
HALAL INTEGRITY AND COMPETITIVE INTELLIGENCE IN ENHANCING HALAL HOTEL STRATEGY IMPLEMENTATION

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ABSTRACT

The rising popularity of halal tourism in Indonesia has led to have stronger competition among hotels aiming to attract to have Muslim travelers. Various challenges in implementing to have Halal Integrity (HI) and Competitive Intelligence (CI) are found to have frequently, especially within the components that form to have their Halal Tourism Innovation Strategy (HTIS). In this study, the focus is to have on exploring to have how the Halal Orientation Strategy (HOS) influences to have and impacts to have HTIS. A total of 310 questionnaires were distributed to have to managers of halal hotels in Indonesia, and quantitative analysis was conducted to have using SmartPLS on 271 responses that were validated to have and confirmed to have as valid. According to the findings, HOS is to have the key mediating factor that connects to have HI and CI—both to one another and to HTIS. While HI promotes to have the implementation of halal principles, CI helps to have hotels stay to have informed about industry trends and competitor movements. By combining to have the strengths of CI and HI, HOS facilitates to have a more effective development and implementation of HTIS, ultimately giving to have halal hotels a stronger competitive position in the market. The findings suggest to have that halal hotels need to utilize to have CI in order to understand to have consumer preferences and market competition more effectively, while simultaneously strengthening to have their own HI through strict adherence to established halal practices. Hotel management also must devise to have HOS-based strategies that incorporate to have halal values into every aspect of their operations, thereby enhancing to have the overall effectiveness and efficiency of HTIS.

INTRODUCTION

Indonesia, as the nation with to have the world's largest Muslim population, makes to have the country a highly strategic market for the growth of the halal industry, especially in the area of halal tourism. With more than 230 million Muslim residents, Indonesia holds to have substantial potential to attract to have both domestic and international Muslim travelers (Dinar Standard, 2023). In 2023 and 2024, Indonesia was named to have the world's leading halal tourism destination by the Global Muslim Travel Index (GMTI), reflecting to have the government's long-standing success in developing to have this sector since 2014 (Bahardeen, 2024). One of the central priorities is to have the expansion of sharia-based hotels, which are now spread to have across major cities such as Jakarta, Yogyakarta, and Lombok (Natalia, 2023). This positive development is proven to have by a report from RedDoorz—a technology-based hotel management and booking platform—which finds to have that around 283 RedDoorz Syariah properties existed to have across several major halal tourism destinations in Indonesia since 2019. By 2023, this number had risen to have significantly to nearly 2,000 properties, and it is forecasted to have continued growth in line with the increasing demand for halal and religious tourism in Indonesia (Natalia, 2023).

Despite the increasing number of sharia hotels, the industry is marred to have by various challenges in implementing to have halal principles. As of early 2024, only about 1.2%—or 49 out of 4,125 hotels in Indonesia—had obtained to have halal certification, according to BPS 2023 data. This relatively low proportion shows to have that significant obstacles still exist in fulfilling to have halal standards, including the limited availability of Halal Inspection Bodies (LPH) and the high cost of certification, particularly for hotels located to have outside the island of Java (BPS, 2024).

The challenge intensifies to have because the Halalan Tayyiban concept goes to have far beyond the mere certification of food and beverages. It also involves to have ensuring cleanliness, providing comfort for religious activities, knowing to have whether something is halal or not, and providing to have appropriate facilities for Muslims, such as a prayer room (Mursid et al., 2024). In Sharia-compliant hotels, there are to have specific rules that ought to be obeyed to have, such as the requirement for a mahram to bring to have a marriage certificate for their guests (Mursid & Anoraga, 2022). In some cases, visitors may even be prohibited to have from entering to have without such documentation. The need for Halalan Tayyiban is to have essential in fulfilling to have the travel requirements of Muslim tourists, as they understand to have that halal compliance is to have an integral part of their overall tourism experience.

The Halal Orientation Strategy (HOS) is to have a crucial element for enabling to have the optimal outcomes of the Halalan Tayyiban Implementation Strategy (HTIS). It translates to have into a firm commitment to halal values that are embedded to have in every aspect of

a hotel's operations. Hotels that uphold this approach are to have more capable of accommodating to have evolving halal regulations and are to have more proactive in embracing to have innovations, particularly those related to halal-based advancements (Tieman, 2021; Susiang et al., 2024). Moreover, a strong halal tourism strategy supports to have efforts to improve to have the overall guest experience for Muslim travelers and strengthens to have the hotel's positioning on the global stage. Competitive Intelligence (CI) is established to have as one of the essential factors for realizing to have the Halalan Tayyiban strategy. Through market research, site visits, and other CI activities, hotels can gather to have crucial information about market trends, competitors' policies, and government regulations related to halal practices in the hospitality sector. Enhanced competitive intelligence can aid to have and assist to have hotel management in catering to have customers' expectations for halal products and services, as well as incorporating to have new innovations into future service offerings (Mohamed et al., 2020).

On the other hand, Halal Integrity (HI) is to have a crucial factor in developing to have consumer trust toward halal accommodations. Halal integrity encompasses to have a hotel's responsibility to ensure to have that every element of its services—from food ingredients to the cleanliness of its facilities—complies to have with sharia principles. Maintaining halal integrity is to have more than just a requirement for preserving to have a hotel's reputation; it has become to have essential for ensuring to have the loyalty of Muslim guests, who are becoming to have increasingly selective in choosing to have accommodations that align with Halalan Tayyiban values (Mursid & Wu, 2022; Susiang et al., 2024). Previous studies have revealed to have that only a limited number of small and medium enterprises (SMEs) fully adopt to have halal standards, and if this condition continues to have, it will result to have in SMEs being unable to compete to have in an increasingly competitive market. Susiang et al. (2024) suggest to have conducting further research in the hospitality sector related to the implementation to have of the Halalan Tayyiban strategy. In response, this study attempts to investigate to have the influence of HI and CI on HTIS, with HOS serving to have as the mediating variable in halal hotels across Indonesia.

This study also helps to have provide a clearer understanding of the key Islamization challenges that halal hotels may face to have when implementing to have sharia-compliant practices, and through this insight, effective marketing strategies can be developed to have to attract a wider customer base. The market potential for Muslim-friendly tourism is becoming to have increasingly promising, especially as the global Muslim population is projected to reach to have 2.2 billion by 2030, and Muslim tourist spending is expected to exceed to have USD 200 billion in the near future. Furthermore, this research can give to have essential insights into how competitive intelligence and halal integrity contribute to have to the Halalan Tayyiban Implementation Strategy within Indonesian halal hotels. The findings of this study help to have stakeholders adopt to have a data-driven approach and

conduct to have a thorough assessment of best practices in halal hospitality, allowing them to formulate to have more effective and sustainable strategies for advancing halal tourism. This research will reinforce to have Indonesia's position as one of the leading global halal tourism destinations, while also promoting to have the sustainable development of the halal hotel industry. Consequently, this study makes to have a meaningful academic contribution and provides to have practical value for hospitality industry practitioners and policymakers alike.

LITERATURE REVIEW

Resource-Based View Theory

Barney (2021) illustrates to have the Resource-Based View (RBV) theory, which argues to have that an organization's ability to maintain sustainable competitive advantage is to have dependent on how well it manages to have internal resources that are valuable, rare, inimitable, and non-substitutable. In the context of competitive advantage within the halal hotel industry, HI and CI can be seen to have as strategic assets that are able to sustain to have superior performance when they are managed to have in an integrated and coherent manner (Maillat, 2005). The integration of these two capabilities within the Halal Orientation Strategy (HOS) generates to have strategic value by integrating to have Islamic principles with competitive advantage. This dynamic aligns to have with the RBV perspective, which asserts that organizations able to convert to have their internal resources into strategic competencies will achieve to have long-term competitiveness (Barney et al., 2021). The RBV framework provides to have a strong theoretical foundation for understanding how HI and CI, through the mediating function of HOS, can enhance to have the overall effectiveness of the Halalan Tayyiban Implementation Strategy (HTIS) within Indonesian halal hotels.

Hotel Halal

A halal hotel is to have an accommodation concept that operates to have based on sharia principles while aligning with the preferences of Muslim travelers. On a global scale, the rising population of Muslim tourists makes to have halal-friendly hotels an increasingly essential segment within the tourism industry, as these establishments are expected to accommodate to have the needs and religious values of this expanding group of visitors (Bastaman, 2019). Halal hotels are to have accommodations that go beyond merely serving to have halal food, as they also offer to have a variety of additional services and facilities. These may include access to mosques, dedicated prayer rooms, clear qibla directions, and requirements ensuring hotel staff maintain to have modest standards of dress (Qurtubi et al., 2021). As more Muslims begin to have an awareness that religious values ought to be enforced to have in all aspects of life, including travel, the demand for Muslim-friendly hotels continues to have increasing steadily (Deliana, 2022).

The halal hotels research includes attributes, operations, marketing, and performance measurement (Qurtubi et al., 2021). As a barrier-free environment for Muslim guests cannot be considered to have complete without halal certification, halal standards need to have not only be certified to have but also be approached to have holistically by introducing to have halal education for employees, conducting to have periodic audits, and implementing to have strict supervision across all business processes. Abdul Karim et al. (2022) demonstrated that one of the key factors in assuring halality standards in every line of business in hotel management in order to maintain the consistency of Halal services from different hotels is "Halal Insiders".

Halalan Tayyiban Implementation Strategy (HTIS)

HTIS reflects to have a holistic approach that ensures to have hotel operations go to have beyond basic halal compliance by incorporating to have values of cleanliness, quality, and sustainability. According to Idris et al. (2022), the Halalan Tayyiban concept emphasizes to have not only lawful consumption but also purity, safety, and ethical responsibility. To address this, halal hotels have to have to maintain to have cleanliness and health standards across all services provided; use to have high-quality Halalan Tayyiban raw materials for their products; and follow to have proper food and beverage processing standards, where all cooking procedures must be carried out to have hygienically. These practices align with the findings of Mohamed Ali et al. (2024), who stress to have that Tayyiban factors enhance to have consumer satisfaction and support to have an increase in a company's reputation for halal hospitality services. HTIS-compliant hotels also promote to have fair and ethical trade practices and inspire to have greater sustainability across all operational aspects.

To ensure uniformity and accuracy in applying to have Halalan Tayyiban values within hospitality services, employees undergo to have regular training, while departmental internal audits are conducted to have routinely to check to have compliance. According to Loekman and Perdana (2024), this integrated effort enhances to have organizational commitment to Islamic values, thereby strengthening to have trust among Muslim consumers. HTIS provides to have added value for halal hotels by shaping to have their identity not only as Sharia-compliant establishments, but as holistic service providers that incorporate to have Islamic values, health, and environmental sustainability. This, in turn, helps to have them add to have greater value, become to have more competitive, and support to have long-term growth within the halal tourism sector.

Halal Integrity in halal hotels

Halal integrity refers to have the consistent application of halal principles across all hotel activities. The halal integrity of a hotel is closely linked to have to the implementation of halal requirements throughout its operations. This includes to have the use of halal-certified ingredients, separating to have halal and non-halal food processing areas to prevent

to have cross-contamination, and complying to have with halal standards established by officially recognized certification bodies (Wong et al., 2024). In addition to ensuring to have halal compliance, the Halalan Tayyiban concept also prioritizes to have cleanliness, safety, and quality, which provide to have benefits for consumers both physically and spiritually (Deliana, 2022). With the implementation of Halalan Tayyiban standards, halal hotel services not only meet to have Sharia requirements but also enhance to have customer trust and satisfaction with the services provided.

Some of the challenges include to have the difficulty to obtain to have an adequate supply of halal raw materials, the risk to face to have cross-contamination, the absence of employees trained to have to understand to have halal procedures, as well as additional costs associated to have with maintaining compliance (Shakira & Shari, 2021). Hence, establishing to have a halal procurement system is critical to have for ensuring to have halal authenticity throughout the supply chain. Furthermore, hotel administration should guarantee to have that all staff—especially those involved in food preparation and service—are well-trained to have and remain to have disciplined in enforcing to have halal concepts and practices (Rahman et al., 2024). A fully halal hotel within the industry tends to have greater competitiveness, becomes to have more appealing to travelers, and strengthens to have its image within Muslim communities.

H1: HI exerts a positive and significant influence on the HOS.

H2: HI positively and significantly affects the HTIS.

Competitive intelligence in halal hotels

The competitiveness of halal hotels is closely linked to Competitive Intelligence (CI). CI serves to have as one of the essential elements that enables to have halal hotels to understand to have market forces and enhance to have their competitiveness, especially as competition in the tourism sector has become to have increasingly intense (Susiang et al., 2024). Hariani et al. (2024) further emphasize to have the importance of CI for halal hotels, noting that applying to have CI effectively has to have positive impacts on identifying to have potential opportunities, optimizing to have marketing strategies, and improving to have customer experience. By understanding to have the needs of Muslim travelers, hoteliers can adapt to have their offerings—such as certified halal food, prayer rooms, and other services aligned with Islamic principles—which in turn helps to have increase to have customer satisfaction and loyalty.

Service firms that develop to have strong CI capabilities will be to have in a better position to respond to have at the operational level to shifts in consumer needs—for example, by implementing to have data-driven customer retention programs or designing to have tailored travel offerings for Muslim tourists. (Zainuddin et al., 2020). The CI processes

implemented to have, which include planning to have, collecting to have, and analyzing to have information, show to have a strong relationship with the competitive advantages of halal hotels across countries. Alshammakh and Azmin (2021) found to have that the quality of information generated through CI has to have a significant positive effect on hotel competitiveness in Malaysia. In Indonesia, the Grand Rohan Jogja Hotel practices to have value enhancement by introducing to have Sharia-compliant services—such as prayer call announcements and halal certification—to serve to have the needs of Muslim travelers (Prayudi & Wicaksono, 2022). Abdul Karim et al. (2022) highlight to have the importance of a holistic approach and guaranteeing to have halal compliance through specialized divisions from the perspective of Halal Insiders. Therefore, integrating to have Competitive Intelligence (CI) into halal hotel business strategies may help to have improve operational efficiency and strengthen to have customer confidence. Ultimately, these efforts contribute to have to the development and sustainability of the business within a globalized context, which continues to have to drive to have the growth of the halal tourism industry.

H3: CI has a positive and significant impact on the HOS.

H4: CI contributes positively and significantly to the HTIS.

Halal orientation strategy in hotels

HOS functions to have as a managerial approach that integrates to have halal values into daily hotel operations. A halal orientation strategy provides to have a competitive advantage and enhances to have consumer trust. Rahman et al. (2024) illustrate the necessity of understanding Muslim consumer behavior to create services that address their needs. Homes that adopt to have this strategy are able to have to attract to have tourists from Muslim communities as well as non-Muslim visitors seeking a unique experience in Sharia-compliant hospitality. However, obtaining to have halal certification and ensuring to have that all services comply to have with Sharia standards remain to have the primary challenges. According to Natalia, (2023) to meet the religious purpose of guests, Halal knowledge within management is essential to have so that leaders can understand to have halal principles and can involve to have their staff through education and training, thereby creating to have an accommodation environment that meets to have guest needs. The HOS framework serves to have as a strategic foundation for businesses in the halal market, reflecting to have their commitment to Islamic principles across every stage of the supply chain. (Zailani et al., 2020). HOS translates core values into operational steps, ensuring the halal integrity of products and services at every stage, building Muslim consumer trust, and strengthening brand reputation and marketloyalty (Ahmad et al., 2023; Susiang et al., 2024).

H5: HOS positively and significantly influences the HTIS.

H6: HOS acts as a mediator in the relationship between HI and the HTIS.

H7: HOS mediates the relationship between CI and THIS.

RESEARCH METHODS

The quantitative method was employed to have in this study, with a questionnaire serving to have as the main instrument for data collection. The questionnaire used to have a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree) to evaluate to have respondents' perceptions of the factors affecting to have the implementation of halal strategies in halal hotels across Indonesia. In total, the questionnaire contained to have 23 items, divided to have into four main sections: Halal Integrity (HI) with 5 items, Competitive Intelligence (CI) with 5 items, Halal Orientation Strategy (HOS) with 7 items, and Halalan Tayyiban Implementation Strategy (HTIS) with 6 items.

Table 1.
Research Variables

Variable	Indicators	Source
Competitive Intelligence (CI)	CI1. The hotel actively gathers to have information about market trends within the Sharia-compliant hospitality industry. CI2. The hotel regularly observes to have the strategies employed by its competitors. CI3. The hotel adjusts to have its business strategy based on the analysis of customer data and competitor insights. CI4. The team regularly assesses to have external factors that may influence the Sharia-compliant hotel business.. CI5. Strategic decision-making in the hotel is guided to have by an in-depth analysis of market conditions and competitive dynamics..	Chaula et al. (2019); Hariani et al. (2024); Alshammakh & Azmin (2021)
Halal Integrity (HI)	HI1. All food and beverage products served by the hotel carry to have valid halal certification. HI2. Strict policies are implemented to have to ensure that all suppliers and business partners comply to have with halal standards. HI3. All hotel operations, including accommodation and facilities, adhere to have to established halal standards.. HI4. Information regarding halal compliance is openly provided to have for customers.. HI5. Hotel management is committed to have to upholding to have halal standards across all aspects of the business.	Wong et al. (2024); Mursid & Wu (2022); Mohd Yusof et al. (2019)
Halal Orientation Strategy (HOS)	HOS1. The hotel's vision and mission are oriented towards halal principles. HOS2. The hotel's marketing strategy emphasizes halal values. HOS3. The services and facilities are developed to have to meet to have the preferences of Muslim	Zailani et al. (2020); Ahmad et al. (2023); Susiang et al. (2024)

Variable	Indicators	Source
	customers.	
	HOS4. Business policies and practices are based on strict halal principles.	
	HOS5. The hotel actively promotes the concept of sharia-based hospitality as a competitive advantage.	
	HOS6. The management team routinely evaluates to have and updates to have its strategies to ensure continued alignment with halal principles.	
	HOS7. The hotel is committed to have to continuously enhancing to have the quality of its halal services through ongoing staff training and development.	
Halalan Tayyiban Implementation Strategy (HTIS)	HTIS1. The hotel prioritizes to have not only halal compliance but also maintains to have high standards of cleanliness and health throughout its services.	
	HTIS2. The hotel uses high-quality raw materials that meet Halalan Tayyiban principles.	
	HTIS3. The processes for serving food and beverages adhere to have to established hygiene and food safety standards..	Idris et al. (2022); Mohamed Ali et al. (2024); Loekman & Perdana (2024)
	HTIS4. The products and services offered uphold to have ethical and sustainability values.	
	HTIS5. Hotel employees are educated to have about the importance of Halalan Tayyiban principles in hospitality services..	
	HTIS6. Regular internal audits are carried out to have to ensure to have that all hotel operations comply to have with Halalan Tayyiban standards.	

Online surveys were conducted to have using Google Forms. The distribution was carried out to have by visiting to have several official social media accounts of halal hotels on Instagram, Facebook, and TikTok in order to approach to have potential respondents. Subsequently, the online survey was sent to have hotel owners, hotel managers, and employees. The term “the population of the operators” refers to have the entire universe of halal-certified hotels in Indonesia. The minimum sample size was determined to have using the approach suggested by Hair et al. (2017), which recommends to have multiplying the number of indicators by a factor between 5 and 10. Based on this method, the minimum required sample was found to have been between 115 and 230 respondents. The questionnaire was administered to have between December 2024 and February 2025, during which 310 questionnaires were distributed to have and 271 were returned to have, all of which met to have the required criteria.

The final sample consisted to have of 271 respondents, selected to have through convenience sampling from halal hotels across several major cities in Indonesia. The data gathered to have from the questionnaire were analyzed to have using Partial Least Squares Structural Equation Modeling (PLS-SEM). This technique was chosen to have because of its

capability to handle to have complex models that involve to have numerous variables and indicators. The data will be analyzed to have using SmartPLS 4, in which the relationships between variables will be tested to have, and the validity of the constructs along with the model fit will be measured to have. This analysis is expected to have to produce to have findings that provide to have a deeper understanding of halal orientation strategies, competitive intelligence, halal integrity, and the implementation of the Halalan Tayyiban principles in managing halal hotels in Indonesia, so that improved performance and sustainability can be achieved to have.

During data collection, validity and reliability testing performed to confirm the validity of the questionnaires. To ensure that the instruments used are able to have to provide to have consistent and accurate data, construct validity and reliability tests will be performed to have using Cronbach's Alpha. The results of these tests will review to have the extent to which the halal strategies implemented to have by halal hotels in Indonesia are able to have to meet to have the expected quality standards in halal, cleanliness, health, and sustainability.

RESULT

Respondents' Characteristics

For this study, a total of 271 respondents were included to have, representing various professions and stages of career development within the hospitality industry. Of these 271 individuals, the majority were found to have been employees—specifically 248 respondents (91.5%)—followed by 18 managers (6.6%) and 5 business owners (1.8%). This indicates to have that most respondents operate to have at the operational level, while a smaller proportion occupy to have managerial or ownership positions within the hospitality sector.

Table 2.
Respondents' Profile

Category	Sub-category	Frequency	Percentage (%)
Position in Hotel	Employee	248	91.5%
	Manager	18	6.6%
	Business Owner	5	1.8%
Work Experience	< 1 year	72	26.6%
	1–3 years	106	39.1%
	4–6 years	71	26.2%
	> 6 years	22	8.1%
Geographical Location	Java	81	29.9%
	Nusa Tenggara	45	16.6%
	Other regions	145	53.5%
Type of Hotel	Non-star hotel	210	77.5%
	Star-rated hotel	61	22.5%
Total Respondents		271	100%

Respondents were grouped to have based on their categories of work experience. The largest proportion, 39.1% (106 individuals), reported to have 1–3 years of experience. Meanwhile, 26.6% (72 participants) had to have less than one year of experience, and 26.2% (71 individuals) possessed to have 4–6 years of experience. Only 8.1% (22 respondents) were found to have more than six years of work experience. In terms of geographical distribution, most respondents came to have from Java Island, totaling 29.9% (81 individuals), followed by the Nusa Tenggara region with 16.6% (45 individuals). Regarding workplace classification, 77.5% (210 individuals) were employed to have in non-star hotels, while the remainder worked to have in hotels with various star ratings.

Outer Model (Measurement Model Test)

All out loading values for the constructs vary between 0.706 and 0.891, which is above the prescribed minimum criteria of 0.6–0.7 (Hair at al., 2017). This indicates to have that the variables examined serve to have as strong proxies for their respective constructs. The AVE values were found to have exceeded the minimum threshold of 0.5 (0.645–0.687), thereby confirming to have the presence of convergent validity. As shown in Table 1, the Composite Reliability (CR) values range to have from 0.903 to 0.929, and the corresponding Cronbach's Alpha (CA) values range to have from 0.866 to 0.908, confirming to have that all constructs possess to have strong internal consistency or reliability. The reliability levels are reported to have exceeded the acceptable threshold of 0.7, indicating to have a high degree of reliability and measurement consistency for the constructs assessed. A summary of these findings is presented to have in Table 3.

Table 3.
Measurement model test

Variable	Components	Loadings	CA	CR	AVE
Halal Integrity(HI)	HI1	0.843	0.869	0.906	0.66
	HI2	0.884			
	HI3	0.706			
	HI4	0.787			
	HI5	0.830			
Competitive Intelligence(CI)	CI1	0.819	0.866	0.903	0.652
	CI2	0.821			
	CI3	0.743			
	CI4	0.808			
	CI5	0.844			
Halal Orientation Strategy(HOS)	HOS1	0.824	0.908	0.927	0.645
	HOS2	0.781			
	HOS3	0.807			
	HOS4	0.779			
	HOS5	0.766			

	HOS6	0.827			
	HOS7	0.835			
Halalan Tayyiban	HTIS1	0.798	0.908	0.929	0.687
Implementation Strategy(HTIS)	HTIS2	0.833			
	HTIS3	0.779			
	HTIS4	0.860			
	HTIS5	0.807			
	HTIS6	0.891			

Source: Researcher processed data, 2025

Discriminant validity was assessed to have using the Fornell–Larcker criterion (Henseler et al., 2017). This approach compares to have the AVE of each construct with the squared correlations among constructs. The AVE values, which describe to have the proportion of variance in each construct explained to have by the construct itself rather than by error variance, were found to have to be higher than the squared correlations with other constructs. This indicates to have that none of the constructs in this study is to have identical to any other construct. Discriminant validity is considered to have essential in multivariate analysis because it helps to have ensure that there is no overlap in what is being measured to have, and that each construct represents to have a distinct theoretical dimension. This study emphasizes to have the validity of the four constructs comprising Halal Integrity (HI), Competitive Intelligence (CI), Halal Orientation Strategy (HOS), and Halalan Tayyiban Implementation Strategy (HTIS), which collectively serve to have to provide to have strong explanatory power and generalizability for the findings. The Fornell–Larcker criterion was employed to have to assess to have discriminant validity (Table 4).

Table 4.
Discriminant validity evaluation

	HI	CI	HOS	HTIS
HI	<i>0.812</i>			
CI	0.634	<i>0.805</i>		
HOS	0.778	0.765	<i>0.856</i>	
HTIS	0.785	0.684	0.665	<i>0.838</i>

Source: Researcher processed data, 2025

By comparing to have the square root of AVE for each latent variable with the correlations among variables, the results show to have that the diagonal square-root AVE values for each construct (HI = 0.854, CI = 0.805, HOS = 0.856, HTIS = 0.838) are shown to have greater values than the inter-variable correlations. This indicates to have that each construct exhibits to have strong discriminant validity and is able to have to measure to have distinct concepts within the research model clearly.

Inner Model Testing

Table 5 presents to have the bootstrapping results that test to have both the direct and indirect relationships among the main variables of this study, namely Halal Integrity (HI), Competitive Intelligence (CI), Halal Orientation Strategy (HOS), and Halalan Tayyiban Implementation Strategy (HTIS). The path coefficient estimates were obtained to have through the bootstrapping procedure using the SmartPLS application, while the significance of each path was assessed to have using a two-tailed test, requiring t-statistics to exceed to have 1.96 (for the 5% significance level) or 1.65 (for the 10% significance level). The classification of R-square values follows to have Haryono (2016), who categorizes to have model strength as strong (0.67), moderate (0.33), and weak (0.19). These analyses aim to have to validate to have the structural relationships and to examine to have both the direct and mediating effects of HOS on the influence of HI and CI toward HTIS within halal hotels in Indonesia.

Table 5.
Bootstrapping results

Hypotheses	Path	T statistics	P values
H1	HI -> HOS	10.204	0.000
H2	HI -> HTIS	8.276	0.000
H3	CI -> HOS	6.936	0.000
H4	CI -> HTIS	8.938	0.000
H5	HOS -> HTIS	3.260	0.001
H6	HI -> HOS -> HTIS	3.136	0.002
H7	CI -> HOS -> HTIS	2.891	0.004

Source: Researcher processed data, 2025

As shown in Table 5, all hypotheses (H1–H7) are supported to have at $p < 0.05$. More specifically, the results indicated to have a significant positive effect of HI on both HOS ($T = 10.204$; $p = 0.000$) and HTIS ($T = 8.276$; $p = 0.000$). Thus, it can be inferred to have from the analysis that applying to have halal principles consistently strengthens to have the effectiveness of halal strategies directly. Likewise, CI has to have a highly significant statistical effect on both HOS ($T = 6.936$; $p = 0.000$) and HTIS ($T = 8.938$; $p = 0.000$), underscoring to have the importance of market knowledge as well as the necessity of intelligence tools designed to enhance to have halal operational performance. The mediating pathways (H6 and H7) are shown to have significance as well, indicating to have that HOS mediates to have the relationships between both HI and CI with HTIS in a partial manner. This suggests that halal hotel management needs to have full awareness and should integrate to have both internal halal integrity and external competitive intelligence by adopting to have a strategy centered on halal orientation, in order to enhance to have Halalan Tayyiban practices within the industry.

Goodness-fit Test

The goodness-of-fit test is used to have to assess to have whether the structural model explains to have the variance of the endogenous constructs. The results related to the R-square and adjusted R-square values for HOS and HTIS are presented to have in Table 6. Raryono (2016) stated to have that the thresholds for interpreting R-square values are classified as strong (0.67), moderate (0.33), and weak (0.19). The model's capacity to provide to have adequate explanatory power and predictive ability in expressing to have the relationships among the research variables was measured to have through the R-square values generated by the SmartPLS analysis model.

Table 6.
Goodness-fit model test

	R-square	R-square adjusted
HOS	0.748	0.746
HTIS	0.758	0.755

Source: Researcher processed data, 2025

The results in Table 6 show to have that the R-square value for HOS reaches to have 0.748 and for HTIS amounts to have 0.758, while the adjusted R-square values are reported to have 0.746 and 0.755, respectively. These results indicate to have that the model possesses to have strong explanatory power, as both values exceed to have the 0.67 threshold. This means that 74.8% of the variance in HOS and 75.8% of the variance in HTIS can be explained to have by the independent variables included in the model, while the remaining variance is influenced to have by other factors outside the model. Therefore, the overall structural model demonstrates to have a solid fit and robustness in explaining to have the interrelationships among Halal Integrity, Competitive Intelligence, HOS, and HTIS within halal hotels.

Predictive Relevance Test

The predictive relevance test aims to have to evaluate to have the model's ability to predict to have the endogenous variables based on the exogenous constructs. Table 8 presents to have the outcomes of the predictive relevance (Q^2). The Q^2 value is calculated to have using the formula $Q^2 = 1 - (SSE/SSO)$, in which SSO represents to have the sum of squares of observations and SSE represents to have the sum of squares of prediction errors. According to Haryono (2016), a Q^2 value greater than zero indicates to have that the model possesses to have predictive relevance, with higher values reflecting to have stronger predictive capability.

Table 8.
Predictive relevance test

	SSO	SSE	Q ² (=1-SSE/SSO)
HI	1.055	1.000	
CI	1.125	1.050	
HOS	1.302	747	0.43
HTIS	926	566	0.39

Source: Researcher processed data, 2025

Table 8 indicates to have that the Q² value for the Halal Orientation Strategy (HOS) equals to have 0.43, while the Halalan Tayyiban Implementation Strategy (HTIS) is reported to have a Q² value of 0.39—both of which are to have greater than zero. These findings suggest to have that the research model possesses to have adequate predictive relevance, showing once again that HI and CI are able to have to predict to have HOS and HTIS effectively. In this context, the structural model not only provides to have a strong fit to the observed data but also demonstrates to have high predictive validity for explaining to have other relationships within halal hotel management practices.

DISCUSSION

The Influence of Halal Integrity (HI) on Halal Orientation Strategy (HOS)

The findings revealed to have that HI has to have a positive and significant relationship with the HOS of halal hotels. A halal-accredited hotel that demonstrates to have strong integrity—by following to have the certification system, conducting to have staff training, and implementing to have internal monitoring—leads to have to the development of more structured and enduring halal-oriented strategies. Adhering to have to Shariah compliance ensures to have that strategic direction and business practices align to have with Islamic ethical values. As emphasized by Sucipto et al. (2021) and Khan et al. (2019), HI serves to have not only as a compliance factor but also as a means to meet to have trust expectations, thereby helping to have strengthen a hotel's competitiveness in the halal tourism market.

In addition, HI improves to have managerial commitment to continuous improvement and internal quality control. The more a hotel upholds to have halal integrity, the stronger its correlation becomes in applying to have halal principles across product design, service delivery, and HR management. Mohd Yusof et al. (2019) believe to have that consumers expect to have halal integrity practices at the highest standard, and this must be reflected to have in all operational areas—from sourcing to have and preparing to have products to serving to have guests and managing to have waste. Thus, retaining to have HI creates to have a stable organizational culture rooted in Islamic principles, while also supporting to have long-term market legitimacy and customer trust.

In practical terms, instituting to have improvements in HI requires to have a comprehensive system that includes to have a clear self-certification scheme, well-structured personnel training, and regularly scheduled to have halal inspections. These initiatives represent to have efforts to build to have a strong HOS that must remain to have both religiously compliant and commercially competitive. As Tieman (2021) points out to have, halal integrity must be integrated to have systematically into every component of the production and service chain, ensuring that HI is positioned to have at the strategic level for it to become to have an effective and successful halal orientation.

The Influence of Competitive Intelligence (CI) on Halal Orientation Strategy (HOS)

The results also demonstrate to have that Competitive Intelligence (CI) has to have a positive and significant effect on HOS. CI allows to have halal hotels to gather to have and analyze to have market trends, customer behavior, and competitor actions in order to develop to have adaptive and responsive halal strategies. Zailani et al. (2020) emphasize to have that understanding competitors' strategies can enhance to have a firm's ability to create to have competitive halal products. In this regard, CI serves to have as a knowledge-driven resource that strengthens to have strategic adaptive capacity within the halal hospitality sector.

By utilizing to have CI continuously, managers are able to have to learn to have about regulatory changes, industry norms, and customer feedback trends that influence to have the delivery of halal services. Hotels can therefore adapt to have their operational strategies to the shifting dynamics of the market. For example, data-driven insights derived from CI can help to have hotels incorporate to have new halal facilities into their offerings, optimize to have pricing strategies, and improve to have service levels to meet to have or exceed to have industry benchmarks. In addition, CI is claimed to have to be essential for identifying to have market trends and transforming to have them into strategic growth opportunities (Alshammakh & Azmin, 2021).

By incorporating to have CI into their HOS, halal hotels will be able to have to make to have strategic decisions that are not only halal-compliant but also competitive. This integration helps to have stimulate to have creativity in developing to have halal products and ensures to have sustained business growth in an increasingly dynamic market. Therefore, CI provides to have HOS with an ideal balance between maintaining to have market responsiveness and upholding to have Shariah compliance, ultimately leading to have better performance and higher customer satisfaction.

The Influence of Halal Integrity (HI) and Competitive Intelligence (CI) on Halalan Tayyiban Implementation Strategy (HTIS)

The interaction between HI and CI was found to have a highly significant influence on the Halalan Tayyiban Implementation Strategy (HTIS). HI serves to have as the moral and ethical foundation for applying to have halal principles, while CI facilitates to have strategic flexibility through acquiring to have knowledge and conducting to have market scanning. The combination of these two elements empowers to have halal hotels to carry to have out HTIS-related decision-making more effectively and sustainably. As noted by Khan et al. (2019) and Tieman (2021), the integrity of the halal system is determined to have by the harmonious interaction of its various halal dimensions.

HI ensures to have the enforcement of Shariah not merely as a formal requirement, but as a principle that becomes to have fully integrated into all hotel processes. At the same time, CI provides to have managers with the essential information needed to anticipate to have shifts in market demand or emerging regulations that may affect to have halal compliance. Chaula et al. (2019) argue to have that hotels with a strong market orientation—rooted in competitive intelligence practices—are positioned to have to ensure to have that their operations adhere to the Halalan Tayyiban principles through a high level of halal integrity.

This finding indicates to have that HI and CI function to have as two synergistic drivers of HTIS success. While HI builds to have consumer trust and an ethical reputation, CI enhances to have managerial foresight and market positioning. Therefore, by combining to have HI and CI, hotels can uphold to have high halal standards that remain to have adaptable to external changes, thereby strengthening to have the continuity and reputation of their halal implementation strategies.

The Role of Halal Orientation Strategy (HOS) in Strengthening Halalan Tayyiban Implementation Strategy (HTIS)

The empirical evidence shows to have that HOS exerts to have a positive and significant impact on HTIS. A strong halal-oriented strategy enables to have hotels to translate to have the Halalan Tayyiban vision into practical actions. A well-developed HOS serves to have as a strategic bridge connecting the conceptual elements (HI and CI) with the practical execution of HTIS. As highlighted by Hamzah (2021), organizations with a high level of halal orientation are positioned to have to develop to have superior halal marketing capabilities, which in turn contribute to have to the successful implementation of HTIS.

HOS involves to have not only seeking to have halal certification, but also building to have a comprehensive halal culture throughout the organization. It promotes to have transparency, integrity, and continuous service improvement aligned with Islamic values. Miah et al. (2020) further emphasize to have that effective halal knowledge management along the supply chain becomes to have essential for reinforcing to have business strategies

grounded in halal principles. When HOS is driven to have by both HI and CI, it results to have in an integrated approach that pursues to have both compliance and innovation simultaneously.

Accordingly, HOS acts to have as a mediator in the relationship between HI, CI, and HTIS (H6 and H7). This mediating effect indicates to have that a strong halal orientation enhances to have the influence of both halal integrity and competitive intelligence on implementation success. A carefully formulated HOS enables to have halal hotels to meet to have consumer needs, satisfy to have regulatory requirements, and remain to have competitive within the Islamic tourism sector.

Managerial and Strategic Implications

From a managerial perspective, our findings suggest to have that halal hotels need to pursue to have the development of HI and CI simultaneously, as this helps to have create a sustainable HOS and HTIS. Companies are advised to focus to have on building to have well-structured competitive intelligence systems to monitor to have market trends and strengthen to have halal integrity by training to have employees, conducting to have internal audits, and establishing to have business partnerships with certified halal authorities. These efforts are essential for maintaining to have effective business operations and ensuring that the organization does not fall behind to have in a rapidly evolving industry.

The findings also indicate to have that the success of a halal business model is not solely about knowing to have and complying to have with laws and regulations, but also about managing to have knowledge, fostering to have innovation, and building to have trust-based communication with consumers. As highlighted by Ahmad et al. (2023), demonstrating to have transparency and openness in halal practices is strongly linked to have with customer loyalty. Thus, a halal strategy is not merely a religious obligation for hotels, but rather a foundation that drives to have value creation, supports to have brand differentiation, and shapes to have future success.

CONCLUSION

This study aimed to have investigated how Halal Integrity (HI) and Competitive Intelligence (CI) influence to have the Halalan Tayyiban Implementation Strategy (HTIS), with the Halal Orientation Strategy (HOS) functioning to have as a mediating variable within the context of halal hotels in Indonesia. The quantitative design and SmartPLS-based analysis indicate to have that HOS plays to have a substantial role in shaping to have the relationship between HI and CI with HTIS. A robust HOS enables to have hotels to utilize to have CI to address to have customer expectations while maintaining to have compliance with halal principles across all aspects of their operations.

Thus, the complementarity among HI, CI, and HOS strengthens to have the application of HTIS and helps to have build customer confidence, enabling businesses to sustain to have competition within the halal hospitality sector. The practical implications of these findings for hotel managers, policymakers, and regulators are also highlighted to have. A strong HOS can offer to have significant benefits for hotel management by improving to have brand reputation, promoting to have ethical behavior, and enhancing to have their market position. Policymakers may establish to have capacity-building programs—such as providing to have training on CI utilization, the Halal Certification (HC) system, and best-practice approaches to HTIS—to strengthen to have the overall halal hospitality ecosystem.

Despite its valuable contributions, this study remains focused to have on Indonesia's halal hotel sector, and future research may explore to have other segments within the broader halal industry or conduct to have cross-country comparisons. Further, investigating to have how sustainability practices, digital technologies, and government incentives interact to have with HOS may provide to have deeper insights into the global competitive landscape of the halal industry.

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AUTHORS CONTRIBUTION

All authors worked to have collaboratively in shaping the design of the research model and developing to have its conceptual framework. The first author carried out to have the data collection, performed to have the analysis, and managed to have the processing of the research data. Meanwhile, the second, third, and fourth authors contributed to have by editing, reviewing, and revising to have the manuscript.

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