

Human Capital Development in Halal Logistics: Halal Professionals or Halal Competent Persons

Sariwati Mohd Shariff, Sabariah Mohamad, Hanini Ilyana Che Hashim

Malaysian Institute of Transport and Logistics, Universiti Teknologi MARA, Shah Alam, Selangor, Malaysia

Received: April 4, 2016

Accepted: June 20, 2016

ABSTRACT

This paper presents an insight on human capital development in halal logistics in Malaysia. Human resource and human capital development are important managerial aspects in ensuring the growth and sustainability of the halal business. Investments and planning for the right and effective training and development of personnel for both managerial and operational staff are warranted to ensure compliance with the Shariah rules, halal regulations, standards and requirements, to equip with sound Shariah knowledge (know why and values) together and to provide the right technical know-how (effective), competencies and skills (know how-efficient) in managing halal matters in businesses. Training and development of human capital in halal industry aim not only to produce halal professionals for managing halal matters and policies, but also to produce halal competent persons who are able to execute the daily operational tasks towards halal assurance and integrity in the halal logistics industry and for national halal economic growth.

KEYWORDS: Halal Training and Development, Human Capital, Halal Professional, Halal Competent Person, Halal Logistics, Halal Supply Chain.

INTRODUCTION

The business world is forever competitive in nature for the past centuries and more so for the next ten years to come. Globalization, internationalization, advances in information, communication and technology, economic growth, organizational intelligence, knowledge management and lifelong learning are key strategies to ensure organizational sustainability and survival. Not only business and service organizations are equipped with their organizational strategies to ensure business remain competitive in the global market, education and training also needs strategies to be competitive [26]. People need to compete to become leaders and specialists in their own expertise and fields. People have to be more knowledgeable and their skills and competencies must be upgraded through lifelong learning.

The world is becoming more complex and dynamic that pose uncertainties due to rapid changes in technologies, breakthrough in new products and service offerings, freer flow of trade, strategic partnerships among countries have spurred changes in the business world [19]. Hence, this scenario is no exception in the halal industry in Malaysia. In Malaysia, the halal business has expanded to seven sectors, namely: 1) abattoirs, 2) food and beverages, 3) food outlets, 4) consumer goods, 5) pharmaceuticals, 6) cosmetics and health care products, and 7) logistics [16].

Malaysia is renowned for her halal pioneering success with JAKIM halal certification standards and halal logo for halal food production; and propagating Good Islamic Hygiene Practices and Values through deploying the Malaysian Standards such as MS1500: 2009; MS1900: 2014; MS2300:2009 for Malaysian halal industry [11, 32]. The halal industry in Malaysia is governed by the Malaysian government, the Department of Islamic Development Malaysia [16] as contrary to other countries where halal is spearheaded by either Islamic communities or Islamic non-government organizations (NGO).

HUMAN CAPITAL DEVELOPMENT IN HALAL INDUSTRY

The halal industry sector is one of the main contributors to the growth of the Malaysian economy. At the same time huge employment opportunities are generated in the job market. Halal management is now one of the upcoming business and operations strategies towards business sustainability and survival [25]. Thus, this creates a strong demand for human capital for the halal industry. The halal business growth will only be sustainable with the tandem growth of the human capital in the halal industry. Thus, human resource and human capital development in halal business are one of the key catalyst and strategic driver to make Malaysia at par with other competitive leading countries such as Thailand, Australia, New Zealand as they are already frontiers leading the halal food supply chain and global export throughout the world. Malaysia needs a strong, viable and

dynamic human capital with education, knowledge, skills and competencies in managing and executing halal business and services inclusive of halal logistics and supply chain [8, 31].

Human Capital Development in Halal Industry

“Human capital (hereafter HC) refers to the ability and efficiency of people to transform raw materials and capital into goods and services [23], and that these skills can be learned through the educational system” quoted [42]. HC involves education as this contributes to individual’s productivity and organizational growth.

Education and skills of the workforce are a competitive weapon for the 21st century business. Knowledge is the critical resource for wealth creation, it calls for continuous learning, it enhances the capabilities and capacities of people to perform [47]; it determines the effectiveness and efficiency of services provided and this is a critical part of business sustainability and survival [19]. Thus, in [3] highlighted “the major challenge faced by the halal industry in Malaysia is the shortage of knowledgeable workforce that understands the Shariah requirements and implementing Shariah knowledge into actual industrial practice”. Additionally, there is a shortage of suitable halal consultants; and their skills and competencies are questionable due to inadequate standard criteria for halal personnel as mentioned by these researchers.

The concern now is whether the human capital in Malaysia is ready for the halal industry rapid expansion specifically the management, executives, the operational workforce in manufacturing and services companies, the halal authorities and agencies, institutions of higher learning in implementing the halal and Shariah principles for halal business, services and halal industry. Hence, this paper attempts to discuss human capital development in the halal industry in Malaysia, particularly the halal supply chain and logistics.

Human Capital Issues in Halal Management

Human resource (hereafter HR) is one of the inputs in operations management apart from raw material, financial, capital and information management resources [28]. HR simply means the people: management, staff, workers and employees. Human resource development (HRD) refers to developing people working in the organization that include defining job descriptions and job scope; improving work performance on the present jobs, providing employees for future job growth within the organization [30].

On the other hand, human capital (HC) is a collection of resources: knowledge, talents, skills, abilities, experience, intelligence, training and wisdom possessed collectively by individuals in a population, an organization or a country. HC is an aggregated resource: the total capacity of the people that represents a form of wealth which can be directed to accomplish the goals of the nation, an organization or a university. Thus, HC refers to the collective value of the organization's intellectual capital (knowledge and competencies), creativity and innovativeness (skills and the ability to change).

The halal industry in Malaysia requires HC that is readily available in the job market with knowledge in Shariah and Islamic principles pertaining to halal management and to possess the technical, business knowledge in sourcing, production and manufacturing, products and services, purchasing, store and inventory that are pertinent in business and operations. However, in [17] posited evidence on the lack of awareness on halal concepts and understanding of the ingredients, sources, processing and storage between halal players in Malaysia. In [6, 41] even reiterated the awareness on halal among Muslims Malaysians are relatively low as compared to Thailand and Indonesia due to lack of knowledge and information on halal logo and halal administrative matters. Other researchers also shared the same findings adding on weaknesses on implementation of halal certification and logo, the lack of attitude and sensitivity based on the Halal Sensitivity Index [9, 20].

Job knowledge (the how) and Shariah knowledge (the why) are required for developing halal HC in halal industry. The present workforce has the job knowledge (technical aspects) based on acquired working experiences, but the workforce for the halal industry needs to acquire new knowledge on Islamic rulings and Shariah principles, awareness on halal-haram principles and halal management. In [3] mentioned the workers need not necessarily become Muslims to be actively involved in halal production and services as Malaysia is a multi-racial country. Hence, halal concept is not only for Muslims but also non-Muslims as it is meant for quality life and hygiene, clean and safe from impurities and contaminations [4, 46]. Halal is meant for life and mankind as mentioned in the Quran (Surah al-Baqarah, 2:168) [44].

Knowledge in halal (permissible) and *toyyib* (clean and wholesome) does not confine to understanding what is permissible by the Shariah rulings, but also to extend and share knowledge on faith (*iman*), values (*ihsan*), piety (*taqwa*), quality (*itqan*), rites (*ibadat*) and the science of Islamic law (*fiqh*) [40]. It is the lack of in-depth Shariah knowledge that cause some manufacturers manipulate the halal business for the sake of profit and some capitalize the halal logo as marketing tools for their business [17]. In [3] further elaborated to eliminate ignorance, confusion and apathy towards halal requirements and halal non-conformance, knowledge of halal must be applied through training and education; integrate science and technology with Islamic law, setting up new academic programs that start from tertiary and university education.

The primary objective of HRD is the effective utilization of human resources towards achieving both broad and specific objectives of the nation as well as the industry (macro), the business and individual employee (micro). Thus, the development of realistic HR plans or actions must anticipate the changing conditions of the national, social, economic, industrial and business environment [1]. The integration of both macro and micro perspectives and the dynamic changes in business and industry is vital in order to maintain focus and relevance in developing the human resource. This is lacking in human capital development for the halal industry. There is a lack of feedback from the halal industry players on their halal HC development plans, the absence of bottom up process from the halal executives on their training needs and development in halal is obvious. These lacking may result in a mismatch between supply (producing halal executives) and demand (halal job market).

For the past ten years (2005-2015), many halal executive training programs were conducted on the implementation of halal food certification and halal logo for food manufacturers in compliance with the MS1500: 2009 standards [3, 39]. The provision of halal executive trainings, the training programs, the training content and duration of programs are very diverse in Malaysia and more so among the training providers, consultants institutions offering and conducting halal programs [3, 34, 39]. This issue was even highlighted in the Halal Governance Dialogue Workshop 2014 [10]. The halal trainings attended were one-off training program, training duration ranges from 1 day to 6 months, some are classroom trainings while some had three months internship trainings and there was no continuation or a series of trainings to develop the halal executives for halal management. Evaluation of the halal training programs and the participants were vague and not clearly defined in terms of learning and program outcomes that had been achieved. Despite these issues, many halal executives had been trained as human capital in the halal industry in Malaysia.

Human Capital for Halal Logistics and Supply Chain

“Halal logistics and supply chain (hereafter HLSC) management is a discipline on movement of products from the source to the point of consumer purchase and to ensure halal integrity” [12, 46]. In [35] elaborated halal supply chain encompassed the farm to fork concept that includes production, processing and packaging, storage and retailing processes based on the present supply chain management principles with the inclusion of halal (Islamic Shariah) compliances [36].

HLSC posed itself questions on the extent of halal compliances and integrity in the logistics industry itself [45]. Studies on HLSC and value chain analysis done by [35] highlighted the importance of halal integrity, tracking and traceability on the movements of the halal products. Based on these studies, the needs to implement HLSC and to certify logistics operators with halal supply chain Malaysian standards are warranted, thus initiatives are expected from the stakeholders to support the HLSC MS2400: 2010 Halal Assurance Pipeline standards [25].

To support HLSC, logistics service providers must ensure their staff and employees are trained and aware of the new halal trends and requirements. The activities in halal logistics and its compliances with Shariah requirements can only be achieved with adequate training and education in halal matters [37]. Additionally, halal knowledge and halal competencies need to be imparted and upgraded to comply with the new MS2400:2010 HLSC standards requirements [18]. Therefore, HC development in logistics and supply chain for halal management includes training, education or other professional initiatives must be in place in order to increase the knowledge, skills, abilities, values and social assets of the employee [4]. For the HLSC compliance with the MS2400: 2010 HTAP Part 1 standards, Table 1 shows the identified clauses on human capital development required [13].

Table 1: MS2400: 2010 Part 1 standard on human capital requirements

Malaysian Standards	Clauses Related to Human Capital Requirements	Human Capital Development
MS 2400 : 2010 Halalan-Toyyiban Assurance Pipeline (HTAP) Part 1: Management System Requirements for Transportation of Goods and/or Cargo Chain Services	Clause 2.2 Assign Subcontractor/outsources service provider in the transportation industry...	Logistics Service Providers
	Clause 2.7 Consignee Party described in the transport document to whom the goods and/or cargo are to be delivered.	Management; managers
	Clause 2.10 Consignor (shipper) Individual or organization that prepares or instructs the preparation of a bill of lading by which a carrier is directed to transport goods from one location to another.	Subcontractors Consignee/ Consignor/Shipper
	Clause 2.15 Custodian Individual or entity authorized with lawful possession of the consignment.	Custodians/ Customers
	Clause 2.17 Freight Forwarder Party/intermediary that collect (small) shipment from shippers. Consolidates these shipments into consignments...	Freight Forwarder Stakeholders
	Clause 3.2 Management Responsibility The management shall document halalan-toyyiban (HT) policy; HT objectives and risk management plans.	
	Clause 3.2.2.1 Responsibility and Authority	Halalan Toyyiban (HT)

The top management shall appoint HT leader, committee and Shariah advisor and to provision of adequate resources and trainings. The HT leader refers to a recognized Shariah advisor.	Leader HT Committees
Clause 3.2.2.2 HT Leader Responsibilities	
Clause 3.2.2.3 HT Committee Responsibilities	
Clause 4.4.1 Identification of stakeholders and the user of the process	Shariah Leader Shariah Advisor HT Internal Auditors
The stakeholder and user include: transportation of goods and/or cargo chain service providers and recipients of the HT goods like warehouse service providers, manufacturers, distributors and retailers...	
Clause 4.4.8 Agents/Assign	Subcontractors Consignee/ Consignor/Shipper Custodians/ Customers
Organization shall monitor the performance of its agents and/or assignors to ensure compliance with HT requirements...	
Clause 6.3 Personnel Hygiene, Health Status and Cleanliness	Customers Freight Forwarder Stakeholders
Personnel who directly or indirectly come in contact with the goods/ cargo or processes must follow certain guideline...	
Clause 6.9 Training of Personnel	Users in HT Personnel/ Employees/ Staff/Workers HT Auditors
Organization shall develop training program to ensure personnel involved in the operations are trained ...	
Clause 7.1 Audit	
Organization shall conduct audits at planned intervals to determine the HT system conforms to the requirements ...	

HUMAN CAPITAL DEVELOPMENT STRATEGIES IN HALAL INDUSTRY

HR and HC development actually go beyond education and training. Quote “training and development in any organization is an integral part of overall human resource management strategies, it should be linked with recruitment, selection, career planning and development, performance appraisal and the remuneration system”[19]. Hence, these are the human capital (HC) strategies that are pertinent for the Halal Logistics Supply Chain (HLSC) sector in halal industry.

Human Capital Policy

Training and development of human capital is not cheap; it requires investment in costs (money), time and effort for the organization and the employees themselves. Hence, systematic planning for training and development of human capital requires human capital policy. The HC or training policy constitutes the top management commitment and support for its human capital development and setting forth the directions of human capital together with the organization’s vision and business strategies [42, 48].

Human Capital Training Model

Most organizations fail to have a structured human capital development model for its human capital growth and this explains why most training and development programs are conducted based on short term, judgment, thoughts and reactions to specific problems or done at the end of the year to capitalize on the human resource budget. An effective and realistic HC development must be able to accommodate the rapid business changes [1].

A majority of the multi-national organizations deploy either the incremental model or comprehensive HC approach as their human capital development model that integrates the human resource needs with milestones set together with their business plans and growth, technological innovations and staff development plans with incentive packages and succession planning [1, 23]. Some HC models include training path stipulating the series of trainings that employees have to undergo as they proceed along their career path [19], while some HC models are structured by organizational levels: individual focus, supervisory and leadership/management where each individual has to undergo certain trainings for each level [47].

Training Needs Analysis

Training and development programs conducted for the HC must meet the needs of the employees (job needs and human needs) in order to be meaningful and beneficial for them and the organization. Employees attending the training programs must meet their expectations in order to produce meaningful training outcomes such as increase in productivity or innovations at work. Doing training needs analysis (TNA) involves identifying problems faced by the organization, assessing employees’ performance, getting management support for the budget for training, evaluation and determining the costs-benefits of the trainings, designing the training objectives and content, last but not least selection of training facilitators or consultants [17]. Thus, carrying out TNA either by surveys, interviews or job analysis ensures right selection of training programs, selected participants for the right trainings and right return of investment (ROI) in terms of costs, time and effort.

Training for New Knowledge, Shariah and Islamic Principles

It is necessary to maintain continuous training to improve the capability and capacity of the workforce so as to be able to deliver their work and services currently and for the future [24]. Continuous trainings based on identified training needs are critical to impart new job-technical knowledge, to provide new skills for organizational needs, and in this case for halal logistics and supply chain, knowledge of halal and Shariah rulings compliances. Shariah and Islamic Principles serve as the core knowledge in propagating halal business. [38] mentioned the niche focus is incorporating Islamic sciences, values and ways of life into halal services. Organizational Islamic values are important so that the organization focuses its efforts on HC development through establishing Islamic core values by encouraging employees to work not for monetary gains, but as an act of responsibility as a servant and vicegerent of God and to demonstrate ethical behaviors in all undertakings [1, 2]. In [3] quoted “scientists and industry professionals need to take Fiqh courses to understand the tools, principles and sources of knowledge that Islamic scholars use to derive rulings”.

Development of Halal Skills

Apart from knowledge (cognitive) development, job skills and competencies (the operational and psychomotor) and providing work experiences in executing the works and work system are crucial in halal business and halal operations to enable them to be able work effectively to deliver higher output and sales/services, productivity and quality, profit, competitiveness and business growth [23, 35].

Instilling Halal Work Values

Quality human capital development covers mental, intellectual, physically, spiritual, moral and ethical values [4]. Training and development programs need to impart values within the employees such as work ethics, respect and sincerity, faithful and upholding good religious beliefs regardless of religions as part of the training objectives. As for Islamic values, knowledge, compliances and practices at the work place, it is no harm to non-Muslims and the Muslims to be guided and accept the righteous ways of life and daily conduct of living. For instance, clean, healthy and hygienic in eating, drinking and way of life, to respect time in time management, to minimize wastes through prudent ways of doing things, do no harm to others (safety and risks and right social behavior).

Halal Training Providers

There are diverse training providers offering training programs in halal executive development [3, 17]. The numbers of halal training service providers have increased as there is high demand for halal executives, halal auditors and halal committee members as the halal food industry grow in recent years. These training service providers design their own unique training modules based on their expertise and work experiences as they are experts in their fields such as the academic staff in technical and Shariah, experienced managers whom had been working in the halal industry in multinational companies, those who had worked closely with the Islamic agencies governing halal matters and working group committees in halal standards.

As for the academia, despite institutions of learning offering different halal academic programs and courses, the content and syllabus, duration and credit hours are assured of high quality standards as endorsed by the Malaysian Qualification Agency under the Ministry of Higher Education, the academic staff are experienced professionals in the teaching and learning field such as halal food safety, halal logistics and operations, Shariah etc. Hence, the selection of training providers is crucial to ensure the trainings or courses conducted are meeting the halal industry needs.

Halal Training Programs

Effective training and development programs possess and meet specific criteria in order to categorize as effective and successful training programs. The criteria for effective training programs should: 1) have defined training objectives; 2) meet the TNA requirements; 3) ensure design of training syllabus meets the training objectives with appropriate instructional delivery methods; 4) include appropriate evaluation system to measure the learning; 5) achieve the intended training or learning outcomes; 6) engage qualified and experienced training facilitators [33]. The question is whether the present training programs meet the expected standards and criteria in meeting the HC needs.

Entrepreneurship in Halal

It is relevant that entrepreneurship training be given to all levels to inculcate the entrepreneurial spirit and understanding organizational business [1, 27]. Nowadays, entrepreneurship training is more relevant for the employees to comprehend the importance of managing their work and for their company business to succeed and also for their future should they want to venture on their own and self-employed later. In [27] reported two key strategic thrusts for national transformation of HC development in Malaysia are to produce not only high

quality and marketable graduates, but also to produce many self-employed entrepreneurs who can create job opportunities for others and generating new untapped economy-one of which is halal [21, 22].

Training Evaluation

For training initiative to be effective, an organization needs to evaluate the trainings within the HRD system, the organizational strategies, and more importantly to ensure the effectiveness of training and development activities [38]. In [3, 17, 38] had carried out research on evaluation or effectiveness of halal trainings on specific cohorts namely: effectiveness of halal executive training; effectiveness of halal courses) and findings showed positive outcomes of such trainings. However, these trainings were conducted on one time basis for the halal executives.

Collaboration with Halal Agencies

This is a forward strategy to enhance HC development in halal through collaboration and industry linkages with halal authorities such as JAKIM and JAINS (State Islamic Department), halal agencies in Malaysia; and halal professionals working in multinationals in halal food and chemical industry to keep abreast of the latest trends in halal governance and implementation [35]. Effective collaboration with these entities accelerates HC development in halal through knowledge sharing, forums and seminars on halal integrity, halal innovations and technology [24]. This approach is meaningful as realistic implementation of halal at the workplace, transfer of halal knowledge, their success and challenges in attaining halal certifications can be deployed in HC development for the new entrants or players in halal industry.

HALAL PROFESSIONALS OR HALAL COMPETENT PERSONS

The next question posed is whether developing the HC for halal industry is to either to develop halal professionals or halal competent persons. This section provides an insight on halal professionals and the halal competent person.

A professional is defined as a member of a profession with a set of standards of education and training with a specific or particular knowledge and skills necessary to perform the role of that profession and are subject to strict codes of conduct enshrining rigorous ethical and moral obligations [14]. Professional standards of practice and ethics for a particular field are typically agreed upon and maintained through widely recognized professional associations. In [43] added on professions also serve some important aspect of public interest and the general good of society. Thus doctors, lawyers, architects and engineers are accepted as a profession and they are termed professionals as they meet the above definitions and description.

Contrarily, a competent person is an employee who is able to recognize hazards associated with a particular task and has the ability to mitigate those hazards particularly in occupational safety and health management [29]. Competent simply means being able to act in circumstances-the ability to perform a job or occupation [7]. Competent is synonymous with being capable, efficient, enterprising, experienced, expert, qualified, skillful and trained in executing a task [7]. A competent person needs a specific set of job skills and certified to carry out tasks which also involve risks [15]. Having elaborated both perspectives on professional and competency, the halal industry needs both professionals and competent persons to be able to executing the managerial and technical aspects of operations and making the right decisions and strategies in halal. It also able to comply with halal, Shariah and Islamic law when carrying out or perform work activities for halal logistics and supply chain. Table 2 attempts to identify halal professionals and halal competent person based on interpretation of the MS (Malaysian Standards).

Table 2: Halal professionals and halal competent persons

Halal Professionals	Halal Competent Persons	Generalist
Specific or Specialised Department	Food/Chemical Analyst	Owner / Entrepreneur
Head/Managers managing:	Specific Food Manufacturing Processor	Employees
- Halal Governance/Legal/Quality	Halal Logistics Supply Chain	Staff
- Halal Procurement and Inventory		Operators
Management Representative	Management Representative	Logistics Service Providers
Shariah Officer	Halal Executives, Halal Committees	Subcontractors
Syariah Leader	Halaln Toyibban (HT) Committees	Consignee/Consignor/Shipper
Syariah Advisor	Halal or HT Internal Auditors	Custodians/Customers
Halal External Auditors	Slaughter man	Freight Forwarder
Halal Trainers / Consultants	HCCP/ HTRMP Analyst	Stakeholders in HT

A halal industry dialog on HC Development was held in ILKAP Bangi in 2014with stakeholders in the halal industry discussing HC issues for the halal industry [5]. Some of the issues highlighted were: 1) criteria for halal executive and halal professional; 2) standardized trainings and training modules for halal executive trainings; 3) monitoring system on halal executives; 4) policy for halal education; 5) policy for halal

professional development and halal professional body (HPB). Discussion further deliberated on awareness, knowledge, skills and expert level required for halal professionals. A total of fifteen positions were identified. Personnel in halal are considered as “experts” namely slaughter man, halal meat checker, halal auditors, trainers and consultants, meaning they must also be competent in executing halal tasks and activities. However, further deliberation still needs to be done to refine the concepts of halal professionals and halal competent persons. Refer to Table 3 on the discussion notes as outputs from the HC dialog [10].

Table 3: Halal professional halal discussion notes

No	Professional Halal	Industry	Agency	Awareness	Knowledge	Skills	Expert
1	Executive Halal	/		/	/	/	
2	Supervisor Halal	/		/	/	/	
3	Slaughter man	/		/	/	/	/
4	Halal Meat Checker	/		/	/	/	/
5	Internal Halal Auditors	/		/	/	/	/
6	External Halal Auditors	/		/	/	/	/
7	Trainers in Halal Trainings	/		/	/	/	/
8	Halal Consultants	/		/	/	/	/
9	Researchers on Halal Research	/	/	/	/	/	
10	Halal Enforcement	/	/	/	/		
11	Halal Analyst	/	/	/	/		
12	Shariah Board	/	/	/	/	/	
13	Halal Trade Facilitator	/	/	/	/		
14	Media on Halal News / Information	/	/	/	/		
15	Subject Matter Expert in Halal	/	/	/	/		

DISCUSSION

Provision of halal trainings and producing halal executives serves only as a short term planning to meet the present halal job demand/market, but a long term and systematic human capital development strategies are much needed to educate, train and develop the present halal executives to be well versed with the real industry practices and business environment. Hence, a series of structured and approved halal trainings or continuous professional development (CPD) trainings in halal management is required to become qualified human capital.

Human capital (HC) development for halal industry needs intensive collaborative inputs, thoughts and expertise of key industry players such as the halal certified manufacturing companies and HLSC organizations, institutions of learning and training centers that are actively engaged in the provision of halal education and training together with the halal agencies and authorities. The key halal industry players (specifically, the halal management representative, halal steering committees) are professionals in managing halal business and operations. The halal authorities are also professionals in Shariah and Islamic law. The training consultants and academicians from institutions of learning are also professionals as they profess in their respective subject matter.

Next, categorization of halal professionals and halal competent person needs further in-depth discussion among halal industry players with the halal agencies/halal authorities to differentiate between these two as the halal competent person is skewed as a certified person who has the authority to execute authentic tasks in halal operations and daily routines. While, halal professionals are generally perceived as high ranking personnel whom are experts with certain years of working experiences who makes critical managerial decisions in halal matters in an organization.

Additionally, Shariah experts are themselves professionals in the field of Shariah and Islamic governance but they lack exposure and experience in the business operations. Hence, they too need trainings and development as human capital in the manufacturing, business services and logistics supply chain. Likewise, the experts in the academic, technical and business need to be trained in Shariah knowledge and its interpretations. Hence, a win-win concerted approach needs to be strategized to develop the existing human capital for the halal industry. Additionally, halal agencies or halal authorities need to initiate and collaborate with key players in the halal industry towards recognition and certification of training modules that meet a defined set of criteria, guidelines and requirements, also for registration of halal training providers, halal training centers and halal consultants. This initiative does not necessary mean standardization of halal training modules as fair opportunity must be given to all existing key players from the consultants, institutions of learning and halal training centers.

Last but not the least, initiatives must be taken to develop an adequate database on all halal professionals and halal competent persons from both halal industry players and halal authorities, strategies for human capital development in halal will remain as strategies unless they are being deployed and executed for the growth of halal industry in Malaysia.

CONCLUSION

In conclusion, planning and investment in HC or HR development is vital to sustain national, social and economic growth and for halal industry growth. This paper is only a small portion of a halal research on halal human capital development undertaken by the author and her research team members. Training and development of human capital in halal industry aim not only to produce halal professionals for managing halal matters and policies, but also to produce halal competent persons who are able to execute the daily operational tasks towards halal assurance and integrity in the halal logistics industry and for national halal economic growth.

ACKNOWLEDGEMENT

Thanks to MITRANS (Malaysia Institute of Transport), Universiti Teknologi MARA Malaysia for providing the Halal Supply Chain (HSC) grant under the Ministry of Higher Education (MoHE) Malaysia for the conduct of this research and sponsoring this paper. Acknowledgment also goes to the graduate research assistant and research team members in supporting this paper.

REFERENCES

1. Abdullah, O.Y., 1992. Human Resource Development: The Key Towards a Developed and Industrialized Society. *Malaysia Management Journal*, 1 (10): 71-76.
2. Ahmad, K., 2008. Challenges and Practices in Human Resource Management of the Muslim World. *The Journal of Human Resource and Adult Learning*. 4 (2): 34-42.
3. Alina, A.R., A.N. Rafida, H.K.M.W. Syamsul, A.S. Mashitoh and M.H.M. Yusop, 2013. The Academia's Multidisciplinary Approaches in Providing Education, Scientific Training and Services to the Malaysian Halal Industry. *Middle-East Journal of Scientific Research*, 13 (Approaches of Halal and Thoyyib for Society, Wellness and Health):79-84.
4. Arif, S. and R. Ahmad, 2011. Food Quality Standards in Developing Quality Human Capital: An Islamic Perspective. *African Journal of Business Management*, 5 (31): 12242-12248.
5. Halal Industry Dialog with Halal Stakeholders. ILKAP Bangi.
6. Azrina, S., 2006. Perbaiki sistem pemasaran produk halal. Retrieved from https://www.academia.edu/3183409/Perbaiki_Sistem_Pemasaran_Produk_Halal.
7. The Free Dictionary, 2016. Competent. Retrieved from <http://legal-dictionary.thefreedictionary.com/competent>.
8. Man, Y.C., J. Bojei A.Q. Sazili and A.N. Abdullah, 2007. Malaysia Halal Hub Opportunities. In the Proceedings of the 2007 4th Asian Livestock and Feed Industry Conference.
9. Ernest, C.D. and W.M. Lau, 2012. Will those targeted pay more? The issue of halal logo. In: *Reading in Marketing: An Islamic Perspective* (ed O.M. Zain). IIUM Press, Selangor.
10. Halal Governance Dialogue Workshop, 2014. ILKAP Bangi with Halal Industry and Stakeholders. Halal Industry Development Corporation, 2012. Halal industry. Retrieved from <http://hww.hdcglobal.com>.
11. DagangHalal.com, 2016. Special report: Halal logistics. Retrieved from <http://www.daganghalal.com/HalalInfo/HRHalalLogistics1.aspx>.
12. Department of Standards Malaysia, 2010. Halalan-Toyyiban Assurance Pipeline MS2400: 2010 (P) Requirements: Resources. Retrieved from <http://www.standardsmalaysia.gov.my>.
13. Harvey, L. and S. Mason, 1995. Role of professional bodies in higher education quality monitoring. Centre for Research into Quality, University of Central England, Birmingham
14. The Free Dictionary, 2016. Competent Person. Retrieved from <http://legal-dictionary.thefreedictionary.com/competent>.
15. JAKIM, 2015. Jabatan Kemajuan Islam Malaysia. (Department of Islamic Development Malaysia). Retrieved from <http://islam.gov.my>.
16. Jamaludin, M.A., N. Kamarudin and M.A. Ramli, 2015. Halal Executive's Perception Towards Halal Training Programmed Based on Training Needs Analysis. *The International Journal of Humanities and Social Studies*, 1(1): 1-10.
17. Department of Standards Malaysia, 2010. Malaysian Standards MS 2400:2010: Halalan-Toyyiban Assurance Pipeline Management System Requirements. Retrieved from <http://www.standardsmalaysia.gov.my>.
18. Shah, M.Y.M., 2005. Globalization and human resource development in the Malaysia public service. Retrieved from <http://unpan1.un.org/intradoc/groups/public/documents/eropa/unpan014373.pdf>.
19. Mariatul, A.J. and M. Rosidah, 2013. Determinants of Attitude Towards Islamic Financing Among Halal Certified Micro and SMEs: Proposed Conceptual Framework. *International Journal of Education and Research*. 1(8): 1-10.
20. Ministry of Higher Education, 2011. National strategic higher education plans: Entrepreneurship. Retrieved

- from <http://www.mohe.gov.my>.
21. Ministry of Human Resource, 2012. Entrepreneurship training. Retrieved from <http://www.mhr.gov.my>.
 22. Shariff, S.M. and N. Ahmad, 2015. Halal Logistics Operations in MS2400 Standards: A Literary Review. In the Proceedings of the 2012 International Malaysia Halal Conference,
 23. Shariff, S.M. and I. Ahmad, 2013. Environmental innovation theory in environmental management system in polypropylene (PP). Universiti Teknologi MARA Malaysia.
 24. Shariff, S.M., H.S. Jaafar and A. Muhammad, 2014. Halal Supply Chain Deployment: Principles Vs Practices. In the Proceedings of the 2012 International Halal Conference.
 25. Shariff, S.M., Z.J. Johan and N.A. Jamil, 2013. Assessment of Project Management Skills and Learning Outcomes in Students' Projects. *Procedia-Social and Behavioral Sciences*, 90: 745-754.
 26. Sariwati, M.S., R. Ngah and S.A. Bakar, 2012. Entrepreneurship-Technopreneurship Education for Undergraduates: Practicality Vs. Curriculum. *ASEAN Entrepreneurship Journal*, 1 (1): 1-14.
 27. Shariff, S.M., S. Saad, M.M. Esa, I. Ibrahim and N.A. Rahman, 2010. Operations management: A simplified OBE approach. Universiti Teknologi MARA Press Malaysia.
 28. Morrison K.W., 2012. What is a 'competent person'? Retrieved From <http://www.safetyandhealthmagazine.com/articles/what-is-a-competent-person-2>.
 29. L. Nadler, 1970. Developing human resources. Gulf Publishing Company.
 30. Ngah, A.H. and Y. Zainuddin, 2012. Barriers to Halal Supply Chain Adoption Among Malaysian Halal Manufacturers with General Barriers as a Moderating Factor. In the Proceedings of the 2012 International Halal Conference.
 31. Muhammad, N.M.N., F.M. Isa and B.C. Kifli, 2009. Positioning Malaysia as Halal-Hub: Integration Role of Supply Chain Strategy and Halal Assurance System. *Asian Social Science*, 5 (7): 44-52.
 32. Raymond A. Noe, 2010. Employee training and development. McGraw-Hill/Irwin.
 33. Noordin, N., N.L.M. Noor and Z. Samicho, 2014. Strategic Approach to Halal Certification System: An Ecosystem Perspective. *Procedia-Social and Behavioral Sciences*, 121: 79-95.
 34. Omar, E.M. and H.S. Jaafar, 2011. Halal Supply Chain in the Food Industry-A Conceptual Model. In the Proceedings of the 2011 IEEE Symposium on Business, Engineering and Industrial Applications, pp: 384-389.
 35. Omar, E.N., H.S. Jaafar and M.R. Osman, 2013. Halalan Toyiyiban Supply Chain of the Food Industry. *Journal of Emerging Economies and Islamic Research*, 1(3): 1-12.
 36. Rafida, A.R.N., A.S. Mashitoh, A.R. Alina and N.H.N. Husna, 2013. Expectation and Effectiveness of the Halal Slaughtering Training Towards Employability Among Blue Collar Workers. *Middle-East Journal of Scientific Research*, 13 (Approaches of Halal and Thoyyib for Society, Wellness and Health): 11-16.
 37. Razzali, M.R., S. Abdullah and R.Z. Yusoff, 2013. The Influence of Human Factors in Halal Certification Process on Organizational Performance. *World Review of Business Research Journal*, 3 (3): 157-166.
 38. SIRIM, 2015. Halal-Haram Awareness and MS1500; MS1900; MS2300 Standards Training Notes.
 39. Siti, H.H., S. Dann, M.K. Anuar and R.E. De, 2009. Influence of the halal certification mark in food product advertisement in Malaysia. In: *The New Cultures of Food: Marketing Opportunities from Ethnic, Religious and Cultural Diversity* (eds A. Lindgreen and M.K. Hingley) pp. 243-249. Gower Publishing Limited, Surrey.
 40. Son, H.H., 2010. Human Capital Development. Asian Development Bank Economics Working Paper Series No.225, pp: 1-27.
 41. William M. Sullivan, 2005. *Work and integrity: The crisis and promise of professionalism in America*. Jossey Bass.
 42. Holy Al-Quran, Surah al-Baqarah, 2:168.
 43. Tieman, M. and M.C. Ghazali, 2014. Halal Control Activities and Assurance Activities in Halal Food Logistics. *Procedia-Social and Behavioral Sciences*, 121: 44-57.
 44. Tieman, M., 2011. The Application of Halal in Supply Chain Management: In-Depth Interviews. *Journal of Islamic Marketing*, 2 (2): 186-195.
 45. SGB Selangor, 2013. Industri halal RM7.4 trilion. Retrieved from <http://www.orangmuda.tv/2013/09/19/industri-halal-rm-7-4-trilion/>.
 46. Yi, L.W. and S. Jayasingam, 2012. Factors Driving Knowledge Creation Among Private Sector Organizations: Empirical Evidence from Malaysia. *Journal of Organizational Knowledge Management*, 2012: 1-12.
 47. Zulfakar, M.H., M.M. Anuar and M.S.A. Talib, 2014. Conceptual Framework on Halal Food Supply Chain Integrity Enhancement. *Procedia-Social and Behavioral Sciences*, 121: 58-67.