body of literature specifically labelled “Halal TQM”, there are several theoretical frameworks and concepts within the broader fields of TQM and Islamic management that can be applied and adapted to Halal TQM. Although not intended to look at the details, it is worth just to mention some past papers relating to this issue of theoretical framework as follows:

3.1.1. Total Quality Management

- i) Deming, W. E. (1986). *Out of the Crisis*. MIT Press.
- ii) Juran, J. M., & Gryna, F. M. (1993). *Juran's Quality Handbook* (5th ed.). McGraw-Hill.
- iii) Ishikawa, K. (1985). *What is Total Quality Control? The Japanese Way*. Prentice-Hall.

3.1.2. Islamic Management Principle

- i) Al-Faruqi, I. R. (1985). *Islamization of Knowledge: General Principles and Workplan*. International Institute of Islamic Thought.
- ii) Choudhury, M. A. (2015). *Principles of Islamic Management: A Comparative Study with Western Management*. Edward Elgar Publishing.

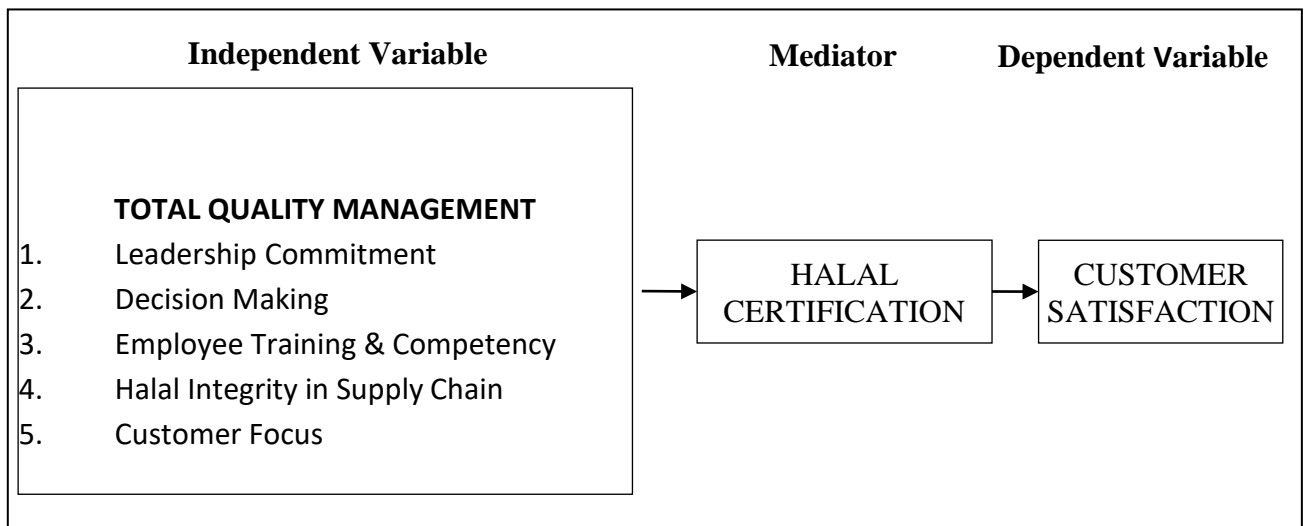
iii) Khan, M. A., & Saif, M. I. (2010). *Islamic Management Theory and Practice: A New Vision for Islamic Management*. LAP Lambert Academic Publishing.

3.1.3. Halal Certification and Standards

- i) Malaysian Standard MS 1500:2009 Halal Food – Production, Preparation, Handling and Storage – General Guidelines (Department of Standards Malaysia).
- ii) JAKIM (Department of Islamic Development Malaysia) Halal Certification Procedure Manual.
- iii) OIC/SMIIC (Organization of Islamic Cooperation/Standards).

The nearest study with the theoretical framework to this intended research that may be used as a guide is a paper that contribute to the understanding of Halal orientation in the hotel industry through offering a theoretical framework with practical initiatives aimed at enhancing Halal services and experiences for Muslim travellers (Ibrahim et al., 2013).

As this is a case study on tourism industry in Malaysia, the theoretical framework shall be based on the relationship of the various independent variables aspect of Halal TQM as listed under independent variables (IVs) and Halal Certification as mediator towards achieving Customer Satisfaction as dependent variable (DV). Refer figure 3.1.3.1. A theoretical framework on this relationship is thus proposed, constructed, and developed with its research hypothesis statement as outlined below.



Source: Adopted from Ibrahim et al., 2013.

Figure 3.1.3.1 Halal Certification as Mediator in Total Quality Management.

3.2. Scope And Limitation of The Study

3.2.1. Scope

This study focuses on investigating the determinant factors of Halal Total Quality Management (TQM) in the tourism industry in Malaysia, utilizing a case study approach. The scope of the study encompasses various aspects, including organizational factors, regulatory environment, cultural considerations, and stakeholder dynamics, to provide a comprehensive understanding of Halal TQM implementation in the Malaysian context. By examining a selected case study within the tourism industry, the study aims to offer insights into the challenges and opportunities associated with Halal TQM practices and their impact on organizational performance and competitiveness.

The study specifically focuses on the tourism industry in Malaysia, examining Halal TQM practices within this sector. While the findings may have implications for other industries, the scope remains centered on tourism-related businesses. (Cooper et al., 2018).

3.2.2. Limitation

Despite the comprehensive scope of the study, several limitations should be acknowledged:

- i) **Case Study Limitation:** The findings of the case study may not be generalizable to the entire Malaysian tourism industry due to the specific context and characteristics of the selected case. Therefore, caution should be exercised in extrapolating the results to other tourism businesses or sectors.
- ii) **Data Availability:** The study's findings may be limited by the availability and reliability of data, particularly concerning sensitive or proprietary information related to Halal TQM practices within the case study organization.
- iii) **Time and Resource Constraints:** Constraints in time, budget, and resources may limit the depth and breadth of the study, affecting the scope of data collection, analysis, and interpretation.
- iv) **External Factors:** External factors, such as changes in government policies, market conditions, and socio-cultural dynamics, may influence Halal TQM practices and outcomes, which may not be fully captured within the study's scope.

v) **Researcher Bias:** The study's findings may be subject to researcher bias, as interpretations and conclusions are influenced by the researcher's perspectives, assumptions, and prior knowledge.

Despite these limitations, the study aims to provide valuable insights into the determinant factors of Halal TQM in the Malaysian tourism industry, contributing to the existing literature and informing future research and practice (Anderson et al., 2019).

3.3. Research Approach

The study is to adopt a quantitative approach with its clear objectives and research questions. Quantitative methods, such as surveys or statistical analysis, provide numerical data for statistical inference (Cresswell et al., 2017).

4. CONCLUSION

This study demonstrates that the incorporation of halal integrity in supply chain and halal certification into Total Quality Management has a significant impact on customer satisfaction. The study's findings suggest that all the hypotheses developed have a strong and positive relationship with halal certification and customer services. There is a lack of awareness regarding halal certification in Total Quality Management, particularly in sustainable tourism industry. This presents an opportunity for future researchers to investigate the incorporation of halal certification into TQM practices.

In addition, this study offers fresh insights for future researchers regarding the significance and implementation of halal certification. Due to its novelty, there is a scarcity of information and empirical research on this topic. The implementation of halal certification practices can be seamlessly integrated with or aligned with the TQM practices. The reason why halal certification is so important is because it applies the concept of Halal-Toyyiban. This means that every step of the process, from offering the services to delivering them to the customers, is in compliance with Shariah. This concept is not a matter of religion, but rather a matter of ensuring that the products are safe for consumption by all individuals. Therefore, it is crucial for organisations to adopt halal certification as a standard practice, just like they do with TQM practices.

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