

NEGOTIATION PARAMETERS OF NEEDS VERSUS INTEREST TOWARDS SUSTAINABILITY OF HALAL TALENTS IN MALAYSIA

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Abstract: Malaysia is recognized as the Halal Hub in the region of Asia and a leader in the world's Halal industry. As a progressive Muslim country with consistent economic development and growth rate as well as political and social stability. As announced by Malaysian Minister of International trade and Industry in 2017, one of the pertinent issues that must be addressed by the country if it wishes to achieve global halal hub status by 2020 is sustainability. In order to achieve the sustainability, the study wishes, 1) to identify the negotiation parameters of interest among halal talents in Malaysia; and 2) to identify the negotiation parameter of needs among halal talents in Malaysia. A qualitative approach is employed through a depth interview with five halal experts representing industries, authority, academicians and non-governmental organization (NGO). The findings reveal an emphasis on the parameter of needs have been negotiated more than the interests in halal sustainability framework for halal talents in Malaysia. It is suggested that the halal industries should give priorities to the needs of halal talents in terms of wages, promotion and trainings respectively.

Keywords: Negotiation, Interests, Needs, Halal, Talents, Sustainability

Intrduction

Nowadays, the development of the halal industry in Malaysia is necessary. At the same time, this industry also provides many job opportunities in Malaysia or global. Furthermore, Malaysia also had been known as a Muslim country within the proportion of 61.3 percent of the Malaysian population are Muslim (Department of Statistic Malaysia, 2011). Although halal gain high demand, especially in food, one of the important parts that must sanctity and thoyyibah, is the logistic section. Indeed, halal logistic is one of the important divisions in producing halal food. The unfavorable situation occurs when some industries improbable it (Abu Bakar, Mohamed Syazwan and Nazliwati, 2014).

The 11th Malaysia Plan 206-2020 is the government's initiative to empower the Halal industry in Malaysia. Positive economic improvements show great potential for Halal to go local and international. Therefore, the plan to develop the Halal industry in Malaysia as one of the most important sectors highlighted in the Third Industrial Master Plan (2006-2020). The setting up of the Global Halal Support Centre (GHSC) is also an effort by the government to make Malaysia recognized as a global reference centre for Halal knowledge, services and halal. In addition, the Malaysian government is also introducing services through innovative technologies such as the Mobile Halal, iKiosk, Widget, and B2B Application to help consumers easily access information (Global Halal Support Centre). Earlier, the International Sourcing Program (INSP) held in 2019, is a program initiated by the Malaysia External Trade Development Corporation (MATRADE) to connect between local Small and Medium Enterprises (SMEs) and potential foreign buyers. SMEs come from different states like Selangor (45.7%), Kuala Lumpur (12%), Johor (8.5%), Penang (6.1%) and Perak (4.7%). While for foreign buyers, they are from 43 countries such as China, India, Saudi Arabia, Japan, Indonesia, Korea Republic, Thailand, Ukraine, Jordan, and Singapore. The effect of the INSP program is that 1,982 business meetings will be held between local and foreign companies (MATRADE, 2019).

Moreover, the emergence of Institution such as International Institute of Halal Research and Training (INHART), Halal Products Research Institute (HPRI), Institute of Halal Research and Management (IHRAM) give high contributions in Halal consultation. For instance, a company from Russian was collaborated with INHART to develop an internet browser called Salam browser. This alternative to filters out websites with contents that are not in line with ethical and religious values. This situation expresses that Malaysia Halal consultation began to get demand from the market. Furthermore, alternative by IHRAM, QSR Brands Holding (M) Sdn Bhd and association with Malaysia International Halal Academy (MIHA) to emphasize in regulation about Halal certification in the foodservice sector, was meet current demands involving the demand for food delivery services. By streamlining these services, the opportunities for the Halal industry become wider.

Problem Statements

The halal industry in Malaysia faces a high rate of turnover among the halal talents in an organization. The turnover is costly as it involves recruitment and training for the replacement of the employees of the organization (Hanini Ilyanan Che Hashim and Sariwati Mohd Shariff (2016). This could lead to problems of having inexperienced employees in the company and repeat trainings will only waste time, energy and money. Hence, there is an appropriate human capital training and development strategies for the halal industry players for a sustainable place

in facing the competitive industry in the future.

According to Adam (2011), the number of Muslims rose to 26.4 percent of the world population in 2030 and it will increase the demand for halal products. The interesting part is the demand for halal products not only comes from Muslim but also non-Muslims. Sairally (2010) stressed about the issues of permitted ingredients in bakery sector. He claimed that the information about prohibited ingredients was not published by the authorities. The choice of ingredients become even more difficult. A former Deputy Prime Minister, Ahmad Zahid Hamidi, in his speech, emphasized on research and development (R&D) sector in fulfilling the world halal industry requirements. Besides, the opportunities that need to be explored by the industry especially in raw materials' aspect increases for halal-certified raw materials (Utusan Online, 2015). It is, therefore, crucial for halal talents to develop the halal sectors towards sustainability of integrity among halal industries.

Furthermore, it is important to identify adequate approaches to boost and maintain halal talents interests in the halal industries. The potential candidate should get details explanation about the advantage in this field. For an example, halal prospect is able to provide halal talents' candidate with new knowledge about halal procedures, halal audit, and others. Additionally, within the experience and knowledge about halal, halal talents will be able to seek better opportunity in a different company in Malaysia or on the international level. For instance, Datuk Dr. Sirajuddin Suhaimee, Director of the Halal Hub Division of Jakim stated that the demand for the halal certificate in cosmetic by the local and foreign company show the improvement. This is the proofs that halal industry is getting stronger in Malaysia and globally (Sandra, 2017).

In Halal industry context, Halal Assurance System (HAS) is the system that comprises managerial aspect, regulation part, technical skills, standard operating system, training and development (Mohammad Aizat et.al, 2015). The responsible individual to supervise the system is Halal Executive (HE). However, the numerous of task that must performed by the HE, causing workload to them. This is because, there are at least two appointed workers for handling halal matter for an organization (JAKIM, 2014). Invariably, HE will cover various task, for instance Internal Halal Committee, the Halal Assurance products, auditing, Halal application process, production lines, and others. Thus, they are the representor during the inspection by JAKIM. Furthermore, Malaysia Halal Certification Manual (2011) and Trade Description Order (2011), the high-level manager should assign HE for multinational company while Muslim Halal Supervisor for Small and Medium Enterprise Company (SME).

According to the Halal Industry Master Plan (HIMP), one of the KPI's for HIMP to provide 300,000 employment in the halal industry (Malay mail, 2016). However, without specific information about the development of halal career will make halal talents uncertain with this field. In the previous studies had been mentioned the important of promotion system. The promotion system is one of indicator to maintain employees' satisfaction. Without rewards or advancement in the career, there are high tendencies for the employees seeking new opportunities at the other company (Allen, Shore & Griffith, 2003; Salamin & Hom, 2005). This statement in line with research by Kallerberg and Mastekaasa (2001) that stated the implementation of unfair promotion system will cause high turnover of staffs in the organization. It is, thus, crucial to design a halal framework for the career development which

may encourage halal talents to explore more about halal before they work with the industry. Based on that reason, this research also want to propose a framework of core virtues as guiding principles of Halal talents in fulfilment of Halal industries' requirement locally and global.

However, it becomes an advantage for the industries to implement halal logistic in order to gain trust from the Muslim community. Hence, to ensure the industries applying it, it is necessities to employ halal workers to ensure the process follow the right procedure and at the same time as a representative for the company. This research, therefore, wishes to examine the sustainability factors in developing Halal talents in Malaysia according to functions and causes and effects analysis.

Negotiation of Interests

As defined by Harinck & De Dreu (2004), negotiation refers to the differences that exist either in interpersonal or group context. It can be viewed into two main frames; first, the interest that refers to incompatible of positions on the interest, namely, attainment of money, time, personal benefits or other resources; second, a value that is based on different ideas about a problem that has no single demonstrably correct answer such as norms and values.

Interest is an independent motive that motivates people to engage with a particular object, activity, or idea for their own benefit. Personality psychology has never been much talked about but has changed since Harinck & De Dreu (2004) stated that interest plays a small role in current thinking about personality. Unique content content is not easily assimilated with personality research culture. Unlike general traits and tendencies, interests are more to be individualistic. Thus, this is an unsuitable item for personality psychology, which always chooses the general and general rather than the specific and unique, Harinck & De Dreu (2004).

Sustainability Development

The Latin root of the word sustainability is *sus tenere*, which means to "hold up" or "maintain". (Jacques, 2015). According to World Commission on Environment and Development (WCED) (1987), sustainability, as development, meets the needs of the present without compromising the ability of future generations to meet their own needs. It is a development process to prevent the worst damage towards nature. In explaining about the sustainable development, it is incomplete if there is no explanation about components inside it. There are three important components of sustainable development, which are economic, social and environment. Hence, all of these components must align with the development process to ensure the goals outlined by this model are achievable. (Muhammad Hisyam, 2017).

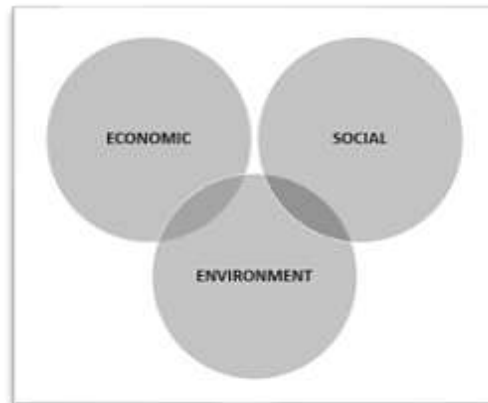


Figure 1: Components of Sustainability Development

However, the three components were connected with each other and can assist during making an important decision to ensure all parties get benefit from it. Based on Figure 1.0, social is one of the components of sustainable development. Social component relates to the human relationship, an interaction between peoples and human behaviour (Dempsey, Bramley, Power and Brown, 2011; Duran, Artene, Gogan and Duran, 2015). In other words, the social component is about human being that lives in society and has distinctive patterns of action that distinguishes them from other. The next component is the environment. According to Wardle & Giller (1996), environment development can be understood as a capability to control the three basic functions of nature. The basic function is the power function of resources, waste receptor function and the direct utility. The last component is economic. According to Becker (1994) development in the economic aspect, must have an intensity to create a maximum flow of income in rational use, efficiency in using resources, especially for the limited resources. In this situation, more benefit could be gained if the development of the economic aspect was planned for a long-term period.

Apparently, there are number of studies were conducted about halal in Malaysia. Mohammad Aizat et.al (2012) examined about halal consumerism education in Malaysia and barriers to halal logistics operation as well as views from Malaysian logistics experts (Mohamed Syazwan Ab Talib et.al, 2015). However, a research that specifically investigates about halal talents and its interpretation within the scope of training and development is still poor. Without knowing the appropriate meaning for halal talents, it is hard to list down the criteria for the halal career. Because of that reason, this research is conducted to identify potential areas of negotiation between interest and needs of halal talents to be sustained in the halal industries. Specifically, the objectives of this research are outlined as follows:

- 1) To identify the conceptual definition of halal workers, halal talents and halal experts that are understood and accepted by halal experts in Malaysia.
- 2) To recognize the negotiation parameters of interests among halal experts towards sustainability in halal industries

Method

This study employs qualitative approach using interview techniques with five experts representing industries, authorities, academics and non-governmental organization. The companies involved are randomly chosen from Jabatan Kemajuan Islam Malaysia (JAKIM) (Coded as PA1); 2) Senior Manager of Halal Industry Development Corporation (Coded as PA2), Nestle Malaysia Sdn. Bhd (Coded as PA3 and PA4); Non-Government Organization (PEHMA) (Coded as PA5) and International Expert (Coded as PA6). The respondents were greatly known for their expertise, knowledge and experience in the halal field for more than ten years of services.

Indeed, through the interview, the researchers are able to gather data about the meaning of Halal talents, Halal experts and Halal workers. This is confirmed by Wimmer (2014), that qualitative research is used to clarify the issues or phenomena that faced by the selected individual or population. Transcribes from the interview were analysed using the software of Nvivo. The analysis provides clear views of how the terminology of halal talents, halal experts, and halal workers were defined.

Findings

This section discussed about the data generated from Interview session. This section is divided into two sections, the first part containing about the meaning of Halal talents, Halal workers and Halal experts. While the other section discussed a factor of sustainability among Halal talents in the Halal industries.

Objective 1: Definition of Halal Workers. Halal Talents and Halal Experts.

Halal Talents

PA1: ... “*Sebab itu menjadi KPI Jakim. Kita nak keluarkan 500 bakat halal setahun. Melalui kursus-kursus eksekutif halal yang dibuat oleh PLH itu. itu KPI Jakim*” ...

PA2: ... “*kembali kepada unit yang mengawal untuk kenal pasti maksud “Maknanya benda itu kalau HDC terajui, HDC yang kena define, kalau tanya sayalah. Kalau tak nanti dia macam-macam lah orang itu nak buat, orang ini nak buat. In fact, mungkin ramai orang berminat nak buat Industrial Lead Body (ILB).*” ...

PA4: ... “*Sebab dengan JAKIM dah perkenalkan modul bawah halal professional board. Jadi kita ada program eksekutif halal dengan halal auditor program, so modul sebenarnya is very good module. Selain itu, ada juga yang industri, pekerja industri ini yang berkecimpung dalam halal dan dia ada professional certification. Dia ada kelayakan professional lah. So itu, yang kita boleh panggil is halal talents lah. Maksudnya talent nya itu diiktiraf. Once you join the cross, you must seat for the exam, you have to past the exam, so only then you boleh certified as a professional. Without that, you are only maybe halal workers lah or just buat halal je, tapi not at professional level lah*”

PA5: “*Maknanya bagi mereka yang terlatih satu. Kemudian dia practice. Ada yang dia ada talents, tapi dia tak practice. Sebab itu perlu kepada association tadi itu. Katakan kita dari*

sosial, macam persatuan, walaupun kita tak practice sepenuh masa, tapi partnership dengan kami, jadi dia boleh deliver skill itu”...

PA6: “And Halal talents those who are, including students is halal talents to me. Thus, you are preparing someone to become experts, we call halal talents. This is above the workers, we call halal talents. So, students’ undergraduate, postgraduate we can call them Halal talents. But halal talents, at least with minimum qualification, I mean educational background. But workers can be without any knowledge” ...

Halal Workers

PA1: ... “Bagi pandangan Jakim memang kita sebut nak keluarkan sijil halal ini bukan semata-mata kita keluarkan sijil sahaja. Dia juga perlu mengikut kriteria dan juga standard-standard yang ditetapkan. Antara yang kita sebut adalah sekurang-kurangnya 2 orang pekerja Islam dalam kawasan dapur atau juga di kawasan pemprosesan makanan. Jadi itu juga kita sebut sebagai pekerja halal. Pekerja halal yang mana wajib dua orang itu. dan juga dalam masa yang sama juga mesti juga buat internal halal comity dan juga adanya halal executive. Itu semua kita anggap sebagai pekerja halal. Sekarang ini juga kita sebut tenaga mahir halal. Tenaga mahir halal ini termasuklah dia bukan hanya sekadar yang bekerja di kawasan 2 orang itu, dia juga ada bermula daripada supervisor halal, dia pergi kepada disebut sebagai executive halal, sebelum halal executive itu ada juga macam timbalan halal executive, penolong-penolong., assistant halal executive, kemudian dia akan pergi kepada senior halal executive”

PA2: ... “: halal workers, Kalau you tanya saya lah, halal workers ini anybody can be halal workers. For example, kalau you kerja di kilang, kerja you sebagai dekat production area kan, you are part of halal workers.” ...

PA4: “Halal workers for me ada yang level macam prepare the document, just key in in the system. Dia ada knowledge juga, basic knowledge mesti ada tapi dia tidak terlalu mendalam as professional level lah. Tak seperti halal expert at the professional level, orang kata dia lebih pada assist lah, support. Kalau di industri itu di support dari segi documentation, support dari segi preparation”

PA5: ... “Halal workers ini, level biasa sahaja” ... “ Kalau halal worker ini, dia dalam bawah supervisor itu. Yang membantu kerja-kerja pemburuan itu.”

PA6: ... “Halal workers is very general. Those for working in Halal industry we call halal workers.”

Halal Experts

PA1: ... “Pakar halal itulah, ia perlu ada satu lagi level macam juga kita sebut. Memang lahh setakat ini belum ada lagi pengiktirafan secara bertulis apakah yang dianggap sebagai pakar halal itu” ...” Walaupun dah dapat halal executive, tidak. Saya yang bercakap ini pun tidak ada bab yang kita sebut sebagai pakar halal. Cuma kita dini, di sini dalam Jakim pun juga tak ada .Di sini walau dalam Jakim tak ada lagi” “Itu jugalah yang saya sendiri atas dasar pegawai Jakim juga telah mencadangkan pada pengurusan tertinggi JAKIM lah.”

PA2: ...” Tapi halal expert ini, of course you punya level higher, that why dalam IME dia ada 6 kalau tak silap saya lah, dia punya classification itu, tahap-tahap dia, macam kalau you workers, you tahap mana. Dia adalah level-level dia” ...” Mungkin manager level expert dia kat bahagian kilang-kilang for example kan. Tapi yang dia ada lagi 1 tau, dia panggil Direktori Pakar Industri Negara (DPIN)” ...” Lagi satu dia ada PPT. (Pencapaian Perkhidmatan Terdahulu). Kalau tak silap saya. Jadi setiap tahun kat HDC ini, memang salah satu KPI kita, adalah untuk mengenal pasti mereka-mereka yang boleh kita pushkan jadi PPT atau DPIN. Jadi dia adalah syarat-syarat dia. Macam tak silap saya kalau DPIN itu hari itu at least 10 tahun pengalaman dalam industry” ...

PA3: “Halal expert ini memang pada saya menjadi tempat rujukan lah pada saya halal expert ini. Maksudnya, pengetahuan dia tentang ilmu halal itu sendiri, itu satu ya. Yang kedua, dia kena tahu proses pesijilan halal itu sendiri. Kena tahu apa requirement dia. Halal memang lah tahu, tapi bila go to prosedur-prosedur halal itu, dia kena tahu. Standard halal pun dia kena tahu. So, lagi satu dia kena pelbagaikan dia punya ilmu. Setakat food sahaja, tidak. Dia banyak skill itu. maksudnya dari segi logistic ke, dia ambil taulah.”

PA4: ...“Expert you gain from experience kan. Kalau professional maksudnya you seat for the course, you know the modul, maksudnya and then you past the exam, so itu boleh dikategorikan sebagai halal talents. “

PA5: ...”Halal expert ini dia lebih kepada latihan yang diterima oleh executive itu sendiri. Macam kami pun di Jakim, kita akan keluarkan halal expert lah, SME, skill pakar lah dilantik. Certified yang diiktiraf di bawah Kerajaan. Di panggil SME. Subject Matter Expert. ... Maknanya, dia telah melalui latihan, dia ada knowledge, dan dia boleh trace di mana. Contoh mengenai kulit. Berapa orang boleh tahu ini di antara beza kulit kambing ke, lembu ke babi” ...

PA6: “They should be an expert. Executive yeah. Should be an expert. How kind you run without minimum knowledge of Halal.” ...“They should be an expert. Executive yeah. Should be an expert. How kind you run without minimum knowledge of Halal.” ...

From the explanation above, it can be concluded that Halal talents are individuals with capabilities to make the organizations look differ and better than other organization or at least they can ensure the organizations are on the same level. The candidate must have knowledge in Shariah, technical and must attend the Halal courses periodically, to alert with the latest information and changes in technology or in regulation. According to Horvath (2009) second workshops or courses are pivotal for the employees for a few purposes, 1) Follow up process; 2) Platform to appreciate and recognized the effort; 3) To announce the success and celebrate; 4) To encourage the talent liberation for each worker. Meanwhile, for Halal experts usually they are among Halal talents, what distinguishes them are Halal Experts already served for a long period of time and have a lot of experience in Halal field.

The experts are possibly coming from various sectors such as logistics, food, pharmaceutical and others. They have a qualification and people always ask opinion of them. When the problem occurs expert will play roles to solve it. In other words, both of them should have sufficient knowledge about Shariah aspect and the industries to ensure everything can handle

properly. Halal workers can be defined as a group of people who work in the organization and get payment from the job. The relationship between employer and worker is due to the contract agreed by both. It is compulsory for the Halal workers to follow the regulation and policies due to lack of information in Shariah and industrial aspect. From that, it can be concluded that Halal workers, Halal talents and Halal experts are among the professional workers. The existence of the Halal professionals should be recognized by the authority and organization to ensure Halal professional able to sustain in this profession.

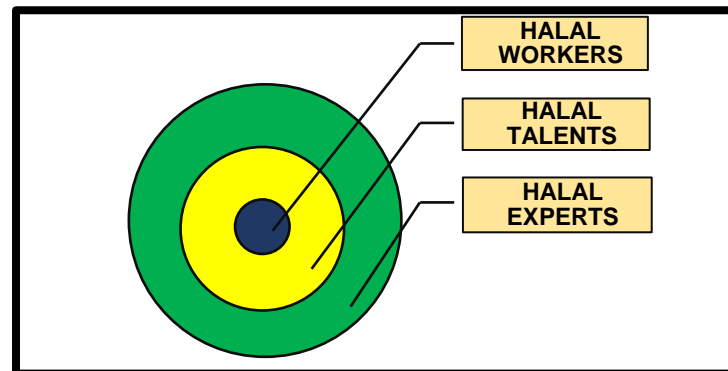


Figure 2: Halal Level

Objective 2: Negotiation parameters of interests

Language

PA5: ...*“Dia nak kena macth lah dengan keperluan pasaran luar negara. Yang melibatkan Bahasa, yang melibatkan teknikal. Yang melibatkan komersia.”*

PA6: ...*“Yeah, this is one of them, but in general as long as you prepare our talents language proficiency. Tapi in genral, once you have English I think the rest of obstacles can be disobeyed”“Yeah, if you have people, I know with more language proficiency is better.”*

Knowledge

PA1: ...*“Kalau masuk kepada professional halal ini maknanya dia telah at least Diploma, Degree. Yang dekat universiti ada halal executive punya course lah.”...*

PA2: ...*“Tapi untuk halal ini banyak lah benda-benda yang you kena tahu. That why kena pergi HEP punya program, you kena attend classes yang tentang halal to equip you with the right knowledge of halal industry. Sebab itu kita selalu kata, anybody can talk about halal, tapi to practice it you must have the right skill, the right knowledge”...*

PA3: ...*“So, lagi satu dia kena pelbagaikan dia punya ilmu. Setakat food sahaja, tidak. Dia banyak skill itu. Maksudnya dari segi logistic ke, dia ambil tahulah. Lain-lain produk itu, tak sangat lah kan. Farmasutikel, itu tak pun. Tapi the whole process, melibatkan gunaan ke, logistic ke, dia kena ambil tahu”....*

PA5: ...*“Dia bukan setakat dia admin itu sahaja. Once you produce halal product that means the content is everything. Halal product is halal. Kalau kita menyakinkan, kalau kita kata halal, tapi kita tak tahu itu halal, macam mana kita nak convince customer”*

PA6: ...*“One thing yang kena masa we offer program to prepare our talents, kita kena tahu that scenario ini. Ini yang saya sebut international scenario” ...*

Self-Satisfaction

PA2: ...*“Jadi bagaimana kita, cerita pasal talent ini, pengukuran dia. For example, gaji. Pernah tak kita duduk dengan MOHR kan. Itu actually tengok, kalau dalam industry halal ini, where positioning. Sebab kalau kita tahu, dalam rangka-rangka kerja, bila kita tengok jawatan kan. Kita tahu orang accountant, gaji dia banyak ini. Tapi, dalam halal ini”*

PA3: ...*“Banyak juga halal executive ini dia contohnya berpindah ke apa, sebab opportunity. Better opportunity ataupun dari segi reward yang dia dapat di company dia itu, tidak orang kata tak berbaloi untuk dia stay di company tersebut” ...*

PA6: ...*“So, bila seseorang itu dia dah seat for the professional board under executive ataupun auditor memang peluang dia untuk menembusi market-market yang ada demand on halal ini especially yang Jakim punya certification memang very high” ...*

Self-belonging

PA3: ...*“The halal talent kena ada that kind of perasaan, they are very important to the company. Dia kena buat kerja sungguh-sungguh lah. Because this position memang sangat pentinglah for a certified company, kalau without that, saya tak tahu siapa yang akan jaga halal di company”*

Conclusion

The sustainability and development of the halal industry in Malaysia is the result of the efforts and cooperation with many parties. There are several noteworthy efforts such as the enhancement of mutual understanding and cooperation between agencies involved in policies enforcement based on the provisions of the law under their respective agencies. From time to time, there may be challenges and issues of some aspects of halal-related developments, such as the power overlapping and confusion in information. That why it is important to define and establish an appropriate position to overcome the problem. Each government agency involved should carry out their important roles in order to develop well further and sustaining the Malaysia halal food industry. While sustainability is a crucial issue, Malaysia government should work in parallel with each authority department so the development of halal talents becomes aligned among the halal industries.

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