

Exploring the Nexus of Strategic Agility and the Moderating Role of Halalpreneurship Competence in the Performance of Indonesian Halal Industry Msmes.

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ABSTRACT

Purposes — *This study aims to explore the relationship between strategic agility and halal industry MSMEs performance through moderating role of halalpreneurship competence. The dynamic business environments have led MSMEs in the halal industry to adapt rapidly their agility on improving performance in order to achieve competitive advantage by relying on halalpreneurship competence to meet consumer demand for halal products.*

Methods — *The study population focuses on MSME actors in the halal food and beverage industry with halal certification in Indonesia, encompassing a sample of 300 respondents. The statistical method for testing hypotheses in this study was used structural equation modelling (SEM) AMOS 24.0.*

Results — *The result found that there was a significant influence of strategic agility on halal industry MSMEs performance and halalpreneurship competence. Moreover, halalpreneurship competence had a significant moderating role in improving the relationship between strategic agility and halal industry MSMEs Performance.*

Novelty — *In an age where consumers are increasingly discerning about halal standards, MSMEs need to bolster consumer trust by blending in-depth sharia knowledge with business agility, giving them a competitive advantage.*

Keywords: *Strategic Agility, Halalpreneurship Competence, MSMEs Performance, Halal Industry*

INTRODUCTION

A dynamic business environment is the crucial issue for halal industry Micro, Small and Medium Enterprise (MSMEs) in improving performance of open market economic competition. The adoption of strategic agility is considered capable of improving performance and gaining a competitive advantage in fulfilling market desires (Aswan. A., 2023; Ebrahim Seyadi, A. & Elali, W. 2021). Strategic agility is seen as a core strategic capability that enables continuous competitive MSMEs performance in complex industrial contexts (Munawar, F., et.al 2023; Muthuvelo, R., et.al 2023). On the other side, halalpreneurship competence plays a crucial role in balancing the innovative profit function and perceiving potential opportunities for consumer demand in halal products (Husin, M.A., et.al 2021; Mohammad Asri Abdullah and Md. Siddique E Azam 2020). Although in reality, only 10% of halal awareness of MSMEs actors in the halal industry in Indonesia (Dwi N.I, et al., 2022; Sudarmiati. S., et al. 2020). Performance to produce products according to halal standards is a challenge, both in the form of literacy competence and mastery of technology in order to be competitive nationally and globally (Gunawan, 2020; Widiastuti, et.al 2020). In turn, this gap hinders MSMEs from capitalizing on the expansive potential of the halal market. The clear and apparent desire for a halal lifestyle in many regions in Indonesia signifies unexplored opportunities for these enterprises to enhance their ability to survive.

The performance of MSMEs is a function of the various challenges faced not only from external conditions, but also internal conditions, so that they are able to develop properly (Retnaningdiah, D., Muafi, M. 2023;

Venkataramanaiah, M., & Suneetha, B. 2019). Strategic agility has been shown in the literature to have positive effects on MSMEs performance, including increasing long-term effectiveness, strengthening performance, enhancing organizational ambidexterity, and gaining competitive advantage (Walter, AT., 2021; Yildiz, T. and Aykanat, Z. 2021). For the halal industry, indications of internal challenges are seen in their financial support, motivation, innovation, competition with their foreign counterparts and with other large companies in the industry (Shahidan, N., & Amid, A., 2023; Diana, Ag DH., et.al 2017). Halalpreneurship competence enable entrepreneurs to identify opportunities and expand the halal industrial production market, leading to economic benefits. MSMEs play a crucial role in halal entrepreneurial activities, enhancing desirability, feasibility, and a propensity to act. This contributes to the growth and development of the halal industry in a country (Mohammad Asri Abdullah and Md. Siddique E Azam 2020; Khalek, A. A. 2018; Soltanian, M 2016). Despite the extensive body of research conducted on these three variables, strategic agility and its impact on MSMEs performance, through moderating halalpreneurship competence, specifically in the halal food and beverages industry in Indonesia, have received limited attention in existing research.

This study aims to explore the performance model of halal industry MSMEs in Indonesia, which is influenced by strategic agility and moderated by halalpreneurship competence. The MSME sector plays a strategic role in the halal industry, contributing to the economy and community welfare in Indonesia. With over 80 percent of the national labor population employed by MSMEs, it is the largest economic sector in terms of quantity, despite the small scale of individual players (Sagara, Y., et.al 2021; Anwari & Hati, 2020). The halal industry trend globally presents a significant business opportunity, particularly in Indonesia. The global halal market is estimated to be worth trillions of dollars, with Indonesia having the potential to become a leading halal food producer (Nor, N. F., et.al 2023; Desmintari, et.al 2023). In line with this, how is the direct effect of strategic agility on the performance of the MSME sector of the halal industry in Indonesia. How is the direct effect of halalpreneurship competence on the performance of the MSME sector of the Halal industry in Indonesia. How is the indirect effect of strategic agility moderated by halalpreneurship competence on the performance of the MSME sector of the Halal industry in Indonesia. Understanding the strategic agility and the moderating role of halalpreneurship competence can determine the business performance of MSMEs in the halal industry to be aggressive in an ever-competitive business environment.

The analysis of the performance of MSMEs in the halal industry is based on an argument that Indonesia has the opportunity to become the center of the world halal industry based on several potentials. The total population of Indonesia reaches 273 million people, 87.2 percent are Muslims, which is 229 million people, and accounts for 12.7 percent of the global Muslim population (World Population Review, 2020). As a country with the largest Muslim population, it can certainly create wide open halal industry market opportunities. In addition, there is a regulation commitment from the government that can strengthen the halal industry MSMEs in Indonesia. Based on Enactment No. 33 of 2014 concerning halal product guarantees and its derivative regulations, it emphasizes that MSMEs must develop and prepare halal products and services for the community. Although, the opportunities and potential for developing the performance of the halal industry MSME sector need to pay close attention to changes in the business environment that cannot be predicted.

METHODS

MSME actors in the halal industry are MSMEs that carry out halal business activities, both in the form of the halal food and beverage industry, halal fashion, halal tourism, halal cosmetics industry, and halal media/recreation. The BPJPH institution recorded 129,206 halal food and beverage industry halal MSME units that have halal certification in Indonesia. Overall, the halal food and beverage industry is the highest compared to other types of business activities. This is because the Indonesian government has started this type of halal food and beverage industry to obtain halal certification.

MSME actors in the halal food and beverage industry who already have halal certification represent the current research population. The sample includes 380 MSME actors in the halal food and beverage industry. Data was collected using questionnaires, both distributed directly and using social media designed through Google Forms, where data on these MSME actors were obtained from the BPJPH Institution. The number of

questionnaires answered by the sample reached 323 questionnaires; of these, 300 questionnaires were valid for statistical analysis, with a response rate of 82.54%.

To explore the problem, this study used primary data obtained through questionnaires. To each respondent in the survey, several questions related to the variables in the study were asked, with a list of questions that had been prepared. In this study, a five-point Likert scale questionnaire was used (1 = Always; 5 = Never). The survey instrument was adapted from various indicators on each research variable. In the strategic agility questionnaire as an exogenous construct, there were 6 indicators that were used as guidelines for making questionnaires as research instruments. The indicators of the agility strategy are: 1) Alignment of vision and halal integration, 2) market sensitivity adaptation, 3) customer centric, 4) resource allocation, 5) digital transformation, and 6) agile decision making. The agility strategy consisting of vision alignment and halal integration 4 statements, market adaptation and sensitivity consists of 4 statements, customer centric 4 statements, resource allocation 7 statements, digital transformation 5 statements, and agile decision making 5 statements.

In the halalpreneurship competence questionnaire as moderating construct, there were 6 indicators that were used as guidelines for making questionnaires as research instruments. The indicators of halalpreneurship competence consist of, namely: 1) Halal compliance, 2) market differentiation, 3) branding and marketing, 4) local and community involvement, 5) operational efficiency, 6) distribution and accessibility. The halal compliance indicator on the halalpreneurship competence variable consists of 4 statements, while market differentiation consists of 4 statements, branding and marketing indicators have 5 statements, then local and community involvement there are 4 statements, operational efficiency 4 statements, and distribution and accessibility 3 statements.

In the MSME performance questionnaire as endogenous construct, there were 5 indicators that were used as guidelines for making questionnaires as research instruments. The performance indicators of MSMEs presented in the questionnaire consist of: 1) product innovation and quality, 2) efficiency and supply chain, 3) customer loyalty, 4) sales positioning, and 5) collaboration and partnerships. Based on indicators of innovation and product quality, there are 5 statements, efficiency and supply chain consist of 4 statements, supply chain efficiency of 4 statements, customer loyalty of 5 statements, sales positioning of 3 statements, and collaboration and partnership of 3 statements.

The present study employed the methodology of covariance-based structural equation modelling (CB-SEM) with the utilisation of AMOS 24.0 software. This approach allows researcher to empirically examine hypotheses and ascertain the causal connections between the research constructs (Hair. et.al 2014). CB-SEM is a comprehensive technique that combines measurement with substantive theories. It allows for the estimation of multiple dependence relationships, measurement of unobserved variables, and correction of measurement error (Collier, J. E. 2020). CB-SEM requires a priori knowledge of all the parameters to be estimated and a substantial amount of data pertaining to covariances, variances, and path coefficients. It also assumes temporal precedence, relies on the researcher's judgments about exogeneity and directionality, and assumes normality (Rahman, M. M. et.al 2018). The study's design should be structured in a manner that enhances respondents' motivation to submit accurate responses and discourages the use of stylistic answers. In the present study, participants were requested to reply to inquiries pertaining to their respective organisations. All of them were MSME actors and aware of their business strategic agility, halalpreneurship competence, and MSME performance. Furthermore, the questionnaire underwent revisions to eliminate any unclear statements, thereby enhancing its comprehensibility.

HYPOTHESIS

The performance of halal industrial MSMEs is important in competitive management. Various studies have found challenges from internal and external factors in the performance of these halal industry MSMEs. External challenges are influenced by changes in the business environment (Retnaningdiah, D., Muafi, M. 2023; Poi, G., & Lebura, S. 2022). Various studies state the need for agility strategies for MSME performance in facing challenges from external factors (Munawar, F et.al 2023). Strategic agility able to increase the ambidexterity of MSME organizations (Walter, AT., 2021). Strategic agility positively increase long-term

effectiveness (Sari, S. A., & Ahmad, N. H. 2022; Salih AA, Alnaji L, 2014), and can increase their ability to be competitive in a sustainable manner. Therefore, the first research hypothesis was:

Hypothesis 1 (H1). *Strategic agility has a significant direct effect on performance of the MSME sector of the Halal industry.*

Moreover, the concept of halalpreneurship has been studied in relation to the opportunities and challenges of the halal industry MSME business in Indonesia. Research by Moloud Soltanian, et al (2016) found the possibility of the importance of the halalpreneurship concept in the halal industry MSME business. This is based on motivation from efforts to seek opportunities, perceived desires, peer influence, perceptions of feasibility and perceived government support that significantly influence the tendency of halalpreneurship among MSME entrepreneurs. MSMEs in the halal industry that have halalpreneurship competence will pay more attention to halal and hygiene aspects in the production process. This will improve the quality of the products produced, so as to increase consumer satisfaction (Husin, M. A., et.al 2021). Halal industrial MSMEs that have halalpreneurship competence will better understand market needs and be able to provide products and services that meet these needs. This will increase the competitiveness of these MSMEs in the market (Sudarmiatin. S., et al. 2020). The concept of halalpreneurship competence can provide significant benefits for the performance of halal industrial MSMEs. Increasing halalpreneurship competencies can help halal industry MSMEs to improve product quality, competitiveness, and profitability (Faghih, N., Sarreshtehdari, L. & Bonyadi, E 2021). Therefore, the second research hypothesis might be expressed as follows:

Hypothesis 2 (H2). *Halalpreneurship competence has a significant direct effect on performance of the MSME sector of the Halal industry.*

Dwi Nur'aini Ihsan's research (2022) revealed the readiness of the halalpreneurship concept amid the high awareness of halal industry MSME actors in Indonesia. Halal industry MSMEs that have halalpreneurship competencies will better understand market needs and be able to provide products and services that meet these needs. This will increase customer satisfaction. The agility strategy will help these MSMEs to respond more quickly to changes in consumer needs. This will further increase customer satisfaction, so as to increase sales. Halal industry MSMEs that have halalpreneurship competence will be more adaptive to changes in the business environment. This will increase the competitiveness of these MSMEs in the market (Mutegi, Njeru, & Ongesa, 2019). The agility strategy will help these MSMEs to adjust more quickly to changes in the business environment. This will further increase the competitiveness of these MSMEs in the market (Said, B. R. S. 2022). Halal industry MSMEs that have halalpreneurship competence will be more effective and efficient in managing their resources. This will increase the profitability of these MSMEs (Husin, M. A., et.al 2021; Kyndt, E., & Baert, H, 2015). Accordingly, the third research hypothesis can be formulated as follows:

Hypothesis 3 (H3). *Halalpreneurship competence has a moderating indirect effect of strategic agility on the performance of the MSME sector of the Halal industry.*

RESULT AND DISCUSSION

Result

Meuserement Model Estimation

Confirmatory Factor Analysis (CFA) is used to evaluate the validity and reliability of unobservable concept measurement models. The CFA testing procedure is based on the assumption that not all clues or factors of the unobserved concept can fully explain variations in the unobserved concept. Through these testing steps, identification and checking is done on the indicators that contribute to explaining the unobserved concept. Validity testing is an integral component of Confirmatory Factor Analysis, which aims to measure the extent to which the data collected corresponds to each indicator, thereby strengthening the potential of these indicators to factorize the unobserved construct. In the context of this study, the validity test threshold value is set at loading > 0.05. Therefore, an indicator is considered to have adequate validity if it shows a factor loading with a value > 0.50.

Table 1. The Validity of Meuserement Model

Variabel	Indicator	Loading Factor	Cut Of Value	Keterangan
Strategic Agility (X)	X1	0,97872	0,5	Valid
	X2	0,97359	0,5	Valid
	X3	0,92901	0,5	Valid
	X4	0,99830	0,5	Valid
	X5	0,99022	0,5	Valid
	X6	0,99626	0,5	Valid
Halalpreneurship Competence (z)	M1	0,38511	0,5	Valid
	M2	0,67200	0,5	Valid
	M3	0,34884	0,5	Valid
MSME Performance (Y)	Y1	0,99594	0,5	Valid
	Y2	0,99664	0,5	Valid
	Y3	0,99379	0,5	Valid
	Y4	0,77472	0,5	Valid
	Y5	0,77416	0,5	Valid

Based on the information in table 1 above, it can be explained that all loadings have a value of 0.50. The loading factor value is greater than 0.50 which indicates that the indicators in each variable are valid. This means that all indicators on the variables of agility strategy, halalpreneurship competence, performance of MSME actors in the halal food and beverage industry have reached the validity requirements to be measured. The correlation assessment of each indicator has a strong and feasible contribution to explaining the latent variable.

Reliability is a value that shows the consistency of a measuring device in measuring the same symptoms. Each measuring instrument should have the ability to provide consistent measurement results. In this case, a construct has good reliability if the composite reliability value $CR \geq 0.70$.

Table 2. The Reliability of Meuserement Model

Variabel	<i>Construct Realibility</i>	Cut Of Value	
Strategic Agility	0,9	>0,70	Reliable
Halalpreneurship Competence	1	>0,70	Reliable
MSME Performance	0,9	>0,70	Reliable

Based on the information in table 2 above, it shows that the construct reliability (CR) value on each variable has a value greater than 0.70. In connection with that, the latent variables in this study are reliable and can be tested using the SEM model. This means that the indicators set on each variable have been able to measure each construct well. It can be seen that the latent variables in the study consisting of agility strategies, halalpreneurship competencies, and the performance of halal industry MSME actors all have Cronbach Alpha

values > 0.7. Thus, it can be stated that the agility strategy, halalpreneurship competence, performance of MSME actors in the halal food and beverage industry are reliable.

Descriptive Analysis

The research results that have been obtained by researchers are described in detail for each variable. The discussion of variables is carried out using quantitative data, meaning that the data processed is in the form of numbers or scores which are then interpreted qualitatively. The following will explain in detail the description of the research data for each latent variable.

Tabel 3. Respondent Achievement Rate Latent Variable

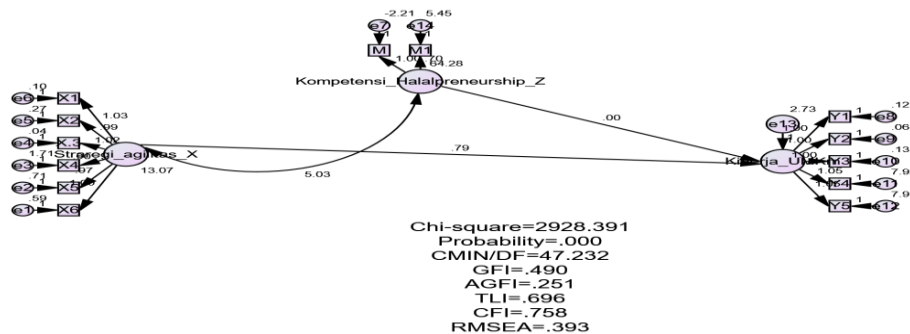
Indikator	Rata-Rata	TCR	Criteria
X	4,232123	84,61667	Always
Z	3,5416	70,23778	Always
y	4,62412	93,33	Always

Based on the information in table 3 above, it can be seen that all of these indicators can be declared feasible to measure the level of strategic agility, halalpreneurship competence and performance of MSME actors in the halal food and beverage industry in Indonesia. This can be shown by the average frequency distribution of the achievement of the strategic agility indicator is 4.23 or 84.61%, which means that the agility strategy that has been observed from the statements in the questionnaire is always assessed by MSME actors in the halal food and beverage industry. From the results of the frequency distribution analysis of the level of halalpreneurship competence of MSME actors in the halal food and beverage industry that has been carried out, the average indicator achievement is 3.50 or 70.23%. The statements in the MSME performance variable questionnaire are always with an average of 4.6 from the criteria for product innovation and quality, efficiency and supply chain, customer loyalty, sales positioning, and collaboration and partnerships.

Structural Model

Structural model testing is carried out in stages until appropriate results are obtained. Then, the complete structural model will be estimated by loading the indicators that have been tested in the measurement model analysis. Based on the results of data processing that has been done, the following model is obtained.

Figure 2. Standardized coefficients of the structural model



The final results show that halalpreneurship competence (z) can moderate the effect on agility strategy (x) on performance (Y) of halal industry MSMEs in Indonesia.

The structural model is then estimated based on indicators that have previously been tested in the model measurement analysis. This aims to predict the relationship between latent variables as a step for hypothesis testing to analyze the structural model. This process is called the process of proving the hypothesis in the structural model. In this case, testing the hypothesis of the direct effect of exogenous variables on endogenous variables. In addition, test the hypothesis of the indirect effect of exogenous variables on endogenous variables moderated by a moderating variable or moderation effect.

The hypothesis is accepted or rejected can be seen in the critical ratio value and the level of significance contained in the regression weights and structural model. If the coefficient value is positive, then the effect of a variable on is unidirectional, if the value of an exogenous variable increases / increases, the value of the endogenous variable also increases / increases. If the coefficient value is negative, then the effect of a variable is in the opposite direction, if the value of an exogenous variable increases, the value of the endogenous variable decreases. Probability / significance value (P-Value): if the P-Values <0.05, it is significant. If the P-Values > 0.05, then it is not significant. The results of the structural model evaluation analysis for each hypothesis test in this study are as follows:

Table 4. Result of research Hypotheses Testing

	Estimate	SE	CR	Pvalue
Strategic Agility → MSME Performance	,79959	,02699	29,62956	0,000
Halalpreneurship competence → MSME Performance	,78705	,02728	28,84884	0,000
Strategic → Agility Halalpreneurship competence MSME Performance	,02696	,00486	5,54703	0,000

The analysis results showed that the strategic agility had a positive estimated coefficient on the performance of halal industry MSMEs of 0.799 with a p value of 0.000 <0.05. This means that the agility strategy had a direct effect on the performance of MSME actors in the halal food and beverage industry in Indonesia. So it can be understood that the more halal food and beverage industry MSME actors always improved agility strategies, it will had an effect on improving the performance of halal food and beverage industry MSMEs in Indonesia. Halalpreneurship competence had a positive estimated coefficient on the performance of halal industrial MSMEs of 0.787 with a p value of 0.000 <0.05. This means that halalpreneurship competence had a direct effect on the performance of MSMEs in the halal food and beverage industry. So it can be concluded that every increased in halalpreneurship competence improved the performance of MSMEs in the halal food and beverage industry in Indonesia. The results of data processing show that halalpreneurship competence moderates the effect of agility strategies on the performance of MSME actors in the halal food and beverage industry in Indonesia. Based on the data analysis results, the positive estimated coefficient value on the performance of MSMEs in the halal food and beverage industry is 0.0269 with a p value of 0.000 <0.05. This means that halalpreneurship competence can strengthen the relationship between agility strategies and the performance of MSME actors in the halal food and beverage industry.

DISCUSSION

The primary objective of this study was to investigate the moderating influence of halalpreneurship competence on the relationship between strategic agility and the performance of MSME in the halal food and beverage industry, as listed by The Halal Product Guarantee Agency (BPJPH) in Indonesia. These findings

indicated a strong influence between strategic agility and the performance of halal industrial MSMEs in Indonesia, especially in the field of halal food and beverages. Furthermore, there were positive things from MSME actors in the halal food and beverage industry who always improved agility strategies for the sustainability of their performance in order to be competitive nationally and globally. The strategic agility here referred to the ability of halal industry MSME actors to respond the changes quickly and efficiently, and to adapt to changing market dynamics. In the competitive halal food and beverage industry, MSMEs must be responsive and adaptive to market dynamics. The adoption of agility strategies ensures that MSMEs remain relevant, meeting quality standards and halal principles. The keys to success include an aligned business vision, deep understanding of consumers, data analysis for innovation, proper product positioning, and strategic partnerships. Besides being driven by religious commitment, the growth of halal MSMEs is reinforced by consumer awareness of quality. With an agile strategic approach, MSMEs can improve consumer confidence, business performance and sales. In the ever-changing business era, agility strategies help halal MSMEs navigate challenges and capitalize on opportunities effectively. This study has provided a well-structured framework, starting with the need for agility, its application, and expected outcomes in the halal industry.

Secondly, every halalpreneurship competency was always implemented by MSME actors in the halal food and beverage industry, it will directly affect the performance of MSMEs in the halal industry. The influence relationship was significant, namely 78.7% on each halalpreneurship competence of MSME actors in the halal food and beverage industry on improving the performance of MSMEs in the halal industry. The results of statistical analysis showed a significant and strong relationship between halalpreneurship competence and the performance of MSMEs in the halal food and beverage industry. This provided strong empirical evidence of the importance of halalpreneurship competence in supporting the performance of halal industry MSMEs in Indonesia. MSME performance in the halal food and beverage industry is not only about growth, but also adaptation and resilience to shocks.

Thirdly, Halalpreneurship competence strengthens the moderation of the influence of strategic agility of MSME actors in the halal food and beverage industry on improving MSME performance. The findings of this study indicated that the halalpreneurship competence of halal food and beverage industry MSME actors had a positive influence of 26.9% on agility strategies on the performance of halal industry MSMEs in Indonesia. The results of statistical analysis provided strong empirical evidence of how deep the understanding and implementation of entrepreneurship with halal principles in business, so as to strengthen agility strategies in improving the performance of halal industrial MSMEs in Indonesia. Halalpreneurship competence determined the performance of business success in the halal industry, not only through theoretical understanding, but through the application of daily practices according to sharia principles. There was a relationship between halalpreneurship competence on agility strategies on the performance of MSMEs in the halal industry. In this case, a deep understanding strengthens consumer confidence and ensures business integrity. In an era where consumers are increasingly aware of halal standards, understanding and business agility are the keys to success. A quick response to market dynamics, supported by in-depth knowledge of sharia principles, gives businesses a competitive edge. In this regard, halal education and training, coupled with adaptation and innovation, are fundamental for MSMEs in the halal food and beverage industry to succeed. Therefore, this study provides empirical evidence that underscores the need to intertwine the role of halalpreneurship with agility strategies, which is a powerful formula for the successful performance of MSMEs in the halal food and beverage industry.

CONCLUSION

The performance of halal industry MSME actors in Indonesia requires strengthening strategic agility to be able to increase their competitiveness, both nationally and globally. The role of halalpreneurship competence can strengthen the agility strategy of halal industry MSME actors in Indonesia to improve their performance. In this case, it should be a concern for halal industry MSME actors to improve halalpreneurship competencies in supporting the competitiveness of their halal industry MSME performance. The government and other stakeholders should strengthen practical policies on agility strategies and halalpreneurship competence of halal industry MSME actors in Indonesia, both in the form of support for working programs and regulations.

This aims to increase the value of their competitive advantage in global competition so as to contribute to national economic development. For future research, it is recommended to conduct studies on other types and locus of halal industrial MSMEs, such as halal fashion, halal tourism, and others and consider the specifications and virtues possessed in provincial regions in Indonesia.

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