Analysis of Factors Influencing the Performance of Halal Product Process Facilitator at IAI TAZKIA

Az Zahra Zaahiroh[1]* Anita Priantina[2]

[1,2] Institut Agama Islam Tazkia, Indonesia

*Corresponding author: zahrazahiroh@tazkia.ac.id
Contributing author: anitapriantina@tazkia.ac.id

Abstract

The purpose of this study is to see whether attitude, subjective norm, behavioral control, and initiative have significant relationship with performance of Halal Product Process Facilitator (PPH). The data analysis method used is Partial Least Square Structural Equating Modeling (PLS-SEM), online questionnaires were distributed to all of the IAI Tazkia's Halal Product Process Facilitator (PPH). This study found that the variables of behavioral control and initiative have the positive and significant effect on the performance, where the variables of attitude and subjective norm does not indicate the significant relationship with the performance variable.

Keywords: Performance, Theory of Planned Behavior.

Introduction

The Global Islamic Economy Report highlights that a substantial economic force of 1.9 billion Muslims worldwide has contributed a staggering $2 Trillion USD to six pivotal sectors in the global economy: Islamic finance, halal food, travel, fashion, pharmaceuticals and cosmetics, and media and recreation. With projections indicating that the global Muslim population will encompass 27.5 percent of the total world population by 2023 (National Development Planning Ministry, 2018), the demand for halal goods and services is poised for a continued ascent.

Among these sectors, the food and beverage domain assumes paramount importance, given the universal significance of sustenance for humanity at large (Abdul et al., 2013). The imperative to consume halal and wholesome food and beverages is unequivocally stated in Surah Al-Baqarah, verse 168: "O mankind, eat from whatever is on earth [that is] lawful and good and do not follow the footsteps of Satan. Indeed, he is to you a clear enemy."

Indonesia, as a nation predominantly inhabited by Muslims, presents a remarkable landscape for the advancement of the halal industry (Rusydiana et al., 2020). The focus on the halal authenticity of products gained momentum around 1992 with the inception of a foundational legal framework by the Food, Drug, and Cosmetic Assessment Institute (LPPOM), endorsed by MUI. The enactment of Law No. 33 of 2014 pertaining to Halal Product Assurance subsequently mandated halal certification, making it obligatory for all products in circulation within Indonesia to possess transparent halal status (Priantina & Sapian, 2023).

The Halal Product Assurance Agency, or BPJPH, a governmental entity responsible for overseeing halal product compliance in Indonesia, has launched the Free Halal Certification (Sertifikat Halal Gratis abbreviated to Sehati) program as a strategic initiative. This program, aligned with Law No. 11 of 2020 concerning Job Creation and Government Regulation No. 39

of 2021 concerning Halal Product Assurance, facilitates self-declaration halal certification for micro and small businesses (MSMEs). Furthermore, the government has set a target of achieving 10 million halal-certified products by 2024, a goal announced during the National BPJPH Work Meeting in March 2022.

The Sehati Program, introduced in three registration phases, initially offered 25,000 quotas in 2022, followed by an expanded quota of 324,834 in the same year. The program's registration was re-opened in 2023 with an allocation of 1 million halal certifications. As of July 3, 2023, the program has garnered 778,007 registrants with 924,100 products registered, resulting in the issuance of 319,241 halal certificates. Consequently, the cumulative count of products presently holding halal certification stands at an impressive 1,871,658 (BPJPH, 2023).

Table 1. Sehati Quota January - July , 2023

STATUS	QUANTITY
Total Registration	778.007
Total Registered Product	924.100
Total Issued Halal Certificate	319.241

*Source : BPJPH Report (BPJPH, 2023)

The present count of halal-certified products falls significantly short of the government's 2024 target, necessitating heightened efforts to expedite the halal certification process. BPJPH remains steadfast in its endeavours to motivate micro, small, and medium-sized enterprises (MSMEs) to swiftly enrol their products for certification. Additionally, attention is focused on LP3H (Halal Facilitators Institution), which supervises the Halal. Halal Facilitators are responsible for authenticating and validating business owners' halal declarations within this initiative.

As of July 3, 2023, the cumulative number of registered Halal Facilitators on the Sihalal (official halal certification platform) stands at 58,981 individuals, distributed across 198 LP3H entities. Among these, 5,972 Halal Facilitators have been distinguished as Active Facilitators—those who have successfully guided MSMEs through the certification process until the issuance of halal certificates. This accounts for approximately 10.13% of the total Halal Facilitators (BPJPH, 2023).

The effectiveness or accomplishments of the Halal Facilitator play a pivotal role in the execution of the self-declaration halal certification initiative. Performance is a yardstick employed to assess the proficiency with which an individual attains a goal (Aguinis, 2007). The determinants impacting performance can be gauged through the framework of the Theory of Planned Behaviour (TPB). The utilization of TPB is notably pertinent for elucidating behaviours requiring meticulous planning (Cruz et al., 2015). Various scholars, including Salbiyah (2020) and Juniariani et al. (2018), have conducted studies investigating the influence of TPB on performance, with Latief et al. (2019) specifically delving into attitudes concerning performance. Beyond the triad of elements within TPB, initiative stands as an additional factor bolstering the advancement of individual performance outcomes (Yasmeardi et al., 2019). Considering the aforementioned considerations, the author's focus centers on probing the

determinants shaping the performance of Halal (HALAL) Facilitators in guiding micro, small, and medium-sized enterprises (MSMEs) within the self-declaration Sehati program.

This study aims to analyse whether attitude, subjective norm, behavioural control, and initiative significantly influences the performance of Halal Facilitator.

The paper is organised as follows: Section 2 summarises the relevant literature, while Section 3 explains the data and methodology. Section 4 discusses model results, and Section 5 concludes and provides policy recommendations.

Literature Review
Background Theory
Implementation of Halal Product Assurance in Indonesia

Halal certification has emerged as a crucial tool for ensuring the compliance of products circulating within Indonesia, as mandated by Article 4 of Law No. 33 of 2014 on Halal Product Assurance. This legal provision stipulates those products entering, circulating, and being traded on Indonesian soil must possess halal certification. The process of acquiring halal certificates unfolds through two distinct pathways: the conventional halal certification route and the self-declaration halal certification track.

The standard halal certification route is accessible to a broad spectrum of enterprises, encompassing micro, small, medium, and large businesses, as well as those operating internationally. This route necessitates payment of service fees, the amount of which varies according to business size and the nature of the product. Micro and small enterprises are subject to a fee of IDR 300,000.00, medium enterprises are charged IDR 5,000,000.00, while large enterprises and foreign entities are levied IDR 12,500,000.00. Additionally, an examination fee is applicable for product assessment by the Halal Auditing Body (LPH), with the sum contingent on the type of product (Kemenag, 2022).

The procedural sequence for standard halal certification unfolds as follows:
a. Business proprietors establish an account and submit a halal certification application along with requisite documentation via the Sihalal platform.
b. Business proprietors designate a Halal Auditing Body (LPH), which subsequently deploys a halal auditor to conduct an evaluation.
c. BPJPH ensures the accuracy and completeness of application data and documents.
d. LPH computes and determines the examination fee, then records it.
e. Business proprietors effect payment and provide proof via the Sihalal platform.
f. BPJPH verifies payment and issues an STTD (Document Receipt Letter).
g. LPH initiates the examination (audit) process, uploading the Examination Report on the Sihalal platform.
h. MUI's Fatwa Commission convenes a Fatwa Session, ultimately releasing the halal determination.
i. BPJPH issues the official halal certificate.

In the context of self-declaration halal certification, micro and small enterprises that meet specific criteria are eligible to participate. The criteria encompass: 1) non-risky products utilizing ingredients with established halal status, 2) Streamlined production processes ensuring halal status, 3) Annual sales not exceeding IDR 500,000,000.00, validated through

self-declaration, 4) Ingredients verified as halal (via halal certificate or inclusion in the Minister of Religious Affairs' Decree No. 1360 of 2021 on Exempted Ingredients from Halal Certification Obligation), among other factors.

The service fee for self-declaration halal certification is set at IDR 0.00, acknowledging the financial capacity of the nation. The funding can be sourced from the National Budget, Regional Budget, alternative financing for UMK, partnerships, government grants, or other legitimate and non-binding channels (Kemenag, 2022).

The procedure for self-declaration halal certification proceeds as follows:

a. Business proprietors establish Sihalal platform account, initiate halal certification registration, and select a Halal Companion Institution (LP3H) and a Halal Facilitator for declaration verification.
b. Halal Facilitator undertakes validation of the business owners' declaration, ensuring completion within 10 days.
c. BPJPH systematically reviews and validates the companion institution's Halal report, issuing a receipt.
d. The halal product fatwa committee assesses the verified report, determines the halal status through a session, and releases the halal determination.
e. BPJPH receives the halal determination and subsequently issues the official halal certificate.
f. Business owners access and download the halal certificate and the national halal label for application on their products via the Sihalal platform.

Theory of Planner Behaviour (TPB)

The Theory of Planned Behaviour (TPB) is an extension of the Theory of Reasoned Action (TRA), formed with three factors: attitude toward the behaviour, subjective norm, and perceived behaviour control (Ajzen, 1991).

Attitude toward the behaviour refers to the extent to which an individual has a favorable or unfavorable evaluation or judgment towards the behaviour in question. Subjective norm is a social factor that refers to the perceived social pressure to perform or not perform a behaviour. Perceived behaviour control concerns the perceived ease or difficulty of performing a behavior (Ajzen, 1991).

Attitude

In the Theory of Reasoned Action, attitude refers to an individual's self-evaluation or judgment when engaging in something, either positive or negative (Ajzen, 1991). According to Latief et al. (2019), work attitude encompasses a collection of feelings, beliefs, and thoughts that an individual holds.

Several studies have indicated that attitude influences an individual's performance. For instance, a study by Ambiya et al. (2019) stated that attitude has a positive impact on employee performance. A similar study by Juniariani et al. (2018), which linked self-motivation to attitude, declared that self-motivation has a positive influence on individual employee performance.

Subjective Norm

Subjective norm is an individual's perception of a specific behaviour and the motivation to comply with or conform to others' beliefs (Ajzen, 2011). This pertains to the perceived social pressure to perform or not perform a behaviour (Ajzen, 1991). Individuals have beliefs about whether a particular individual or group would approve or disapprove of their actions. If an individual believes in the norms of a certain group, they are likely to conform and shape their behaviour accordingly (Afdalia et al., 2014).

Several studies have indicated that subjective norm affects performance. For example, a study by Juniariani et al. (2018) associated organizational culture with subjective norm and found that it had a positive and significant impact on individual employee performance.

Behavioural Control

Behavioural control refers to an individual's belief regarding factors that can facilitate or hinder behaviour performance (Ajzen, 2011). According to Wirawan et al. (2022), behavioural control can be understood as knowledge about how simple or complex an action is based on previous experiences, as well as the obstacles that might be encountered while performing an action.

Ajzen (1991) explained that the success of performance and behaviour depends on an individual's ability to control factors that can influence behaviour. While willpower control is among the most influential factors, personal limitations and external barriers also affect behavioural performance.

Research on behavioural control's influence on performance was conducted by Danarti et al. (2021), and the findings showed that the Theory of Planned Behaviour had a positive and significant impact on the performance of students at the Faculty of Economics and Business, Universitas Muhammadiyah Surabaya.

Initiative

Initiative, as defined by the Kamus Besar Bahasa Indonesia (KBBI, 2023), refers to the initial effort or action initiated by an individual. Initiative is also defined as a spontaneous response given by an individual without waiting for instructions from superiors or the organization (Taylor, 2013). Initiative is a self-potential that needs to be developed, as it is not an innate trait and its intensity varies based on the level of development. Initiative facilitates individuals in maturing their way of thinking (Asih, 2017). Purawirosentono, as cited in Maya (2015), stated that one of the factors influencing performance is an individual's initiative, which is related to the power of thought and creativity in generating ideas to plan something in line with the organizational goals.

Research on the impact of initiative on performance has been conducted by Yasmeardi et al. (2019), where the variable initiative had a positive influence on employee performance at the Koto Tengah Sub-District Office in Kota Padang.

Performance

According to the Kamus Besar Bahasa Indonesia (KBBI, 2023), performance refers to something to be achieved, observable achievements, or work capabilities. Performance provides an overview of the level of achievement in carrying out an activity, program, or policy to realize the objectives, goals, vision, and mission of an organization outlined in the

strategic scheme of the organization (Titisari, 2014). Performance is related to work, tasks, or goals, encompassing five indicators: quality, quantity, responsibility, cooperation, and initiative (Salbiyah, 2020). Similarly, Aguinis (2007) stated that performance standards serve as a benchmark used to evaluate how well an individual achieves goals, which can be measured through quality, quantity, cost, and time.e.

Previous Study
Impact of Attitude on Performance

Based on research by Ambiya et al. (2019) titled "The Influence of Attitude and Skills on Employee Performance," conducted using a quantitative method, the research findings indicate that attitude has a significant positive influence on performance. This suggests that there is a positive correlation between attitude and performance. Furthermore, skills also have a significant positive impact on performance, and collectively, attitude and skills have a significant positive influence on performance.

Impact of Subjective Norm on Performance

Salbiyah (2020) conducted research titled "Theory of Planned Behaviour and Its Impact on Student Performance with Cooperative Learning Type Jigsaw as a Moderating Variable at FEB University of Muhammadiyah Surabaya," using a quantitative research method. The results of the study indicate that the Theory of Planned Behaviour (TPB) does not have a significant impact on the performance of FEB UM Surabaya students. Additionally, Cooperative Learning Type Jigsaw does not moderate the impact of TPB on student performance. In another study by Juniariani et al. (2018) titled "Individual Employee Performance from the Perspective of the Theory of Planned Behaviour (Case Study in the Library and Archives Office of Denpasar City)," the research findings state that organizational culture representing subjective norms has a positive influence on individual employee performance. This means that better organizational culture leads to better employee performance.

Impact of Behavioural Control on Performance

Research conducted by Danarti et al. (2021) titled "Theory Of Planned Behaviour on Student Performance with Mind Mapping as Mediation" uses a descriptive quantitative method. The results of this research indicate that the Theory Of Planned Behaviour has a positive and significant impact on the performance of FEB University of Muhammadiyah Surabaya students through the mediation of Mind Mapping. In the study by Juniariani et al. (2018) mentioned earlier, which focused on "Individual Employee Performance from the Perspective of the Theory of Planned Behaviour (Case Study in the Library and Archives Office of Denpasar City)," the results show that work ability representing behavioural control has a positive influence on individual employee performance. This implies that higher levels of employee competence led to greater confidence in fulfilling job responsibilities.

Impact of Initiative on Performance

A study related to the influence of initiative on performance was conducted by Yasmeardi et al. (2019) titled "The Influence of Initiative on Employee Performance at the Office of the District Head of Koto Tengah, Padang City," using a quantitative method. The research findings suggest that the initiative variable has a positive impact on employee performance at the office of the District Head of Koto Tengah, Padang City. Additionally, Maya (2015) conducted research titled "Analysis of the Influence of Motivation, Initiative, Compensation, Education, and Training on the Low Performance of Marketing Personnel at PT Bank BRI Syariah Tbk Surabaya Diponegoro Branch." The results of this study indicate that variables such as motivation, initiative, compensation, and education have a positive and significant impact on the performance of marketing personnel at PT Bank BRI Syariah Tbk Surabaya Diponegoro Branch.

Research Method
Data

This study employed a questionnaire as the data collection technique. A questionnaire involves presenting written questions or statements for respondents to answer (Sugiyono, 2011). To collect data and information from respondents, the researcher distributed the questionnaire using Google Forms through WhatsApp, targeting respondents who met the research criteria.

Population refers to the entire subject of study, which can encompass humans, objects, animals, plants, phenomena, test scores, or events as specific data sources within research. In contrast, a sample is a subset of the population selected using specific methods (Hasnunidah, 2017). The population of this study comprised HALAL Facilitator registered at Institut Agama Islam (IAI) Tazkia, with a total of 344 individuals (BPJPH, 2023).

IAI Tazkia is a pioneering Islamic Economics higher education institution in Indonesia that has a concentration on the halal industry in its study programs. IAI Tazkia also hosts the Halal Center Tazkia, which has engaged in various activities to support the development of halal in Indonesia, including training and mentoring for MSMEs in the Jabodetabek area (Ibrahim, 2021).Institut Agama Islam Tazkia, through the Halal Center Tazkia, is also one of the LP3Hs situated in West Java Province and has been actively serving as an LP3H since its approval on January 25, 2022. LP3H IAI Tazkia currently oversees 344 HALAL Facilitator, with 30 Working HALAL Facilitators providing guidance and producing 271 Halal Certificates (BPJPH, 2023). The number of Working HALAL Facilitator is significantly lower compared to the total registered HALAL Facilitator, accounting for only about 8.72%.

Table 2. Report of the Self-Declare Program by LP3H Institut Agama Islam Tazkia

STATUS	QUANTITY
Issued Halal Certificates	271
Submitted Business Owners	21
Draft Business Owners	88

*source : LP3H IAI Tazkia Report (Halal Canter Tazkia, 2023)

To determine the sample size from the total population, this research used the Slovin formula, which calculates the minimum required sample size for a study (Darwin et al., 2020). A significance level (d) of 0.1 (10%) was used, based on the maximum acceptable error rate in social science research (Sugiyono, 2004). The Slovin formula calculation, according to Darwin et al. (2020), is as follows:

$$S = \frac{N}{1+Nd^2}$$

Where:
S   : Minimum sample size
N   : Population size
d   : Significance level

$$n = \frac{343}{1 +(344 \times (0,1^2))} = \frac{344}{4,44} = 77,47$$

Based on the Slovin formula, with a confidence level set at 90%, the error rate is determined to be 10% or e=0.1. With a population size of 344 individuals, the minimum sample can be calculated as 77.47, rounded up to 78 individuals.

Operational Definition of Variables

Operational definition of a variable provides guidance on how a variable can be measured (Siyoto & Sodik, 2015). A researcher can understand the measurement of a variable through its operational definition, enabling an assessment of the accuracy of that measurement.

The variables in this study are measured using a Likert scale. A Likert scale consists of a series of statements regarding respondents' attitudes toward the studied object (Hardani et al., 2020). Each statement has 6 points, ranging from Strongly Agree (SA) to Strongly Disagree (SD).

Table 1. Likert Scale

Score	Scale
6	Strongly Agree
5	Agree
4	Somewhat Agree
3	Disagree
2	Strongly Disagree
1	Very Strongly Disagree

*Source : (Hardani et al., 2020)

The variables to be examined are attitude, subjective norm, behavioural control, and initiative as independent variables, while the performance of HALAL Facilitator serves as the dependent variable. This study aims to investigate the influence and relationship between the independent variables and the dependent variable.

Table 2. Operational Variables

Variables	Indicators	
Attitude (X1)	• Assisting MSMEs in obtaining halal certification brings me happiness. (X1.1) • Being part of halal certification education will bring blessings to my life. (X1.2) • Contributing to the increase in the number of halal certifications is important to me. (X1.3) • Contributing to the assurance of halal products is important to me. (X1.4)	(Ajzen, 1991)
Subjective Norms(X2)	• My family suggests actively contributing to supporting halal certification for MSMEs. (X2.1) • My teacher/religious mentor suggests actively contributing to supporting halal certification for MSMEs. (X2.2) • My friends suggest actively contributing to supporting halal certification for MSMEs. (X2.3) • Influencers I follow suggest actively contributing to supporting halal certification for MSMEs. (X2.4)	(Ajzen, 2011)
Behavioural Control (X3)	• Finding MSMEs interested in being assisted with their halal certification process is easily done. (X3.1) • Educating MSMEs about the details of halal certification procedures is easily accomplished. (X3.2) • Assisting MSMEs in managing their halal certification process is easily done. (X3.3) • The process of obtaining halal certification is easily done. (X3.4)	(Ajzen, 2011)
Initiative (X4)	• I actively provide education to my family about halal certification. (X4.1) • I actively provide education to my friends about halal certification. (X4.2) • I actively provide education to acquaintances about halal certification. (X4.3) • I actively seek MSMEs without halal certification to educate them about halal matters. (X4.4) • I actively seek MSMEs without halal certification to educate them about the halal certification process. (X4.5) • I actively search for MSMEs to assist with their SJPH registration. (X4.6) • I actively search for MSMEs to assist with their halal certification registration. (X4.7)	(Maya, 2015)
Performance (Y)	• The amount of assistance I provide aligns with the targets I set. (Y.1)	(Aguinis, 2007)

- The number of halal certificates issued for MSMEs corresponds to the number of assistance activities I conducted. (Y.2)
- The assistance I have provided has reached the stage of identifying business operators according to the SEHATI Self Declare program criteria. (Y.3)
- The assistance I have provided has reached the stage where business operators choose me as their HALAL Assistant. (Y.4)
- The assistance I have provided has reached the stage of verifying all business documents on-site. (Y.5)
- The assistance I have provided has reached the stage of verifying and validating documents on the SIHALAL website. (Y.6)
- The assistance I have provided has reached the stage of returning documents to business operators for revisions. (Y.7)
- The assistance I have provided has reached the stage of obtaining the UMK halal certificate. (Y.8)
- The time taken for document verification and validation, conducted by me, does not exceed 10 days as per existing regulations. (Y.9)

Data Analysis Technique

The data analysis technique employed by the researcher is the Structural Equation Model (SEM) analysis method. SEM is one of the types of multivariate analysis in the field of social sciences. Multivariate analysis involves the statistical application to analyse multiple research variables simultaneously or concurrently (Hair, et al., 2017).

SEM is divided into 2 types: Covariance-based Structural Equation Model (CB-SEM) and Partial Least Squares Structural Equation Modelling (PLS-SEM). CB-SEM is used to confirm or reject theories by assessing how well the proposed theoretical model can estimate the covariance matrix for a sample data set. On the other hand, PLS-SEM focuses on explaining variance in the model's dependent variables.

The researcher utilizes the PLS-SEM technique, and the data processing is carried out using the SmartPLS 4.0 application. SmartPLS employs the bootstrapping method, allowing for normality assumptions to not be problematic and eliminating the need for a minimal sample size. The analysis of PLS-SEM consists of two evaluations: the measurement model evaluation (outer model) and the structural model evaluation (inner model).

The outer model determines how to measure latent variables (Hair, et al., 2017). This evaluation describes the relationship between latent variables and their indicators. The testing of this model are convergent validity test, discriminant validity test, and reliability test.

Convergent validity test is conducted to determine the validity of each relationship

between indicators and their latent variables. It can be interpreted that a set of indicators represents and underlies a single latent variable. In assessing convergent validity in this study, it can be evaluated based on Average Variance Extracted (AVE) (Hair, et al., 2019).

Discriminant validity evaluation is performed to understand to what extent an empirically measured construct differs from other constructs in the structural model. Discriminant validity is related to the principle that measures of different constructs should not be highly correlated. This evaluation can refer to the HTMT value (Hair, et al., 2019).

Reliability test is carried out by examining the value of Composite Reliability (CR), which reveals the extent to which each measurement indicator is consistent/reliable in measuring a variable.

The inner model depicts the relationships between latent variables or constructs. According to (Hair, et al., 2019), the primary evaluation criteria for the structural model are the coefficient of determination (R^2), Predictive relevance (Q^2), and the significance level of path coefficients.

Multicollinearity is quite often encountered in statistics, thus it's necessary to evaluate collinearity using the Variance Inflation Factor (VIF), where if the inner VIF value is less than 5, it means there is no multicollinearity among the studied variables (Hair, et al., 2019).

The coefficient of determination (R^2) is a measure of model prediction accuracy, where R^2 explains whether a certain exogenous latent variable has a substantive influence on the endogenous latent variable.

Predictive relevance (Q^2) is obtained from blindfolding procedures and is used to measure how well the observed values are reproduced.

Path coefficient is determined through bootstrapping to assess the significance of path coefficient values and to evaluate their magnitudes (Hair, et al., 2019). A coefficient value approaching +1 represents a strong and positive relationship, while a value nearing -1 indicates a strong and negative relationship (Hair, et al., 2019).

To determine whether a hypothesis is accepted or rejected, it can be done by considering the significance values between constructs, t-statistic, and p-value. Hypothesis testing is conducted using the resampling bootstrap method. A hypothesis is accepted if the significance value of t-values is greater than 1.96 and/or the p-values are less than 0.05 (Hair, et al., 2017).

Result and Discussion
Data Description

The respondents of this study amount to 94 Halal Facilitator (HALAL), consisting of 23 active HALAL Facilitator and 71 HALAL Facilitator who are not active. Based on the regions of assistance, there are 59 respondents from West Java, 16 from Bangka Belitung, and 19 from other regions.

From the obtained respondent information, out of the 23 active HALAL Facilitator, a total of 12 managed to issue 50 halal certificates from West Java, 10 managed to issue halal certificates from Bangka Belitung, and 1 person from another region successfully issued 10 halal certificates.

Table 5.
Respondent Profile

	Category	Total	Percentage
Halal Facilitators Status	Active	23	24%
	Not Active	71	76%
Location of Facilitating	Jawa Barat	59	63%
	Bangka Belitung	16	17%
	Other	19	20%

Source: Primary Data Processed (2023)

Table 6.
Descriptive Statistics of Attitude Variable

Statement	Responses					
	1	2	3	4	5	6
Assisting SMEs in obtaining halal certification brings me happiness. (X1.1)	1 (1,1%)	0 (0,0%)	3 (3,2%)	6 (6,4%)	32 (34,0%)	52 (55,3%)
Being part of halal certification education will bring blessings to my life. (X1.2)	1 (1,1%)	0 (0,0%)	1 (1,1%)	6 (6,4%)	33 (35,1%)	53 (56,4%)
Contributing to the increase in the number of halal certifications is important to me. (X1.3)	0 (0,0%)	2 (2,1%)	6 (6,4%)	9 (9,6%)	38 (40,4%)	39 (41,5%)
Contributing to the assurance of halal products is important to me. (X1.4)	0 (0,0%)	2 (2,1%)	2 (2,1%)	8 (8,5%)	38 (40,4%)	44 (46,8%)

Source: Primary Data Processed (2023)

Based on the descriptive statistics table of the attitude variables above, more than half of the respondents strongly agree that assisting SMEs in obtaining halal certification and being part of halal certification education will bring happiness and blessings to themselves. This implies that from the process carried out in providing assistance, there is a sense of personal satisfaction experienced by the Halal Facilitator (HALAL).

Furthermore, a total of 41.5% of the respondents strongly agree that it is important for them to contribute to the increase in the number of halal certifications, while 40.4% agree, 9.6% somewhat agree, and the remainder responded in the domains of disagree and strongly disagree.

As many as 46.8% of the respondents answering the fourth statement strongly agree that it is important for them to contribute to ensuring halal products. This indicates that the halal awareness present in the HALAL Facilitator leads them to actively contribute to the assurance of halal products circulating in Indonesia. In this context, their contribution is manifested through assisting in the halal certification process as Halal Facilitator (HALAL).

Table 7. Descriptive Statistics of Subjective Norms

Statement	Responses					
	1	2	3	4	5	6
My family advises me to actively contribute to assisting SMEs in obtaining halal certification. (X2.1)	3 (3,2%)	2 (2,1%)	12 (12,8%)	33 (35,1%)	25 (26,6%)	19 (20,2%)
My teacher/religious leader advises me to actively contribute to assisting SMEs in obtaining halal certification. (X2.2)	3 (3,2%)	3 (3,2%)	9 (9,6%)	24 (25,5%)	32 (34%)	23 (24,5%)
My friends advise me to actively contribute to assisting SMEs in obtaining halal certification. (X2.3)	2 (2,1%)	2 (2,1%)	9 (9,6%)	30 (31,9%)	29 (30,9%)	22 (23,4%)
The influencer I follow advises to actively contribute to assisting SMEs in obtaining halal certification. (X2.4)	3 (3,2%)	6 (6,4%)	15 (16%)	30 (31,9%)	22 (23,4%)	18 (19,1%)

Source: Primary Data Processed (2023)

In Table 8, it can be observed that the dominant response from the respondents for each statement item in the subjective norm variable is somewhat agree, suggesting that family members, friends, and influencers recommend active participation in assisting SMEs with halal certification. Regarding the statement about teachers/religious leaders suggesting active involvement in halal certification assistance, it is predominantly answered as agree by 34% of the total respondents.

Most of the participant responses tend to favor expressions such as somewhat agree, agree, and strongly agree, while a minor fraction responded with somewhat disagree, disagree, and an even smaller number chose strongly disagree. This pattern suggests that individuals within the respondents' environment contribute to motivating Halal Facilitators (HALAL) to participate in providing halal certification support.

The dominance of responses is as follows: 29.8% of the total respondents stated somewhat agree that it is easy to find SMEs to be assisted in the halal certification process, 16% agreed, and 6.4% strongly agreed. Meanwhile, 47.8% of the remaining respondents answered somewhat disagree, disagree, and strongly disagree. This suggests that almost half of the total respondents still face difficulties in finding SMEs to assist with their halal certification, possibly due to various internal and external factors. Based on open-ended responses regarding issues faced by Halal Facilitator (HALAL), some problems that emerged include the distant location of SMEs from the HALAL, as well as the lack of time for assistance among HALALs who have other professions as their primary occupation.

Table 8.
Descriptive Statistics of Behavioural Control

Statement	Responses					
	1	2	3	4	5	6
Finding SMEs interested in being assisted with their halal certification process is easily done. (X3.1)	8 (8,5%)	10 (10,6%)	27 (28,7%)	28 (29,8%)	15 (16,0%)	6 (6,4%)
Educating SMEs about the details of halal certification management is easily done. (X3.2)	1 (1,1%)	2 (2,1%)	24 (25,5%)	35 (37,2%)	26 (27,7%)	6 (6,4%)
Assisting SMEs in obtaining halal certification is easily done. (X3.3)	2 (2,1%)	3 (3,2%)	21 (22,3%)	32 (34,0%)	28 (29,8%)	8 (8,5%)
Managing halal certification is easily done. (X3.4)	2 (2,1%)	2 (2,1%)	14 (14,9%)	34 (36,2%)	32 (34,0%)	10 (10,6%)

Source: Primary Data Processed (2023)

The dominance of responses is as follows: 37.2% of the total respondents stated somewhat agree with the ease of educating SMEs about the details of halal certification management, 27.7% agreed, and 6.4% strongly agreed. The remaining 28.7% responded with somewhat disagree, disagree, and strongly disagree. Based on open-ended responses also distributed to Halal Facilitator (HALAL), a recurring issue in the field is that SMEs often have low awareness of the importance of halal certification. Consequently, the education provided by HALALs might not be readily accepted by business owners.

Regarding the indicator of assistance implementation, the dominant response was as follows: 34% of the total respondents answered somewhat agree that assistance implementation is easy, 29.8% agreed, and 8.5% strongly agreed. The remaining 27.6% responded with somewhat disagree, disagree, and strongly disagree. Similar to education provided to SMEs, the ease of assistance implementation is not uniformly experienced by all Halal Facilitator (HALAL). Factors such as low awareness among business owners about the importance of halal certification, limited understanding of the certification process, and challenges in utilizing technology for halal certification contribute to the uneven experience of ease in providing assistance.

Overall, 80.6% of the total respondents stated somewhat agree, agree, and strongly agree that managing halal certification is easy, while the remaining 14.9% responded with somewhat disagree, 2.1% with disagree, and 2.1% with strongly disagree. The perceived difficulty in managing halal certification among some HALALs can be attributed to the aforementioned issues.

Table 9.
Descriptive Statistics of Initiative

Statement	Responses					
	1	2	3	4	5	6
I actively provide education to my family about halal certification. (X4.1)	1 (1,1%)	1 (1,1%)	7 (7,4%)	27 (28,7%)	34 (36,2%)	24 (25,5%)
I actively provide education to my friends about halal certification. (X4.2)	0 (0%)	1 (1,1%)	7 (7,4%)	26 (27,7%)	35 (37,2%)	25 (26,5%)
I actively provide education to acquaintances about halal certification. (X4.3)	1 (1,1%)	3 (3,2%)	9 (9,6%)	28 (29,8%)	32 (34%)	21 (22,3%)
I actively seek SMEs that are not halal certified yet to educate them about halal. (X4.4)	5 (5,3%)	9 (9,6%)	15 (16%)	29 (30,9%)	24 (25,5%)	12 (12,8%)
I actively seek SMEs that are not halal certified yet to educate them about halal certification. (X4.5)	4 (4,3%)	9 (9,6%)	13 (13,8%)	36 (38,3%)	19 (20,2%)	13 (13,8%)
I actively search for SMEs to assist with their halal certification application. (X4.6)	3 (3,2%)	8 (8,5%)	18 (19,1%)	38 (40,4%)	17 (18,1%)	10 (10,6%)
I actively search for SMEs to assist with their halal certification registration. (X4.7)	3 (3,2%)	7 (7,4%)	18 (19,1%)	31 (33%)	23 (24,5%)	12 (12,8%)

Source: Primary Data Processed (2023)

Based on the responses to the statement items in the initiative variable, the majority of respondents stated somewhat agree, agree, and strongly agree that they actively educate their family, friends, and acquaintances about halal certification. This indicates that the immediate environment can be an opportunity to spread halal literacy, particularly related to halal certification.

A dominant portion of respondents stated somewhat agree in seeking and providing education on both halal and halal certification to SMEs. This is essential to achieve accelerated halal certification.

The System for Halal Product Assurance (SJPH) or Halal Product Assurance System Manual is a crucial document that explains all aspects of halal in SMEs. Therefore, filling it out accurately is important. Based on Table 10 above, 40.4% of the total respondents somewhat agree that they seek SMEs and assist in filling out SJPH, 18.1% agree, and 10.6% strongly agree. Lack of understanding among business owners in completing SJPH can be a factor requiring Halal Facilitator (HALAL) to help fill it out. Furthermore, 70.3% of the respondents somewhat agree, agree, and strongly agree that they actively seek SMEs and

assist in their halal certification registration process.

Table 10.
Descriptive Statistics of Performance

Statement	Responses					
	1	2	3	4	5	6
The number of assistance sessions I conduct matches the target I set. (Y.1)	12 (12,8%)	20 (21,3%)	25 (26,6%)	21 (22,3%)	13 (13,8%)	3 (3,2%)
The number of halal certificates issued to SMEs matches the number of assistance sessions I conduct. (Y.2)	10 (10,6%)	17 (18,1%)	21 (22,3%)	21 (22,3%)	18 (19,1%)	7 (7,4%)
The assistance I have provided has reached the stage of identifying business operators according to the SEHATI Self Declare program criteria. (Y.3)	12 (12,8%)	5 (5,3%)	19 (20,2%)	22 (23,4%)	22 (23,4%)	14 (14,9%)
The assistance I have provided has reached the stage of being chosen by business operators as a Halal Assistant (HALAL). (Y.4)	14 (14,9%)	8 (8,5%)	21 (22,3%)	18 (19,1%)	23 (24,5%)	10 (10,6%)
The assistance I have provided has reached the stage of checking all documents of the business operators at their premises. (Y.5)	16 (17,0%)	7 (7,4%)	21 (22,3%)	20 (21,3%)	17 (18,1%)	13 (13,8%)
The assistance I have provided has reached the stage of verifying and validating documents on the SIHALAL website. (Y.6)	17 (18,1%)	8 (8,5%)	18 (19,1%)	19 (20,2%)	17 (18,1%)	15 (16,0%)
The assistance I have provided has reached the stage of returning documents to business operators for corrections. (Y.7)	17 (18,1%)	9 (9,6%)	17 (18,1%)	23 (24,5%)	17 (18,1%)	11 (11,7%)
The assistance I have provided has reached the stage of issuing the halal certificate for SMEs. (Y.8)	16 (17,0%)	10 (10,6%)	14 (14,9%)	20 (21,3%)	17 (18,1%)	17 (18,1%)
The time for conducting document verification and validation does not exceed 10 days as per the regulations. (Y.9)	15 (16,0%)	8 (8,5%)	21 (22,3%)	22 (23,4%)	16 (17,0%)	12 (12,8%)

Source: Primary Data Processed (2023)

Based on the table above, when looked at from a quantitative perspective, the dominant response from the respondents is somewhat disagree regarding the number of assistance sessions aligning with the set target. Concerning the correspondence of the number

of issued halal certificates with the number of assistance sessions conducted, there is a balance in responses. 22.3% of the respondents answered somewhat disagree, and 22.3% answered somewhat agree that the number of halal certificates issued matches the number of assistance sessions conducted.

A total of 23.4% of the total respondents somewhat agree that the assistance provided has reached the stage of identifying suitable SMEs according to the SEHATI Self Declare criteria, with another 23.4% responding with agree. In the subsequent statement, 24.5% of the total respondents agreed that the assistance activities have reached the stage of being chosen by SMEs for support. However, assistance until the stage of checking documents at the business premises is dominated by the response somewhat disagree, with 22.3% of the total respondents, having a slight difference with the response somewhat agree, which accounts for 21.3% of the total respondents.

A total of 20.2% of the total respondents stated somewhat agree that the assistance activities have reached the stage of verifying and validating documents on the SIHALAL website, while 19.1% disagreed and 18.1% strongly disagreed. The researcher considers this may be due to not all Halal Facilitator (HALALs) having conducted assistance activities. In the following statement, 24.5% of the total respondents stated somewhat agree that the assistance activities have reached the stage of returning documents to business operators due to non-conformance with the criteria to obtain halal certification under this program. Regarding assistance that has reached the issuance of the halal certificate, 21.3% of the total respondents stated somewhat agree, 18.1% agreed, and 18.1% also strongly agreed.

In terms of the time of implementation, 23.4% of the total respondents stated somewhat agree that the implementation of document verification and validation does not exceed 10 days in accordance with the regulations.

Requirement Test

In PLS-SEM model analysis, the steps that need to be taken involve evaluating the model, which consists of the Measurement Model Evaluation (Outer Model) and the Structural Model Evaluation (Inner Model).

The outer model describes the relationship between latent variables and their indicators. Testing this model involves the following steps: 1) Convergent validity test, which can be conducted by examining the average variance extracted (AVE) values, 2) Discriminant validity test, which can be performed by looking at the HTMT (heterotrait-monotrait) values and cross-loadings, and 3) Reliability test, which can be assessed through the composite reliability values.

The average variance extracted (AVE) value indicates to what extent latent constructs explain the variance of their indicators (Hair, et al., 2019). The AVE value should be greater than 0.5, indicating that, on average, the constructs explain more than half of the variance in their indicators. Thus, the variability present in the measurement indicators within the variable meets good convergent validity (Hair, et al., 2019). The AVE values are as follows:

Table 11. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Initiative	0.686
Performance	0.773
Behavioural Control	0.634
Subjective Norm	0.779
Attitude	0.681

Source: Primary Data Processed (2023)

Based on the table above, the AVE values for all variables are greater than 0.05. This means that the variability present in the measurement indicators within the variables meets good convergent validity.

After meeting the criteria in the convergent validity test, the next step is the discriminant validity test. This test refers to the value of Heterotrait-Monotrait Ratio Of Correlations (HTMT). The issue with discriminant validity arises when the HTMT value is high (Hair, et al., 2019). The HTMT value should be less than 0.90 to ensure valid and fulfilled discriminant validity (Hair, et al., 2019).

Table 12. Heterotrait-Monotriat Ratio Of Correlations (HTMT)

	Initiative	Performance	Behavioural Control	Subjective Norm	Attitude
Initiative					
Performance	0.588				
Behavioural Control	0.756	0.602			
Subjective Norm	0.696	0.384	0.586		
Attitude	0.347	0.100	0.192	0.537	

Source: Primary Data Processed (2023)

From the table above, it can be observed that the HTMT values for each pair of variables are less than 0.9, indicating that the discriminant validity evaluation through HTMT is satisfied. The variance shared by a variable with its respective measurement indicators is higher than that shared with indicators of other variables. The discriminant validity evaluation using HTMT is fulfilled (Hair, et al., 2019).

After meeting the criteria in the discriminant validity test, the next step is the reliability test. Reliability testing is carried out by examining the value of composite reliability (CR), where a higher CR value indicates a higher level of reliability. Composite reliability values between 0.6 and 0.7 are considered acceptable for exploratory research, values between 0.7 and 0.95 are generally recommended, but values that are too high are considered unrealistic (Hair, et al., 2019).

In Table 13, it can be seen that the composite reliability is greater than 0.7, indicating that these variables are at an accepted level of reliability, and each indicator measuring the researched variables is consistent or reliable (Hair, et al., 2019).

Table 13. Composite Reliability (CR)

	Composite reliability (rho_c)
Initiative	0.938
Performance	0.968
Behavioural Control	0.874
Subjective Norm	0.934
Attitude	0.803

Source: Primary Data Processed (2023)

Multicollinearity is quite commonly encountered in statistics, which is why there is a need to evaluate collinearity using the variance inflation factor (VIF). When the VIF value is 5 or above, it indicates potential collinearity issues among the indicators of the measured variable. Ideally, the VIF value should be close to 3 or lower (Hair, et al., 2019).

Table 14. Variance Inflation Factor (VIF)

	VIF
Initiative → Performance	2.365
Behavioural Control → Performance	1.939
Subjective Norm → Performance	1.883
Attitude → Performance	1.352

Source: Primary Data Processed (2023)

From the table above, it can be observed that the VIF values for each construct are less than 3, indicating that there are no issues of collinearity in this study (Hair, et al., 2019).

The inner model depicts the relationships between latent variables or constructs. This model evaluation can be observed through the values of R-Square (R^2) and Q-Square (Q^2).

The coefficient of determination, R-Square (R^2), measures how strong the endogenous variable is in explaining the exogenous variable. The R^2 value ranges from 0 to 1. As a guideline, R^2 values of 0.75, 0.50, and 0.25 respectively depict substantial, moderate, and weak levels of predictive accuracy (Hair et al., 2011).

Table 15. Coefficient of Determination (R^2)

	R-square	R-square adjusted
Performance	0.383	0.355

Source: Primary Data Processed (2023)

The R-Square test results presented in the table above have a value of 0.383. It can be concluded that the influence of attitude, subjective norm, behavioural control, and initiative variables on performance is 38.3%, indicating that the endogenous variables affect the exogenous variables at a weak to moderate level according to Hair et al., (2019). Thus, it can also be inferred that the remaining 61.7% is influenced by other factors not discussed in this study.

Moving on, the next step is to measure the predictive relevance value (Q^2). This matrix

is based on blindfolding procedures to assess how well the observed values are generated or to determine the validation measure that the endogenous variables can be predicted. The Q^2 value should be greater than zero to indicate the predictive accuracy of the structural model. As a reference, Q^2 values of 0, 0.25, and 0.5 respectively represent small, moderate, and large relevance (Hair, et al., 2019).

Tabel 16. Predictive Relevance (Q^2)

	Q²predict
Performance	0.303

Source: Primary Data Processed (2023)

Based on the table above, it can be concluded that this study has good observation values as the Q-square value is 0.303, which is greater than 0 and falls within the moderate category according to Hair et al., (2019).

After conducting the measurements above, hypothesis testing can be continued, where there are path coefficient values or direction coefficients that are useful in indicating the quality of the observations obtained in the study. These coefficients typically range from -1 to +1. A coefficient approaching +1 represents a strong positive relationship, while a coefficient approaching -1 indicates a strong negative relationship (Hair, et al., 2019).

To determine whether a hypothesis is accepted or rejected, attention can be paid to the significance values between constructs, t-statistics, and p-values. Hypothesis testing is performed using the resampling bootstrap method, and a hypothesis is accepted if the t-value significance is greater than 1.96 and/or the p-value is less than 0.05 (Hair, et al., 2017).

Table 17. Hypothesis Testing

	Original sample (O)	T-statistics (|O/STDEV|)	P-values	Result
Initiative → Performance	0.435	3.152	0.002*	Accepted
Behavioural Control → Performance	0.255	2.034	0.042**	Accepted
Subjective Norm → Performance	0.007	0.055	0.956	Rejected
Attitude → Performance	-0.071	0.732	0.464	Rejected

Note: *: significant at 1% level, **: significant at 5% level, ***: significant at 10% level
Source: Primary Data Processed (2023)

Hypothesis 1: Attitude has a significant effect on performance. Based on the table above, the t-statistic value for the attitude variable is 0.732, which is less than 1.96, or the p-value of 0.464 is greater than 0.05. Therefore, it can be concluded that attitude does not have a significant effect on performance. The hypothesis is rejected.

Hypothesis 2: Subjective norm has a significant effect on performance. Based on the table above, the t-statistic value for the subjective norm variable is 0.055, which is less than 1.96, or the p-value of 0.956 is greater than 0.05. Therefore, it can be concluded that subjective norm does not have a significant effect on performance. The hypothesis is rejected.

Hypothesis 3: Behavioural control affects performance. The t-statistic value for the behavioural control variable is 2.043, which is greater than 1.96, or the p-value of 0.042 is less than 0.05. Therefore, behavioural control has a significant effect on performance. The hypothesis is accepted.

Hypothesis 4: Initiative has a significant effect on performance. The t-statistic value for the initiative variable is 3.152, which is greater than 1.96, or the p-value of 0.002 is less than 0.05. Therefore, it can be concluded that initiative has a significant effect on performance. The hypothesis is accepted.

Analysis

This research's hypothesis testing results indicate that there are two variables that have a positive and significant impact on the performance of HALAL Facilitator, namely behavioural control (H3) and initiative (H4). Meanwhile, the variables that do not affect the performance of HALAL Facilitator in this study are attitude (H1) and subjective norm (H2).

Attitude towards Performance

This study confirms that attitude does not have a significant effect on performance, indicating that hypothesis (H1) is rejected. This result contradicts Ambiya et al.'s (2019) research, which states that attitude has a significant positive effect on performance, as well as Juniariani et al.'s (2018) study, where attitude understood as self-motivation has a significant positive effect on performance. Additionally, by rejecting the hypothesis of the influence of attitude on the performance of HALAL Facilitator at IAI Tazkia, this result does not support Latief et al.'s (2019) research, which states that attitude significantly affects employee performance.

Attitude, understood as an individual's evaluation or self-assessment, whether positive or negative, in doing something according to Ajzen (1991), apparently does not influence the performance or achievement of HALAL Facilitator in the self-declared halal certification assistance. The researcher perceives that this might be possible considering that the highest performance achievement in this case is the issuance of the halal certification, which is achieved through several processes beyond the internal control of HALAL Facilitator.

Salbiyah's (2020) research has the same outcome as this study. In that research, the theory of planned behaviour (TPB) as an independent variable did not have a significant effect on student performance. Attitude, subjective norm, and behavioural control are not the sole factors influencing student performance (Salbiyah, 2020).

Subjective Norm towards Performance

This study confirms that subjective norm does not have a significant effect on performance, hence hypothesis (H2) is rejected. This indicates that subjective norm as an individual's perception based on the beliefs of others does not influence the resulting performance. This contrasts with Juniariani et al.'s (2018) research, which showed that subjective norm represented by organizational culture significantly affects performance, indicating that a better environmental influence leads to better performance. Additionally, the results of this study also do not support Danarti et al.'s (2021) research, which states that

the theory of planned behaviour significantly influences performance.

Behavioural Control toward Performance

The third hypothesis in this study is that behavioural control significantly affects performance. This study confirms that behavioural control has a significant positive effect on the performance of HALAL Facilitator, with a p-value of 0.042, less than 0.05, and a path coefficient of 0.255. The higher the behavioural control, the better the resulting performance. This result is consistent with Juniariani et al.'s (2018) research, where behavioural control represented by work capability significantly affects individual performance. Additionally, this study supports Danarti et al.'s (2021) research, which states that the theory of planned behaviour significantly influences performance.

Behavioural control, as a form of an individual's awareness of the ease or difficulty of performing an action, can measure the quality of the resulting performance. The ability to control factors influencing behaviour can lead to success in performance (Ajzen, 1991).

Initiative towards Performance

Initiative has the highest influence on performance. Initiative has a positive and significant effect on the performance of HALAL Facilitator, with a p-value of 0.002, less than 0.05, and a path coefficient of 0.435, indicating that increasing an individual's initiative also increases their performance. This is consistent with Maya's (2015) and Yasmeardi et al.'s (2019) research, which states that initiative significantly influences performance.

Initiative, as a tool to express thoughts through actions, is a positive aspect to achieve the best results. It serves as the foundation for various other traits such as creativity, timeliness, responsibility, and more (Yasmeardi et al., 2019), making initiative a crucial factor in achieving success and goals

Conclusion

The examination of data analysis outcomes leads to the following key conclusions. Firstly, it is evident that attitude does not exert a statistically significant impact on the performance of Halal Facilitators. Similarly, the influence of subjective norm on the performance of these facilitators is also found to lack statistical significance. However, an important revelation emerges as behavioral control is shown to have a substantial and positive effect on the performance of Halal Facilitators, indicating a significant relationship. Furthermore, the analysis underscores the vital role of initiative, which is demonstrated to significantly and positively influence the performance of Halal Facilitators. These observations collectively provide a comprehensive understanding of the dynamics shaping the performance of Halal Facilitators, highlighting the nuanced interplay of various factors at play.

Here are some suggestions that the researcher can provide:

1. The influence of the factors studied in this research is only 38.3%, which is categorized as weak. Meanwhile, the remaining 61.7% is influenced by other factors not examined in this study. Therefore, it is recommended that future research consider incorporating other possible factors, which could provide more insights and improvements to the implementation of self-declared halal certification.

2. Initiative has the most significant influence in this study. Therefore, there should be encouragement from both the government and relevant institutions involved in the free self-declared halal certification process to motivate the initiative of HALAL Facilitators in carrying out their roles. For instance, providing appropriate and timely incentives could incentivize HALAL Facilitators to be more active in their facilitation tasks.

3. Behavioural control has a positive and significant impact on the performance of HALAL Facilitators. Therefore, it is important to maximize this factor to improve the performance of HALAL Facilitators. Motivating HALAL Facilitators through various means and activities could be done by BPJPH (the halal product assurance authority) and LP3H (the institution overseeing HALAL Facilitators). It's crucial to emphasize that the ease or difficulty of a task is based on individual perceptions. When perceptions are negative, tasks can appear challenging. Conversely, when perceptions are positive, even difficult processes can seem more manageable.

4. Regular meetings between HALAL Facilitators and LP3H, which oversees their activities, can help address challenges faced in the field. This would ensure that the facilitation process continues smoothly until the issuance of halal certificates.

5. Facilitate meetings between LP3H and local government representatives (Pemda), community leaders (RT/RW), and other village officials. These meetings could then lead to interactions between HALAL Facilitators and business owners. Such interactions would promote a shared understanding of self-declared halal certification's importance and the procedural aspects to obtain halal certificates. This mutual understanding could make the facilitation process more effective in the future. Since Islamic banks have been found to contribute to financial stability, countries with no experience of Islamic banking practices could consider adopting such principles. In this way, the share of Islamic banking in the global banking system might increase and prospective financial crises might be prevented.

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