IQTISHODUNA: *Jurnal Ekonomi Islam* 13, no. 2 (October 1, 2024): 417-428
DOI: https://doi.org/10.54471/iqtishoduna.v13i2.2513
E-ISSN: 2443-0056, P-ISSN: 2252-5661
Accredited *Sinta 2* Number 148/M/KPT/2020

Organizational Effectiveness of The Indonesia Halal Industrial Estate

Aji Prasetyo [1*], Muhammad Yazid [2], Ismatul Khayati [3]

[1] Department of Economics, Faculty of Economics and Business, Universitas PGRI Adi Buana Surabaya, Indonesia
[2] Department of Islamic Economics, Faculty of Islamic Economics and Business, Universitas Islam Negeri Sunan Ampel Surabaya, Indonesia
[3] Department of Islamic Economics, Faculty of Islamic Economics and Business, Universitas Islam Negeri Sunan Ampel Surabaya, Indonesia

* Corresponding author: ajiprasetyo@unipasby.ac.id

Article history: Received August 8, 2023 | Revised December 9, 2023 | Accepted September 4, 2024 | Available online on October 21, 2024

To cite this article [*Turabian of style 8th edition*]: Yazid, Muhammad, Ismatul Khayati, and Aji Prasetyo. "Organizational Effectiveness of The Indonesia Halal Industrial Estate". *IQTISHODUNA: Jurnal Ekonomi Islam* 13, no. 2 (October 1, 2024): 417-428. Accessed October 21, 2024.

ABSTRACT

Halal Industrial Areas are built in Indonesia to make Indonesia the center of world halal destinations. Halal Industrial Areas that have received permits include the Halal Industrial Park Sidoarjo (HIPS) East Java, Indonesia. This study aims to analyze the effectiveness of organizations that manage halal industrial areas in East Java, Indonesia as one of the institutions that supports the achievement of Indonesia's goal as the center of world halal destinations. This research was conducted using a qualitative method with a field research type that directly examines, takes data and direct observations on the research object, namely the HIPS Area in East Java, Indonesia. Based on the research conducted, it shows that on the one hand, HIPS has been able to demonstrate the effectiveness of its organization by obtaining business actors who invest in the area. Although in terms of quantity, investors in HIPS are not yet optimal to make HIPS the main barometer of Indonesia's halal destination in the eyes of the world. However, the existence of the HIPS Area in East Java can currently support the acceleration of the transformation of the halal industry which has an impact on increasing economic growth.

Keywords: organizational effectiveness, halal industrial, halal product

INTRODUCTION

Efforts to meet the halal needs of the Indonesian people have become one of the roadmaps for the development of the Islamic economy and the national halal industry, namely by making Indonesia the center of the world's halal destinations. This expectation is considered very rational considering that Indonesia has halal capital in terms of religious demographic, socio-cultural, and human capital. Indonesia's religious demographic capital is clearly visible from the large number of Muslims who are the reinforcement for the increase in halal products. Socio-cultural capital in the form of the potential of the halal industry in Indonesia with the emergence of halal lifestyle trends in the form of products,

© 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

culinary, to halal tourist destinations. Human capital, of course, Indonesia has thousands of academics, researchers and practitioners who understand the concept and flow of halal products. This capital has the potential for Indonesia to be able to realize a halal certification implementing organization consisting of halal industry players, halal auditors, halal supervisors, and so on. [1]

Various potentials for Indonesia to become the center of world halal destinations were also conveyed by Nasrullah[2], Fathoni and Syahputri[3] that Indonesia needs a lot of halal products along with the large Muslim population, the diversity of products that can still be maintained halal, the completeness of legal products, the number of business actors, and the increasing need for exports of halal products. Although there are also external challenges in the form of the absence of international halal certification and internally from business actors who prioritize the halalness of recognized products.

The existence of a roadmap and supporting capital for the halal industry in Indonesia was captured by East Java Governor Khofifah Indar Parawansa to initiate the East Java Industrial Halal Zone as the development of the halal industry 4.0 for the activities of Indonesia's logistics centers, exporters and Islamic finance. This area was built in the Safe n Lock Industrial and Warehousing Area in Sidoarjo Regency with the aim of being an area specifically for the production and storage of integrated halal production. This area, called Halal Industrial Park Sidoarjo (HIPS), is expected to be an upstream to downstream area for halal products that will be distributed throughout Indonesia and even abroad. Therefore, this area offers facilities to SMEs to produce halal products with an easier process.[4]

The development of the HIPS Area in Indonesia has the potential to spend up to USD 2.2 trillion on halal products based on Indonesia's large Muslim population. According to the Minister of Industry, this level of spending is predicted to increase until 2024 by 6.2%, which means reaching USD 3.2 Trillion. Trade in halal products between OIC (Organization of Islamic Cooperation) countries currently reaches USD 254 billion, which means it can boost GDP by 1-3%.[5]

[1] Mastuki, "Update on Halal Certification in Indonesia: Expectations and Reality", kemenag.go.id, 2022, https://kemenag.go.id/read/update-sertifikasi-halal-di-indonesia-ekspektasi-dan-kenyataan-8njgk.

[2] Aan Nasrullan, "Analysis of the Potential of the Halal Industry for Business Actors in Indonesia", At-Tahdzib: Journal of Islamic Studies and Muamalah, Vol. 6, No. 1, 2018.

[3] Muhammad Anwar Fathoni and Tasya Hadi Syahputri, "Portrait of the Indonesian Halal Industry: Opportunities and Challenges", Islamic Economics Scientific Journal, Vol. 6, No. 3, 2020.

[4] Opopjatim, "Governor Khofifah to Build Halal Industrial Zone in Sidoarjo", opop.jatimprov.go.id, 2022, https://opop.jatimprov.go.id/detail/253/gubernur-khofifah-akan-bangun-kawasan-industri-halal-di-sidoarjo.

[5] Ministry of Industry, "Indonesia Expected to Become World Halal Production Center, kemenperin.go.id, 2022, https://www.kemenperin.go.id/artikel/22817/Indonesia-Digadang-Jadi-Pusat-Produksi-Halal-Dunia.

 © 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

The development of the HIPS Area was welcomed by Indonesian Vice President Ma'ruf Amin that the effort was in line with the Indonesian President's program to build a halal product industrial area in Indonesia. The establishment of this area realizes the ease of services related to halal products under one roof (one stop service). The Vice President assessed that East Java has high industrial competitiveness due to the availability of good supporting industrial factors in terms of human resources, natural resources, road infrastructure, and adequate ports and airports. The Vice President called for the availability of all necessary facilities and actively socialize the HIPS Area to attract many investors and producers.[6]

Sjakoer, et. al.[7] states that East Java experienced the smallest contraction in Java, namely 2.39%, which means that it has succeeded in building a good strategy in economic performance. The existence of the HIPS Area in East Java can support the acceleration of the transformation of the halal industry which has an impact on increasing economic growth.

The HIPS area began operating in 2020, which until now is still a halal industrial area that has only been operating for 2.5 years. Of course, with a small age, this area is still in the pioneering stage and is struggling to truly realize the target it wants to achieve as well as become a barometer of the halal industrial area in Indonesia. Because of the reality on the ground, the HIPS area, which focuses on MSME entrepreneurs, especially in East Java, can only sell 26 lots for the operation of halal product MSMEs. In fact, the number of MSMEs in East Java reaches more than 1 million units.[8]

To be able to embrace more MSMEs into the halal industrial area and achieve a centralized halal product guarantee system in an industrial area, of course, strong organizational management is needed and is supported by various parties from both the government and the private sector and organizations that support the progress of the halal industry. This study wants to capture the organizational effectiveness of the HIPS industrial area in East Java as well as a form of readiness for the development of the Islamic economy and the national halal industry.

METHODS

The research method used in this research process is a qualitative method to be able to explore and understand an organization that runs a halal industrial

[6] Dwi Aditya Putra, "Sidoarjo Has a Halal Industrial Zone, Product Halal Services under One Roof", liputan6.com, 2021, https://www.liputan6.com/bisnis/read/4497462/sidoarjo-punya-kawasan-industri-halallayanan-kehalalan-produk-dalam-satu-atap.

[7] Nour Athiroh Abdus Sjakoer, et. al., "Strengthening Halal Culture and Halal Industry in East Java", Journal of the East Java Study Center of the Postgraduate Program of the Islamic University of Malang, Vol. 1, No.1, 2022.

[8] Hendra Saktiono, "Which Province Has the Most MSMEs in Indonesia?", Suaraumkm.com., 2023, https://suaraumkm.com/2023/03/07/provinsi-mana-yang-memiliki-jumlah-umkm-terbanyak-diindonesia/#:~:text=Jawa%20West%20occupies%20the%20top%20position,as%201%2C15%20million%20uni ts.

© 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

area in East Java, Indonesia.[9] This type of research is field research in the Halal Industrial Park Sidoarjo, East Java, precisely under the auspices of PT Makmur Berkah Amanda Tbk. HIPS (Halal Industrial Park Sidoarjo) which is located at Jl. Veteran (East Ring) Km 5.5 Rangkah Kidul Sidoarjo. This area is the first halal industrial area in East Java. In this study, the authors used descriptive qualitative methods, where researchers describe or construct in-depth interviews with research subjects.[10]

Data for this research process comes from primary data and secondary data. The technique of determining informants as primary data sources based on purpose sampling obtained according to permission from the Board of Directors of the Company entrusted to the Human Resource Development (HRD), namely Mr. Fandy as Marketing, Mrs. Ulfa as HRD, Mr. Marcos as Corporate Secretary, and Mr. Agus as an MSME actor in the Halal Industrial Park Sidoarjo East Java.

The interviews conducted by researchers were unstructured, which only prepared an outline of the problems to be asked.[11] The purpose of researchers using unstructured interviews is to establish a familiar atmosphere with respondents, so as to make respondents provide more extensive information. In these interview activities, researchers used cellphone media to record respondents' responses and answers.

Researchers also conducted participant observation, namely making direct observations in the field by visiting sources and taking direct notes on research objects related to halal production operations and the effectiveness of halal product digitalization in the East Java Halal Industrial Park. Complementing the acquisition of data, researchers conducted documentation from other research data obtained both from literature and information from the internet.

RESULT AND DISCUSSION

Institutionalization of Halal Industrial Park Sidoarjo East Java

The Halal Industrial Park in East Java is located on Jl. Veteran (East Ring) Km 5.5 Rangkah Kidul Sidoarjo. This area has the name Halal Industrial Park Sidoarjo (HIPS) which operates in the Safe n Lock industrial and warehousing area owned by PT. Makmur Berkah Amanda Tbk.[12]

In 2020 PT MBA became the developer of the First Halal Industrial Estate in Indonesia which occupies 148 hectares of land out of a total allocation of 410 Industrial estates. The presence of the Halal Industry is expected to be the backbone of future business, this is considered very important because Indonesia

[9] John W. Creswell, Research Design Qualitative, Quantitative, and Mixed Approaches (Student Library: Yogyakarta, 2013).

[10] Rachmat Kriyantono, Practical Technical Communication Research (Jakarta: Kencana Prenada Media Group, 2006).

[11] Ahmad Tanzeh, Introduction to Research Methods (Yogyakarta: Teras, 2019).

[12] PT. Makmur Berkah Amanda Tbk. "Profile of PT Makmur Berkah Amanda, Tbk.", Company Portfolio Document, 2020.

 © 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

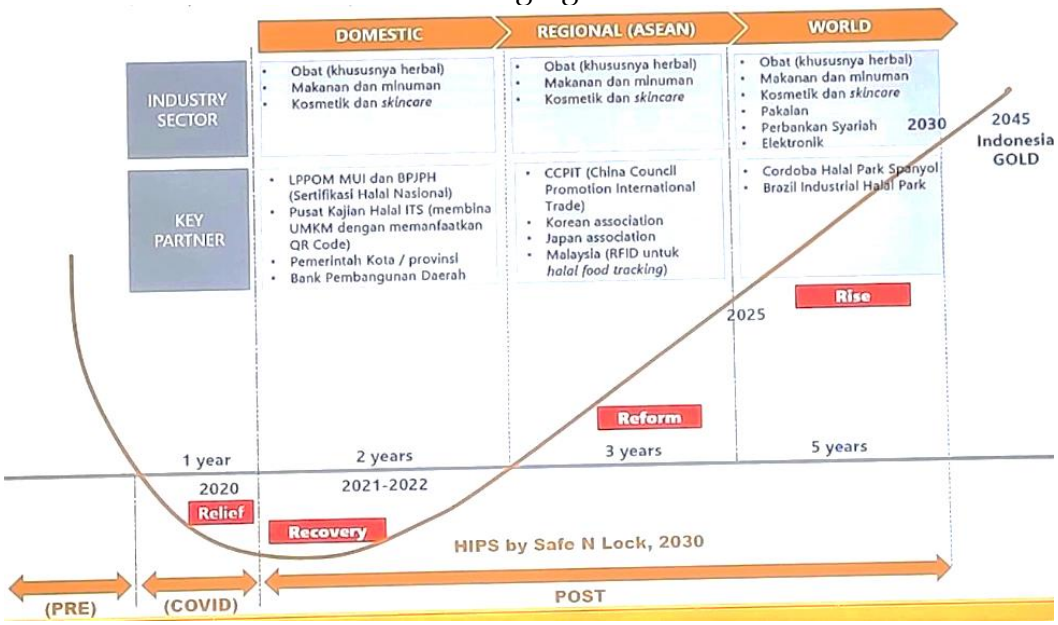
has the largest Muslim population in the world. Therefore, the HIPS organization is occupied simultaneously with the organizational structure of PT. MBA.[13]

PT MBA's vision is "To be the leading property developer of residential, commercial, warehousing and industrial complexes in Indonesia and to provide world-class standards and services to our customers worldwide with great care and responsibility for the environment and our communities.

The mission is:

1. Build trust and relationships with current and potential investors with the highest respect and integrity
2. Providing world-class products and one-stop solutions for all customers by integrating all in one services and delivering long-term value to our investors.
3. Bringing value to society and the environment with good corporate governance and sustainable development strategies.
4. To develop human resource competencies and maintain an innovative culture within the organization.[14]

In line with PT MBA's vision and mission, HIPS has targets and achievements as shown in the following figure:



The first period, called Relief, shows that the first year was not the maximum operational organization and activities at HIPS. This is because HIPS was established during the Covid-19 outbreak which affected the weakening of global economic activities. The second period, namely 2021-2022, is the Recovery period, namely HIPS restoring its activities with the target of domestic business actors, especially in the fields of herbal medicines, food and beverages, and cosmetics. In this period, maturity has also been sought in collaboration with

[13] PT. Makmur Berkah Amanda, Tbk. "PT. Makmur Berkah Amanda, Tbk.", https://www.mbagroup.id/.

[14] Ibid.

© 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

LPPOM MUI and BPJPH in managing halal certification of products in the HIPS area, collaborating with the ITS Surabaya Halal Study Center for fostering MSMEs and making QR Code tracking of halal product guarantees, as well as working with city governments and banks. In this case, there is no production of a QR code for tracing halal product guarantees because the results from investors in HIPS are currently not sufficient to procure the system. Even though according to Asnawi, et. al.[15] the QR Code is an important system in maintaining supply chain transparency for halal products.

In the third period, which is planned from 2023-2025, it is called Reform, namely HIPS reforming its operations by conducting cooperation and various efforts to attract regional level investors (ASEAN countries). In this period HIPS is cooperating with the China Council Promotion International Trade (CCPIT), Korean Assotiation, Japan Assotiation, and Radio Frequency Identification (RFID) for halal food tracking Malaysia.

In the next stage in 2025-2030 HIPS targets to be able to become a global halal industrial area. This area is expected to become a halal industrial area that will increase the scope of banking and electronics in the region. In this period it is also targeted to be able to collaborate with the Cordoba Halal Park Spain and the Brazil Industrial Halal Park. This series of targets certainly leads to a national roadmap to make Indonesia Gold in 2045.[16]

In order to achieve its vision, mission and target, HIPS has a tagline as a Sustainable Halal Ecosystem and to enable and be the best in the industry, HIPS has built facilities to accelerate many processes and efficiencies. Fasilitas yang ditawarkan HIPS untuk UMKM yang bergabung pada kawasan adalah[17]:

1. Halal Laboratory
   The Halal Laboratory is staffed by a team of experts and will expedite the necessary testing to ensure that the materials used for production are clean.
2. Certified Halal Researcher
   HIPS certified Halal Supervisors are ready to assist MSMEs in formulating the company's Halal Assurance System by providing recommendations and guidelines to assist product halal certification.
3. Halal Management Office
   The Halal Management Office will be managed by a team of experts from BPJPH (Halal Product Guarantee Agency) and Halal Certified Supervisors and Auditors who can help speed up the halal certification of a product. According to Ulfa[18] this halal management office should be held to manage the HIPS area which is separate from the Safe N Lock area. However, because there are still obstacles from BPJPH so that until now the halal management

[15] Nur Asnawi, et. al. "Industrial Halal Blockchain: The Great Potential of The Digital Economy in Indonesia", *IQTISHODUNA: Jurnal Ekonomi Islam,* Vol. 12, No. 1, 2023.

[16] Marcos, interview, June 2023.

[17] Marcos, interview

[18] HRD PT Makmur Berkah Amanda (Safe N Lock Warehousing Area) Sidoarjo.

 © 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

office has not been operational, even HIPS is still managed together by the management of the Safe N Lock area.

4. Islamic Finance Center
   The Islamic Financial Center at Halal Industrial Park will be able to help with finance and investment.
5. Halal Logistics
   Halal logistics and supply chain is equipped with washing areas for trucks and moveable goods to ensure hygiene.
6. QR-Based Halal Tracing
7. Mosque
   The mosque will be located near the main entrance of the Halal Industrial Park.
8. Halal Food Canteen
   Halal Food Courts will only serve halal certified products such as meat and vegetables as well as halal labeled products.[19]

Operation of Halal Industrial Park East Java

The HIPS area was formed after the Halal Product Guarantee Law with a change in the management of halal certification which was previously held by the MUI and then transferred to the Halal Product Guarantee Organizing Agency (BPJPH). The law also states that all halal products circulating in Indonesia must be halal certified. In addition, there are also rules from the Industry Law that industries that have a PIRT (Home Industry Food) permit cannot be run in residential areas or residential neighborhoods because it prevents waste that can damage the surrounding environment. Therefore, BPJPH is working with the Ministry of Industry to open a Halal Industrial Zone. East Java Province seized the opportunity and developed a Halal Industrial Zone in its area so that the Halal Industrial Park Sidoarjo was formed.[20]

The HIPS area assists MSMEs in obtaining halal certification to business development that can export their products, especially to OIC countries (Organization of Islamic Cooperation) which currently consists of 57 countries. HIPS operations on MSMEs in managing halal products in the region are as follows:

1. Socialization
   HIPS targets its market at MSMEs in the East Java region. To introduce HIPS and foster interest in MSMEs joining the HIPS area, socialization is carried out to MSMEs in collaboration with various parties such as the Office of Cooperatives and MSMEs, Disperindag, Opop Jatim, KNEKS, and various other entrepreneurial communities. This cooperation was carried out to obtain data on MSME actors invited for socialization activities. Para pelaku UMKM dikenalkan tentang HIPS, fasilitas-fasilitasnya, hingga contoh pelaku UMKM

[19] HRD PT Makmur Berkah Amanda
[20] Ulfa, interview, April 2023.

© 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

yang telah berhasil mengambangkan usahanya mengekspor produk ke negara OKI.

2. Unit Sales

MSME players who are interested in HIPS will buy factory units in the area that has previously been ascertained that the product produced by MSME actors are halal products. Basically, HIPS is indeed a property company area that offers factory building units that can be used by MSME players to operate their businesses. The advantage is that factory building units can be used as a source of investment and HIPS does not only stop at selling factory building units, but is accompanied by assistance in guaranteeing halal products, capital, and business development.

Currently, businesses that have joined the area reach 26 MSME tenants. This figure is still relatively small because despite various socializations, many MSMEs have not been able to join. This is because MSMEs find it difficult to leave their previous home industries that are not bound by many regulations, have not been able to buy factory building units in the area, and have difficulty moving their previous businesses to the HIPS area because of the distance. Hal ini sebagaimana usaha di salah satu pesantren Jember yang berminat masuk kawasan HIPS, namun jaraknya jauh dan membutuhkan tambahan biaya jika usahanya dijalankan antara Jember-Sidoarjo.

3. Assistance

MSME players who have joined HIPS are first selected whether they already have halal certification or not. If not, the HIPS manager will assist in the process of obtaining halal certification including assistance in meeting the requirements needed. The process of obtaining halal certification uses the SiHalal application provided by the Ministry of Religion through BPJPH.

After obtaining halal certification, MSME players can operate to manage their businesses in the area. HIPS will assist in terms of capital if MSME players need capital injections from banks, which in this case HIPS has collaborated with Bank Syariah Indonesia and Bank Jatim Syariah. HIPS can assist up to the preparation of MSME financial statements as material for banking analysis. HIPS also assists in terms of business development such as bringing in successful MSME actors as examples of determining strategies to develop businesses to an international scale.[21]

In assisting MSMEs, HIPS provides halal supervisors, halal laboratories, halal LPPOM from PT Sucofindo as a product testing and analysis laboratory, halal management occupied by BPJPH representatives as supervisors and who issue halal certificates, as well as QR-based halal tracing which can be used to check the halalness of products produced by MSMEs in the HIPS area is guaranteed halal from the acquisition of raw materials, industrial processes, marketing, until the product reaches consumers.

[21] Fandy, interview, April 2023.

 © 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

However, with the age of the establishment of HIPS which is only 2 years old, plus the Covid-19 outbreak disaster, causing HIPS operations to not run optimally. In the facilities offered, some that have not run optimally include halal laboratories, halal management, and QR-based halal search. The halal laboratory is currently still working with PT Sucofindo outside the region. Halal management has not been occupied by BPJPH representatives who live in the region. Meanwhile, QR-based halal research has just made an MoU with ITS Halal Studies for making the system, but it has not been realized because the number of MSMEs that have joined is not sufficient.[22]

Organizational Effectiveness of Halal Industrial Park Sidoarjo East Java

This HIPS area is the second halal industrial area (KIH) that has received a KIH license after Modern Cikande Industrial Estate in Serang, Banten.[23] The realization of the Halal Industrial Park Sidoarjo East Java is an effort that should be appreciated, especially since this area focuses on MSME business actors. Unlike the halal industrial area in Cikande which is intended and has been occupied by large companies.

As a halal industrial area that is still relatively new, HIPS has not been effective in overall organizational management. This can be seen from the results of observations based on indicators of organizational effectiveness, namely goal achievement, adaptation, and integration.[24]

1. Goal Achievement

   The objectives of HIPS which are illustrated through the vision and mission of the parent company and its achievement targets are HIPS as a halal industrial area providing world-class products that are guaranteed halal from upstream to downstream, building investor confidence, encouraging sustainable development strategies, and maintaining an innovative culture in the organization. In achieving its mission and targets, by 2023 HIPS has provided world-class products that are guaranteed halal through ownership of halal certification. One example of a halal industry tenant among the 26 tenants already in the HIPS area is a Goorita subsidiary engaged in food import and export. Goorita's subsidiary, which occupies the HIPS area, is specialized in the process of packing various food products from suppliers. The guarantee of halalness is maintained from suppliers whose goods will be packaged by Goorita in the HIPS area must be halal certified, until the packaging process is guaranteed to be halal. The products packaged by Goorita in the HIPS area have been exported to various countries such as Saudi Arabia. Unfortunately, the Goorita company in the HIPS area is only in the

[22] Ulfa, interview, June 2023.

[23] Chairul Saleh, et. al., Business Partnership Strategy Based on the Development of Halal Industrial Estates to Support Competitive Community Business Empowerment (Jakarta: Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2020).

[24] Richard M. Steers, Organizational Effectiveness (Jakarta: Erlangga, 1985).

© 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

packaging process, so it does not know how to guarantee the halalness of the product until it is exported to the destination country.[25]

The next target that has been achieved is building investor confidence. Currently, HIPS has collaborated with investors from China, South Korea, Japan and Malaysia. However, according to the company secretary, these cooperation efforts have not yet yielded maximum results.

HIPS is built on the basis of a roadmap for the development of the Islamic economy and halal industry towards a Golden Indonesia. The target achievement is until 2045. In 2023 HIPS is still working on various actions to achieve these targets. The target of maintaining an innovative organizational culture in HIPS can be found in socialization efforts and cooperation with various parties, especially business actors both domestically and regionally based on their own initiatives in order to develop this halal industrial area. However, the achievement of these targets has not been able to move quickly due to lack of material support from the central and regional governments, especially in inviting and providing policies related to domestic investors.

2. Adaptation

The benchmark for adaptation is manpower replenishment or the use of human resources. Unfortunately, HIPS does not yet have human resources that specifically handle the achievement of its targets. The workforce for HIPS is still one with its parent company, in this case the Safe N Lock Sidoarjo Industrial and Warehousing Area. Actually, the management of HIPS is carried out by those who occupy the Halal Management Office, but HIPS still has not received certainty from the Halal Product Guarantee Agency (BPJPH) regarding who will fill the Halal Management Office and focus on the development of HIPS.

3. Integration

Integration involves the socialization process. The socialization process by HIPS is aimed at attracting investors through cooperation with various parties although it has not maximally obtained as many investors as expected. For the acquisition of domestic investors, HIPS works with the Government Office to obtain data on potential investors from business organizations in East Java and Indonesia. As for the acquisition of foreign investors, HIPS has conducted socialization through cooperation with China, South Korea, Japan and Malaysia.

CONCLUSION

Based on the results of the study, it can be concluded that the effectiveness of the organization of the Halal Industrial Park Area in Sidoarjo, East Java, Indonesia based on the indicators of achieving goals is not yet effective, the integration indicator is effective, and the adaptation indicator is not yet effective, namely the lack of investors, there is no separate management for HIPS, and has not received full support from the government even though HIPS is one

[25] Agus, interview, June 2023.

 © 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

of the national development strategy roadmaps and can be a bridge to Indonesia Gold.

Author's Contribution

Muhammad Yazid: Contribute to formulating research ideas, research methods
Ismatul Khayati: Contributing to writing systematics, collecting data, processing data, and interpreting data
Aji Prasetyo: Contribute to analyzing interpretation results, the language proofread.

Acknowledgements

The author is grateful to those who helped in the completion of this article, especially during the data collection process and article review.

Declaration of Competing Interest

The author declares that there is no conflict of interest.

Ethical Approval

Ethical approval No patient-identifying parts in this paper were used or known to the authors. Therefore, no ethical approval was requested.

REFERENCES

Agus, interview, June 2023.

Asnawi, Nur, et. Al., "Industrial Halal Blockchain:The Great Potential of The Digital Economy in Indonesia", *Iqtishoduna: Jurnal Ekonomi Islam*, Vol. 2, No. 1, 2023.

Batubara, Chuzaimah, and Harahap, Isnaini, "Halal Industry Development Strategies: Muslems Responses and Sharia Compliance in Indonesia", *Journal of Indonesian Islam*, Vol. 16, No. 1, 2022.

Fathoni, Muhammad Anwar, and Syahputri, Tasya Hadi, "Portrait of the Indonesian Halal Industry: Opportunities and Challenges", *Islamic Economics Scientific Journal*, Vol. 6, No. 3, 2020.

Irfany, Mohammad Iqbal, and Rusydiana, Aam Slamet, "Challenges in Developing Integrated Halal Industry in Indonesia", *Halal Tourism and Pilgrimage,* Vol. 2, No. 1, 2022

Masudin, Ilyas, et. al., "Impact of Halal Supplier Service Quality and Staff Readiness to Addopt Halal Technology on Halal Logistic Performance: A Study of Indonesian Halal Meat Supply Chain", *International Journal of Agile Systems and Management,* Vol. 13, No. 3, 2020.

Maulana, Hartomi, et. al., "Issues & Challenges of Halal Industry Development in Indonesia: Stakeholder Perspectives", Proceedings of the Conference on SDGs Transformation through the Creative Economy: Encouraging Innovation and Sustainability (TCEEIS 2023), Advances in Economics, Business and Management Research 271, *Atlantis Press*, 2024.

Saleh, Chairul, et. al., *Business Partnership Strategy Based on the Development of Halal Industrial Estates to Support Competitive Community Business Empowerment*, Jakarta: Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2020.

Sjakoer, Nour Athiroh Abdus, et. al., "Strengthening Halal Culture and Halal Industry in East Java", *Journal of East Java Study Center Postgraduate Program of Islamic University of Malang*, Vol. 1, No.1, 2022.

Creswell, John W., Research Design Qualitative, Quantitative, and Mixed Approaches, Student Library: Yogyakarta, 2013.

© 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license

Fandy, interview, April 2023. Fathoni, Muhammad Anwar, and Syahputri, Tasya Hadi, "Portrait of the Indonesian Halal Industry: Opportunities and Challenges", Islamic Economics Scientific Journal, Vol. 6, No. 3, 2020.

HRD PT Makmur Berkah Amanda (Safe N Lock Warehousing Area) Sidoarjo

Ministry of Industry, "Indonesia Expected to Become World Halal Production Center, kemenperin.go.id, 2022, https://www.kemenperin.go.id/artikel/22817/Indonesia-Digadang-Jadi-Pusat-Produksi-Halal-Dunia.

Kriyantono, Rachmat, Practical Technical Communication Research, Jakarta: Kencana Prenada Media Group, 2006.

Marcos, interview, June 2023.

Mastuki, "Update on Halal Certification in Indonesia: Expectations and Reality", kemenag.go.id, 2022, https://kemenag.go.id/read/update-sertifikasi-halal-di-indonesia-ekspektasi-dan-kenyataan-8njgk.

Nasrullan, Aan, "Analysis of the Potential of the Halal Industry for Business Actors in Indonesia", At-Tahdzib: Journal of Islamic Studies and Muamalah, Vol. 6, No. 1, 2018.

Opopjatim, "Governor Khofifah to Build Halal Industrial Zone in Sidoarjo", opop.jatimprov.go.id, 2022, https://opop.jatimprov.go.id/detail/253/gubernur-khofifah-akan-bangun-kawasan-industri-halal-di-sidoarjo.

PT. Makmur Berkah Amanda Tbk. "Profile of PT Makmur Berkah Amanda, Tbk.", Company Portfolio Document, 2020.

PT. Makmur Berkah Amanda, Tbk. "PT. Makmur Berkah Amanda, Tbk.", https://www.mbagroup.id/.

Putra, Dwi Aditya, "Sidoarjo Has a Halal Industrial Zone, Product Halal Services under One Roof", liputan6.com, 2021, https://www.liputan6.com/bisnis/read/4497462/sidoarjo-punya-kawasan-industri-halal-layanan-kehalalan-produk-dalam-satu-atap.

Saktiono, Hendra, "Which Province Has the Most MSMEs in Indonesia?", Suaraumkm.com., 2023, https://suaraumkm.com/2023/03/07/provinsi-mana-yang-memiliki-jumlah-umkm-terbanyak-di-indonesia/#:~:text=Jawa%20West%20occupies%20the%20top%20position, as%201%2C15%20million%20units.

Saleh, Chairul, et. al., Business Partnership Strategy Based on the Development of Halal Industrial Estates to Support Competitive Community Business Empowerment, Jakarta: Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2020.

Sjakoer, Nour Athiroh Abdus, et. al., "Strengthening Halal Culture and Halal Industry in East Java", Journal of East Java Study Center Postgraduate Program of Islamic University of Malang, Vol. 1, No.1, 2022.

Steers, Richard M., Organizational Effectiveness, Jakarta: Erlangga, 1985.

Tanzeh, Ahmad, Introduction to Research Methods, Yogyakarta: Teras, 2019.

Ulfa, interview, April 2023.

 © 2024, the author(s) Published by LP3M-IAI Syarifuddin. This is an open access article under the CC BY 4.0 license