

UNIVERSITI TEKNOLOGI MARA

**COLLABORATIVE
RELATIONSHIPS DEVELOPMENT
PROCESS IN *HALAL* SUPPLY CHAIN**

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PhD

February 2021

AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.


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ABSTRACT

The successful of business in supply chain (SC) is measured via the successfulness of its collaboration between buyer and seller, whilst collaborative relationships development process (CRDP) is the best tool for measurement the successful of the collaboration itself. On the other hand, *Halal* supply chain (HSC) is relatively an emerging topic in SC. Despite numerous studies in collaboration in SC and HSC, there are very limited study focused on the CRDP in SC, whilst the studies in HSC are still on the fundamental of *Halalan Tayyiban*. Outcome of the literature reviews prompted the researcher to embark a study on CRDP in HSC with greater emphasis on Malay Muslim culture. Since Malaysia is recognised as the world's best example of benchmarking of *Halal* food, the study is carried out in *Halal* bakery industry taking into consideration of the important of this industry in F&B in Malaysia and the issue its facing towards its *Halal* requirement. This study is aimed to investigate the process of CRDP in HSC; to identify the element of culture that play significant roles in the CRDP among the players in HSC; to develop a model on CRDP in HSC; and to validate the said model. This qualitative study is conducted via semi-structured in-depth interviews with twenty-four Muslim owners and personnel in SMEs and big firms in *Halal* bakery industry throughout Peninsular Malaysia. The model on CRDP in HSC is developed upon the tabulation of the research findings via thematic analysis, and verified by ninety practitioners and experts via questionnaires. The incorporation of CRDP into the theory of HSC, is the biggest contribution of this study. Others include; contribution on cultural aspect in term of interchangeable of identification between Malay and Muslim; contribution on searching process for potential supplier based on element of Malay as Muslim; contribution on portraying Malay identity as *Halal* identity; and contribution on the practice of businessman in Malaysia to search for Muslim and element of Malay. The validation results indicate the highest mean of 4.67 for dimension on 'Malay 's buyer will buy goods through *Halal* supply' and the lowest mean of 3.29 for dimension on 'Malay's buyer will not switch from the existing supplier, as a mark of commitment towards the supplier'. This reaffirmed the CRDP model that Malay Muslim will only switch, even to non-Muslim suppliers provided the new suppliers are able to supply products with *Halal* certificate. The findings from this study on CRDP in HSC benefited both the players and regulators in HSC industry. The Malay Muslim should take advantage of "Malay is Muslim". As Muslim, their products are perceived *Halalan Tayyiban* and this is a clear advantage for marketing their products. This study also acts as a platform for the regulators to review the practice of allowing the non-Muslim businessmen which associate their products with Malay Muslim's name in order to gain support from Malay Muslim customers. In future, it is recommended to extend the scope of study to cover non-Malay / non-Muslim since most of the big HSC players in Malaysia are non-Malay / non-Muslim.

ACKNOWLEDGEMENT

Alhamdulillah.

Firstly, I wish to thank *Allah S.W.T* for giving me the opportunity to embark on my PhD and granting me perseverance, patience and strength in order for me to complete this long and challenging journey successfully. Life as a student, a husband and a father of four children, has never been easy. I would not have completed this thesis “Collaborative Relationships Development Process in *Halal Supply Chain*” without the strong and continuous support from my family and my main supervisor. Hence, I would like to extend my sincere appreciation to the following people whose contribution and support are crucial towards the completion of this thesis. My deepest appreciation goes to my main supervisor Dr. Haji Nasruddin Bin Haji Faisol, for his precious guidance, advice and never-ending support. Thank you, Dr. Haji Nasruddin, aka “Abang Nash” being patient with me, believe in me, my idea and my arguments. His ideas, knowledge on the subject matters and critiques were the best tool in completing my PhD. My appreciation also goes to my co-supervision, Sr. Dr. Hajah Anis Sazira Binti Bakri and Associate Professor Sr. Dr. Jasmee Bin Jaafar. All of them are from the Faculty of Architecture, Planning and Surveying, UiTM Shah Alam, for their assistance throughout the journey of my PhD. Special thanks to Dr. Hajah Harlina Suzana Binti Jaafar, the outgoing Director of MITRANS (Malaysia Institute of Transport), UiTM Shah Alam for her continuous support and partial financial received from MITRANS. My thanks also go to Ministry of Higher Education for partial financial support of 18 months. Many thanks to staff of MITRANS, especially to Professor Ir. Ts. Dr. Haji Mohd Nasir Bin Taib, Director of Malaysia Institute of Transport (MITRANS); Ts. Dr. S. Sarifah Radiah Binti Shariff, Head of post graduate studies; staff of MITRANS; my postgraduates’ colleagues; my informants whose willingness to share their sincere feedback; staff of PPAS; and my true friends for helping me with this project.

Finally, this thesis is dedicated to my family who had to endure the process of completing this PhD, a challenging journey from December 2014 till today. Thank you; my wife, Hajah Megawati Binti Suzari for endless spiritually and financially support; in order for me to complete my study. Thank you to my family; Muhammed Haris Ridwan, Eqmal Ammar Danial, Muhammed Nabil Hafiy, Nurqarirah Asyeeqah Muneerah, Puan Rosliah Haji Shamsudin, Hajah Nooren Binti Haji Mohd Jata and Puan Ruhani Binti Haji Mohd Jata for their continuous support towards this lifelong education journey. Not to forget, the thesis is also dedicated to the loving memory of Allahyarham and Allahyarhamah, Haji Othman Haji Bin Mohd Jata, Haji Mohd Jata Bin Dahn, Hajah Jaharah Binti Haji Mahadi and Muhammad Haikal Hamzalah. This piece of victory is dedicated to all of you mentioned above.

Alhamdulillah. Allah is the Greatest and peace be upon him, prophet Muhammed S.A.W.

Haji Hasbullah Haji Othman,
Jentayu @ Enstek,
July 2020

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