

A Conceptual Framework of Internal Factors for Halal Certification Intention

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ABSTRACT

This conceptual paper explores the internal motivational factors that influence global food manufacturers' intentions to obtain halal certification, moving beyond the typical focus on external compliance. Using a theorybuilding approach, this study combines the Theory of Planned Behaviour (TPB) and the Resource-Based View (RBV) to create a new conceptual framework. A thorough review of the existing literature on halal certification, organizational behavior, and strategic management informs the model. The framework highlights four main internal drivers—ethical commitment, perceived business advantage, leadership orientation, and organizational culture—as key predictors of halal certification intention. Additionally, organizational readiness is identified as a critical moderating factor that enhances the connection between these internal motivators and the decision to pursue certification. As a conceptual study, the framework needs empirical testing using quantitative methods, such as large-scale surveys. Future research should validate the proposed ideas and examine contextual factors. The results provide policymakers and certification agencies with valuable insights to develop strategies that tap into firms' intrinsic motivations. For managers, it emphasizes the importance of fostering internal readiness and aligning certification with ethical and strategic organizational goals, rather than viewing it solely as a regulatory obligation. This study offers a significant shift in understanding halal certification as a strategic, value-driven organizational choice. The combination of TPB and RBV offers a fresh theoretical perspective, shifting the discussion from external pressure to internal organizational agency and enriching the field of halal management.

Keywords: Halal certification, Theory of Planned Behaviour, Resource-Based View, Organizational motivation, Halal food industry

INTRODUCTION

The global halal food industry has gone beyond its traditional religious roots to become a powerful and dynamic part of the world economy. No longer limited to niche markets, halal products have become mainstream, appealing to a broad consumer base that values quality, safety, and ethical sourcing (Türk et al., 2024). This change is driven by several factors, including a growing Muslim population with greater purchasing power, rising consumer awareness of food integrity, and a global shift toward more transparent and ethical consumption (Mylostyyi et al., 2025). In this context, halal certification has evolved from a mere religious compliance marker into a globally recognized symbol of trust, strict quality assurance, and operational excellence (Rahman & Ahmad, 2024). The projected value of the global halal food market underscores its significant economic influence and the vital role of halal assurance systems across Muslim-majority and non-Muslim markets.

Despite this remarkable growth and clear market incentives, the decision-making process for global food manufacturers regarding halal certification is often viewed through a narrow lens. Traditionally, pursuing certification is seen mainly as a reactive measure—a necessary step to comply with government regulations, satisfy specific regional customer demands, or access lucrative new markets (Ali & Ahmad, 2023). While these external pressures are fundamental and influential drivers, this view overlooks a vital aspect of corporate strategy: the internal, intrinsic motivations that originate within the organization. For many global producers, especially those operating outside the Islamic world, the motivation to seek halal certification can also arise from a strong alignment with core corporate values, a progressive leadership vision, and strategic goals that go beyond simple market entry (Fatmi et al., 2020).

This gap in understanding underscores a crucial need to examine the "why" behind certification from an organizational psychology and strategic management perspective. What internal factors drive a multinational corporation to adopt halal principles into its operational ethos? The dominant academic and practical discussions have mainly concentrated on the external "pull" factors, leaving the internal "push" factors—such as a sincere ethical commitment, a culture of quality, leadership's focus on sustainability, and viewing certification as a strategic advantage—largely overlooked. This oversight hampers a comprehensive understanding of halal certification as a complex business phenomenon.

This conceptual paper contends that halal certification should be redefined as a proactive, strategic organizational objective deeply rooted in a company's ethical identity, quality management systems, and long-term sustainability initiatives. It is not merely a certificate to acquire but a reflection of corporate character and strategic vision. By focusing inward, this study seeks to provide a richer, more nuanced theoretical perspective on the halal certification phenomenon, moving the discussion to a level that goes "beyond religious compliance." The objective of this conceptual paper is therefore threefold:

1. To identify and explain the internal motivational factors affecting global food manufacturers' intention to acquire halal certification.
2. To integrate relevant theoretical perspectives that explain the relationship between these internal factors and certification intention; and
3. To outline a conceptual framework that can guide future empirical research and managerial decisions.

LITERATURE REVIEW

The Evolving Conceptualization of Halal Certification

The academic discussion on halal certification has experienced significant shifts. Early studies mainly viewed it as a religious compliance requirement, emphasizing the technical, Shariah-specific aspects of production processes (Alimusa et al., 2024). This view saw certification as a simple yes-or-no outcome—either compliant or not—driven by the need to serve Muslim consumers. Later, the focus broadened to include economic and market access reasons (Faisal et al., 2024). Researchers started emphasizing certification as a crucial gateway to the growing global Islamic economy, motivated by overcoming trade obstacles and tapping into the purchasing power of Muslim-majority countries (Rahman & Ahmad, 2024). While these external motivations—religious duty and market needs—still hold weight, a newer wave of research views halal certification as a sign of quality and ethical standards. This idea suggests that the strict rules for hygiene, traceability, and animal welfare in halal production appeal to a broader, more mindful customer base, both Muslim and non-Muslim, who value food safety and ethical sourcing (Bux et al., 2022). This review supports this third viewpoint, arguing that this shift calls for a deeper examination of the internal factors that lead companies to adopt halal as a strategic and ethical decision, moving beyond mere compliance and market access.

The Dominance of External Drivers in Existing Research

A thorough review of the existing literature shows a clear bias toward exploring external motivators for halal certification. Most empirical studies, especially those centered on Muslim-majority countries, focus on factors such as:

1. Government regulations: The coercive power of state-mandated halal standards (Sofiana et al., 2021).

2. Consumer pressure: The demand from a religiously conscious customer base (Millatina et al., 2022).
3. Competitive intensity: The pressure to keep up with rivals who have already certified their products (Ali & Ahmad, 2023).
4. Export market requirements: The requirement of certification as an essential condition for entering specific international markets (Maysyaroh, 2023).

While these factors are undeniably important, this dominant focus has created a theoretical gap. It often depicts firms as passive actors reacting to external pressures, thus neglecting the agency of strategic management and the role of internal organizational values. This gap is especially noticeable when examining global food manufacturers headquartered in non-Muslim-majority countries, where external religious pressure might be minimal. For these firms, the decision to pursue certification is likely a more complex calculation, involving internal strategic priorities and value systems that are not fully explained by the existing, externally-focused literature.

Theoretical Foundations

To bridge this gap, this study employs a dual-theoretical framework combining the TPB and RBV theories. These theories were selected for their ability to complement each other in explaining both the "why" (motivation) and the "how" (capability) of halal certification intention.

Theory of Planned Behaviour (TPB) in an Organizational Context

Proposed by Ajzen (1991), TPB is a strong framework for predicting individual behavior. It suggests that behavioral intention—the immediate cause of behavior—is influenced by:

1. Attitude (personal evaluation of the behavior)
2. Subjective norms (perceived social pressure)
3. Perceived behavioral control (perceived ease or difficulty).

When applying TPB at the organizational level, top management becomes the focus of analysis. Their shared attitude toward halal certification (for example, whether they see it as strategically advantageous or ethically consistent) is a key internal factor. While subjective norms usually reflect external influences, they can also encompass internal stakeholders' expectations, such as the board's dedication to sustainability. Most importantly, perceived behavioral control directly reflects the organization's evaluation of its internal capabilities to attain certification.

Resource-Based View (RBV) as a Strategic Enabler

The RBV (Barney, 1991) argues that firms gain a competitive edge by utilizing unique, valuable, and inimitable internal resources. From this perspective, halal certification is not just a market permit but a strategic asset that can boost brand reputation and consumer trust. More importantly, the internal drivers of certification are themselves intangible resources.

1. Ethical commitment is an important cultural asset that enhances legitimacy.
2. Leadership orientation is a rare resource for strategic change among managers.
3. Organizational culture is a complex social resource that influences behavior.
4. Organizational readiness refers to the tangible and intangible capabilities—such as knowledge, systems, and finances—needed for implementation.

Theoretical Integration and Critical Synthesis

The integration of TPB and RBV forms a strong explanatory model. TPB's perceived behavioral control is mainly supported by the resources and capabilities emphasized in RBV. A firm's perception of its ability to succeed in certification is not created in isolation; it directly reflects its resource endowment (Tumiwa et al., 2023). For

example, strong leadership (an RBV resource) can positively influence managerial attitudes (a TPB component) and enhance perceived control by dedicating the necessary resources.

However, this integration is not without its potential limitations. TPB, as an individual-level theory, may not fully capture the complex, political, and often fragmented nature of strategic decision-making within large, multinational corporations (Hameed et al., 2025). Hameed et al. (2025) also noted that RBV has been criticized for its static nature, potentially overlooking the dynamic processes through which resources such as "ethical commitment" are built and mobilized. This framework addresses these critiques by using TPB to capture the dynamic intention-formation process and RBV to account for the structural resource conditions that enable it.

Linking to Broader Management Concepts

The internal drivers discussed in this study are not isolated phenomena but are closely linked to well-established management research streams.

1. Ethical commitment aligns with the literature on Corporate Social Responsibility (CSR) and ethical business cultures, indicating that halal certification can be considered part of a broader CSR and sustainability strategy (Rahman et al., 2024).
2. Leadership orientation relates to research on strategic leadership and transformational leadership, which highlight the role of top management in championing strategic initiatives and shaping organizational values (Singh et al., 2023).
3. Perceived business advantage aligns with concepts in strategic marketing, where certifications serve as tools for brand differentiation and competitive positioning (Lima et al., 2024).

By positioning the internal drivers of halal certification within these well-established management discourses, this study raises halal certification from a niche religious compliance topic to an important subject within mainstream strategic and ethical management. The resulting conceptual model combines these theoretical perspectives and broader ideas to present a framework for understanding halal certification intention as a complex, internally motivated organizational phenomenon.

To enhance the analytical depth of this literature review, this section critically compares the key findings of earlier studies rather than just describing them. While previous research consistently emphasizes external factors such as regulation, consumer pressure, and market access as primary drivers of halal certification, these studies rarely explore managerial reasoning within firms. For example, Sofiana et al. (2021) and Millatina et al. (2022) focus on external institutional forces. In contrast, Jaswir et al. (2023) and Secinaro et al. (2021) highlight internal ethical and strategic considerations arising within firms. This contrast shows that past research has been uneven—rich in external determinants but limited in its ability to explain internal motivational dynamics. By synthesizing these different perspectives, the present paper addresses this gap and argues that internal motivations should receive equal, if not greater, attention in understanding certification decisions among global manufacturers.

METHODOLOGY

This article adopts a conceptual research design that emphasizes developing theoretical relationships and proposing a conceptual framework grounded in the existing literature. Unlike systematic reviews, conceptual studies do not follow formal screening procedures or use inclusion or exclusion criteria. Instead, this paper uses a narrative and integrative approach to extract insights from past research relevant to the constructs examined.

Relevant academic sources—including journal articles, books, and theoretical papers—were identified from the Google Scholar database, as well as from other reputable publications.

Priority was given to studies that:

1. Address the constructs being investigated

2. Provide theoretical explanations, and
3. Support the development of relationships outlined in the conceptual model.

The goal of this approach is to synthesize existing knowledge, identify conceptual gaps, and develop logically coherent theoretical connections. This narrative method offers flexibility in combining diverse perspectives without rigid search protocols, ensuring the conceptual framework remains grounded in established theories and supported by relevant literature.

Propositions And Conceptual Model

Building on the integrated TPB and RBV framework, this paper presents a conceptual model that views halal certification intention as arising from four key internal motivators, with organizational readiness acting as an important contingency factor. The model, shown in Figure 1, indicates that a firm's intention strength is not solely a response to external influences but also depends on internal drivers and enabling conditions. The following sections thoroughly describe each construct and outline the formal propositions.

Ethical Commitment: From Compliance to Conviction

The model suggests that a genuine ethical commitment is a core internal motivator. This goes beyond simply following ethical rules. Instead, it involves a deep-rooted organizational dedication to moral principles—such as integrity, transparency, and responsibility—that become part of its operational culture. For global food producers, halal certification can therefore be seen not just as a religious requirement but as a real expression of a broader ethical stance on consumer welfare, food safety, and supply chain openness (Ali & Ahmad, 2023). Companies with a strong ethical identity are more likely to view halal certification as naturally aligned with their core values (Secinaro et al., 2021). This alignment shifts the certification from a costly compliance task to a value-based initiative, encouraging active engagement.

Proposition 1 (P1):

The stronger a global food manufacturer's ethical commitment, the more likely it is to pursue halal certification, as the certification is seen as an extension of its corporate moral identity rather than an external requirement.

Perceived Business Advantage: Strategic Value Creation

While external market access is a recognized driver, the internal perception of broader business benefits is essential. Perceived business advantage here refers to the managerial belief that halal certification acts as a strategic tool for creating value (Tumiwa et al., 2023). This goes beyond just entering the market; it involves boosting brand equity by signaling quality and trustworthiness to a global audience, gaining a competitive edge in crowded markets, and potentially commanding a higher price (Ali & Ahmad, 2023). The key point is that this perception is subjective and socially constructed by the firm's leadership. A company that views certification as a strategic investment rather than a regulatory burden dedicates more attention and resources, thereby reinforcing its behavioral intention (according to TPB's attitude component).

Proposition 2 (P2):

A global food manufacturer's desire to obtain halal certification is positively influenced by its management's view of the certification as a source of sustainable competitive advantage and strategic value creation.

Leadership Orientation: The Catalyst of Strategic Will

The role of leadership orientation is crucial. Top management does not just approve decisions; they shape organizational reality, establish strategic priorities, and allocate vital resources. A visionary, ethically driven, and strategically flexible leadership (Sajjad et al., 2024) is more likely to promote halal certification as part of a broader story of sustainable, inclusive growth. This leadership dedication directly impacts TPB's perceived

behavioral control by ensuring resources are available and removing internal obstacles. On the other hand, without active leadership support, even a positive attitude among mid-level managers may not turn into a firmwide intention, as the initiative lacks strategic legitimacy and resource support.

Proposition 3 (P3):

The active support and strategic prioritization of halal certification by top leadership positively influence a global food manufacturer's intention to pursue it, by legitimizing the initiative and boosting the organization's perceived ability to achieve it.

Organizational Culture: The Fertile Ground for Implementation

Organizational culture—the shared values, beliefs, and assumptions that guide behavior—serves as the foundation on which certification efforts either thrive or falter. A culture that naturally emphasizes continuous improvement, quality excellence, and ethical conduct creates a "fertile ground" for halal certification (Jaswir et al., 2023). In such an environment, the procedural demands and mindset needed for halal compliance are not viewed as foreign impositions but as logical extensions of existing practices (Islam et al., 2023). This cultural readiness minimizes internal resistance and friction, making the goal of certification a more organic and widely accepted organizational step. It is an intangible resource (from RBV) that decreases the perceived cost and difficulty of implementation.

Proposition 4 (P4):

An organizational culture focused on quality and ethics positively impacts the intention to obtain halal certification, as it naturally aligns daily practices with certification standards.

The Moderating Role of Organizational Readiness: Bridging Intention and Action

A key contribution of this model is the introduction of organizational readiness as a moderating factor. This concept recognizes a core truth in strategic management: motivation alone is not enough for action. Readiness encompasses the tangible and intangible infrastructure needed for certification—such as technical knowledge, financial slack, flexible production systems, and employee skills (Karyani et al., 2024; Islam et al., 2023). Even with strong ethical commitment and leadership backing, a company may hesitate to form a firm intention if it perceives a significant lack of capability. Therefore, organizational readiness functions as a catalyst, amplifying the positive links among the four motivational drivers and the dependent variable. High readiness empowers motivation, turning vague willingness into a clear plan (Jaswir et al., 2023). This directly aligns with the RBV by emphasizing that motivational resources must be complemented by implementation abilities to be truly effective.

Proposition 5 (P5):

Organizational readiness strengthens the link between internal motivators (ethical commitment, perceived business advantage, leadership orientation, and organizational culture) and the intention to achieve halal certification.

Proposed Conceptual Model

Figure 1 presents the proposed conceptual model, illustrating the relationships among the four internal motivational drivers—ethical commitment, perceived business advantage, leadership orientation, and organizational culture—and the intention to obtain halal certification, while highlighting the moderating role of organizational readiness. This visual representation enhances clarity by showing how ethical commitment and perceived business advantage shape managerial attitudes toward certification, how leadership orientation strengthens perceived behavioral control and strategic direction, and how organizational culture establishes the normative environment supporting certification efforts. Importantly, organizational readiness functions as the enabling condition that determines the extent to which these internal motivations translate into a firm and actionable intention to pursue halal certification.

Figure 1: Conceptual Framework of Internal Drivers of Halal Certification Intention

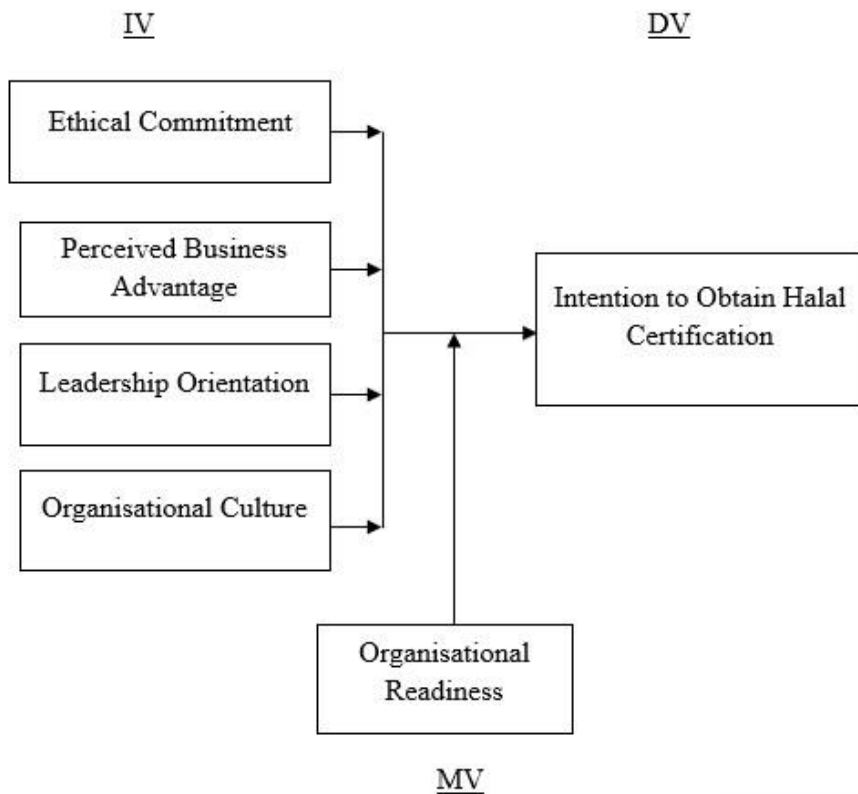


Table 1. Summary of Variables and Their Role in the Framework

Type	Variable	Definition / Role in the Framework
Dependent Variable (DV)	Intention to Obtain Halal Certification	The firm's deliberate plan or willingness to pursue halal certification as part of its strategic and ethical agenda.
Independent Variable (IV1)	Ethical Commitment	The organisation's moral obligation and integrity in ensuring ethical and transparent production practices.
Independent Variable (IV2)	Perceived Business Advantage	The belief that halal certification improves competitiveness, brand image, and market access.
Independent Variable (IV3)	Leadership Orientation	The extent to which top management supports, promotes, and prioritises halal certification.
Independent Variable (IV4)	Organisational Culture	The shared values and norms that support ethical behaviour, quality assurance, and certification readiness.
Type	Variable	Definition / Role in the Framework
Moderating Variable (MV)	Organisational Readiness	The degree to which the organisation possesses the internal capabilities, systems, and resources needed for halal certification implementation.

Interpretation Notes

1. Internal Motivation Pathway:

The four IVs represent internal organizational motivations that collectively influence behavioral intention and align with the attitude and perceived control dimensions of the TPB.

2. Strategic Enabler:

The moderating role of organisational readiness is grounded in the RBV, which holds that motivation alone is insufficient; companies also need sufficient internal resources to translate their intentions into actions.

3.Outcome Focus:

The DV, intention to obtain halal certification, shows the company's readiness and interest in starting or continuing the certification process, serving as a step before actual certification actions.

RESEARCH CONTRIBUTIONS AND FUTURE RESEARCH DIRECTIONS

This conceptual paper deliberately shifts the discourse on halal certification from the external environment to the organization's internal operations. The proposed framework not only introduces new variables but also fundamentally rethinks halal certification as a strategic organizational phenomenon. Its contributions are thus articulated across theoretical, practical, and future research domains.

Theoretical Contributions

This study introduces several subtle theoretical improvements that challenge and broaden existing paradigms. First, it provides a necessary theoretical reorientation. By emphasizing internal drivers—ethical commitment, leadership orientation, perceived strategic advantage, and organizational culture—the framework challenges the dominant narrative in halal literature, which a compliance-based, externally driven paradigm has primarily shaped. This shifts the discussion from "why firms must comply" to "why firms choose to adopt," framing halal certification as a purposeful, strategic decision rather than a passive response. This is especially important for understanding the behavior of global multinational corporations, for whom external religious pressure is minimal.

Second, the study highlights the power of combining theories. The intentional integration of the TPB and the RBV is a significant innovation. While TPB effectively explains why intentions form, it often lacks detail about organizational-level enablers. RBV, on the other hand, explains how resources enable action but can be static, missing the motivational processes that drive resource use. This framework connects those gaps. It shows how RBV's intangible resources (such as ethical culture and leadership) directly influence TPB's factors that shape intentions (attitude and perceived behavioral control), thereby yielding a more dynamic and comprehensive model that links organizational assets to managerial thinking and strategic aims.

Third, it elevates halal certification within mainstream management theory. By connecting the drivers to established ideas such as corporate ethical identity, transformational leadership, and strategic capability, the study moves halal certification beyond its niche as a religious or market-access issue. It is repositioned as an important example of larger strategic trends such as ethical branding, sustainable supply chain management, and value-driven competition. This creates a shared theoretical language that enables halal certification to be discussed alongside other strategic certifications (e.g., Fair Trade, Organic) within the core management literature.

This study contributes to halal management theory by reframing halal certification as a strategically motivated internal process rather than a compliance-driven external response. It expands halal management beyond its religious and regulatory roots by emphasising intrinsic drivers such as ethical identity, leadership orientation, and organisational culture. This shift provides a broader theoretical foundation for understanding halal behaviour within global corporations, situating halal certification alongside other strategic certifications such as CSR, ISO, and sustainability frameworks. Thus, the model not only advances halal theory but also positions it more firmly within mainstream management scholarship.

Practical and Managerial Implications

The framework provides practical insights for key stakeholders by offering a more accurate view of the organizational decision-making landscape.

1. For policymakers and certification bodies, understanding these internal drivers is essential for market growth. Instead of relying solely on regulatory mandates or emphasizing market size, they can develop more effective promotional strategies. This includes:

- a. Creating communication campaigns that position halal certification as a symbol of quality, ethics, and traceability, aligning it with universal business principles.
 - b. Developing executive education programs and leadership workshops that showcase the strategic business benefits of certification, targeting the C-suite where strategic decisions are made.
 - c. Providing readiness-assessment tools and technical support to help firms develop internal capabilities, thereby strengthening the connection between motivation and action.
2. For global food manufacturers, this study offers a rationale for adopting a deeper, strategic approach to halal certification. It suggests that viewing certification as just a compliance requirement is a missed opportunity. Instead, firms should:
- a. Integrate halal certification into their leading CSR and sustainability reports, positioning it as a pledge to ethical consumption and transparent production.
 - b. Secure high-level leadership support from the beginning to guarantee strategic alignment and sufficient resource allocation.
 - c. Perform an internal audit of organizational readiness before making a decision, evaluating cultural, technical, and systemic capabilities to ensure that intentions are effectively translated into action, thereby safeguarding the brand reputation from unsuccessful initiatives.

Unlike previous halal certification models that predominantly emphasize external institutional pressures such as regulations, consumer expectations, or export requirements, the present framework shifts the analytical focus inward. It positions firms as proactive decision-makers driven by ethical conviction, strategic foresight, and internal cultural alignment. Earlier models often treated organizations as reactive actors responding to the environment; this model highlights internal agency and strategic choice. By integrating TPB and RBV, it also offers a more comprehensive theoretical explanation than prior single-theory models, bridging motivation (TPB) with capability (RBV) to explain certification intention.

Avenues for Future Research

This conceptual model paves the way for multiple valuable avenues of empirical and theoretical research.

1. Empirical validation and quantification: The next key step is to operationalize the constructs and test the proposed relationships. Conducting large-scale survey research with senior managers of global food companies and analyzing the data using structural equation modeling (SEM) could validate the model and assess the relative strength and interactions among drivers. For example, is ethical commitment a stronger predictor than perceived business advantage in specific contexts?
2. Contextual and comparative studies: Future research should examine how national, cultural, and firm-specific factors influence these internal drivers. A comparative study between firms in Muslim-majority and non-Muslim-majority countries, or between family-owned businesses and publicly traded multinationals, could uncover key contingencies that shape motivational patterns.
3. Longitudinal and process-oriented inquiry: To understand the changing nature of certification intention, longterm studies are necessary. Research could follow firms before, during, and after the certification process to examine how motivations shift, how setbacks affect perceived behavioral control, and how actual benefits (or their absence) affect long-term commitment.
4. Expanding the theoretical framework: Future conceptual work could incorporate additional perspectives. For example, integrating Institutional Theory could clarify how internal motivations interact with different types of external institutional pressures (coercive, mimetic, normative). Additionally, given the digital transformation of supply chains, examining the role of technology readiness and digital traceability systems as specific aspects of organizational readiness offers a timely and important extension.
5. By following these guidelines, scholars can build on this foundational framework to gain a deeper, more nuanced understanding of halal certification as a complex and strategic organizational behavior.

CONCLUSION

This conceptual paper critically re-examines the drivers of halal certification and advocates a paradigm shift across academic and practitioner perspectives. Moving beyond traditional narratives of religious compliance and external market pressures, the study shows that the motivation to pursue halal certification among global food manufacturers is primarily an internal, strategic decision. The proposed framework, combining the TPB and the RBV, reveals that this motivation is shaped by the intersection of motivational factors—ethical commitment, perceived business benefits, leadership style, and organizational culture—and is strongly supported by both tangible and intangible organizational assets.

The core argument of this paper is that halal certification, when viewed through this internal perspective, is not a passive response but an active, value-driven organizational choice. It signifies a strategic decision to align operational practices with broader corporate ethics, use certification to gain a competitive edge, and incorporate principles of quality and transparency into the corporate identity. This reconceptualization is crucial for understanding the behavior of modern multinational corporations, for whom halal certification is one strategic option among many rather than a strict religious obligation.

Ultimately, this study concludes that the long-term success and integrity of halal certification within the global food system depend as much on producers' internal willingness and ethical beliefs as on external regulatory frameworks. A certification obtained solely under pressure lacks the resilience and genuine commitment of one embraced as a strategic and ethical priority. Therefore, fostering these internal motivations is not just an academic exercise but a practical necessity for building a strong, credible, and sustainable global halal ecosystem.

This paper offers a foundational conceptual model, but its actual value will come from future empirical research. By validating and refining this framework, researchers and practitioners can work together to develop a deeper understanding of halal certification—not as a fixed compliance standard, but as a dynamic reflection of strategic, ethical, and value-based organizational behavior in a complex global market.

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