THE RELATIONSHIP OF SOCIAL ENTREPRENEURSHIP ORIENTATION AND THE HALAL LOGISTICS VALUES CREATION ON FOOD AND BEVERAGE MSME'S IN MALAYSIA

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Abstrak

Sektor perusahaan makanan dan minuman terutamanya dalam kalangan usahawan Perusahaan Mikro, Kecil Dan Sederhana (PMKS) terus berkembang dan dapat membantu menambah hasil pendapatan masyarakat dan negara. Namun begitu, kajian berkaitan usahawan PMKS masih belum mencukupi bagi memberi gambaran jelas mengenai situasi semasa kumpulan tersebut terutamanya sumbangannya dalam sektor sosial. Kajian ini dijalankan bertujuan untuk mengenal pasti faktor-faktor Orientasi Keusahawanan Sosial yang dapat meningkatkan Prestasi Syarikat disamping menguji Penciptaan Nilai Logistik Halal yang terdiri daripada pembungkusan, pergudangan, pengangkutan dan sistem pengurusan halal bagi tujuan yang sama. Oleh itu, kajian ini adalah untuk meneliti hubungan antara faktor-faktor pemboleh ubah tidak bersandar Orientasi Keusahawanan Sosial dan pemboleh ubah bersandar Prestasi Syarikat. Kajian ini juga untuk mengkaji pengaruh pemboleh ubah penyederhana Penciptaan Nilai Logistik Halal ke atas hubungan antara Orientasi Keusahawanan Sosial dan Prestasi Syarikat. Kajian ini dijalankan menggunakan strategi kutipan data secara soal selidik dalam talian dan berdasarkan persampelan kebarangkalian rawak mudah. Kajian ini melibatkan 248 sampel dalam kalangan usahawan PMKS di seluruh Malaysia. Penemuan kajian mendapati hubungan antara orientasi keusahawanan, inovasi dan sosialisasi mempunyai hubungan yang signifikan positif dengan prestasi syarikat. Penemuan kajian juga mendapati faktor pemboleh ubah penyederhana sistem pengurusan halal mempengaruhi secara signifikan hubungan antara faktor pemboleh ubah orientasi keusahawanan inovasi sosial dan kemasyarakatan dengan prestasi syarikat. Selain itu, penemuan kajian ini turut mendapati faktor pemboleh ubah Orientasi Keusahawanan Sosial dan pemboleh ubah Penciptaan Nilai Logistik Halal mempunyai hubungan yang signifikan dengan Prestasi Syarikat sebagai pemboleh ubah unidimensi. Kesimpulannya, kajian ini menyumbang kepada dapatan yang menunjukkan kecenderungan pengurusan tertinggi/pemilik PMKS di Malaysia ke atas Orientasi Keusahawanan Sosial dan Penciptaan Nilai Logistik Halal.

Kata Kunci: Perusahaan Mikro, Kecil dan Sederhana, Orientasi Keusahawanan Sosial, Penciptaan Nilai Logistik Halal, Prestasi Syarikat

Abstract

The food and beverage industry, particularly the Micro, Small, and Medium Enterprises (MSMEs), continues to serve as a vital contributor to the overall economic growth of both the local community and the country. However, there is a lack of comprehensive research on MSME entrepreneurs and their impact on the social sector. This study has been conducted to identify factors contributing to social entrepreneurship and improving firm performance. Additionally, the study evaluates the value creation of halal logistics, which includes packaging, warehousing, transportation, and halal management systems. Therefore, the study examines the relationship between the independent variable factors of Social Entrepreneurship Orientation and the dependent variable of Firm Performance. This study also examines the influence of the moderating variables of Halal Logistics Value Creation on the relationship between Social Entrepreneurship Orientation and Firm Performance. This study is conducted using an online questionnaire data collection strategy based on simple random probability sampling. The study involved 248 samples among MSMEs throughout Malaysia. The study found that the relationship between Social Entrepreneurial Orientation, innovativeness, and socialness has a significant positive relationship with Firm Performance. The findings of the study also discovered that the variable factor of halal management system simplification significantly affects the relationship between the variable factor of Social Entrepreneurship Orientation, innovativeness, and socialness with Firm Performance. In addition, the social entrepreneurship orientation variable and the Halal Logistics Values Creation variable have a significant relationship with Firm Performance as unidimensional variables. In conclusion, this study contributes to findings that show the tendency of top management/MSME owners in Malaysia towards Social Entrepreneurship Orientation and Halal Logistics Values Creation.

Keywords: Micro, Small and Medium Enterprise, Social Entrepreneurship Orientation, Halal Logistics Value Creation, Firm Performance.

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AVE	-	Average Variance Extracted
CA	-	Cronbach Alpha
CO	-	Carbon Monoxide
CR	-	Composite Reliability.
DOSM	-	Department of Statistics Malaysia
EO	-	Entrepreneurial Orientation
EVA	-	Economic Value Added
FA	-	Factor Analysis
FP	-	Firm Performance
GDP	-	Gross Domestic Production
HAS	-	Halal Assurances Management System
HDC	-	Halal Development Corporation
HLVC	-	Halal-Logistics Values Creation
ISO	-	International Standard Organization
JAKIM	-	Jabatan Kemajuan Islam Malaysia
LSP	-	Logistics Service Provider
MaGIC	-	Malayssia Global Innovation and Creativity Centre
MCO	-	Movement Control Order
MS	-	Malaysia Standard
MSA	-	Measurement of Sampling Adequacy
MSBR	-	Malaysia Statistical Business Register
MSME	-	Micro, Small, and Medium Enterprises
MVA	-	Market Value-Added
NO2	-	Nitrogen Dioxide
PCA	-	Principal Component Analysis
PKFZ	-	Port Klang Free Zone
PM	-	Particulate Matter
R&D	-	Research and Development

ROA	-	Return on Assets
ROI	-	Return on Investment
ROS	-	Return on Sales
SDG	-	Sustainable Development Goal
SE	-	Social Enterprises
SEO	-	Social Entrepreneurship Orientation
SEP	-	Social Entrepreneurship Performance
SME	-	Small and Medium Enterprises
SO2	-	Sulfur Dioxide
SPO	-	Social Purpose Organization
SPSS	-	Statistical Package Social Sciences Edition
SROI	-	Social Return on Investment
UNESCAP	-	United Nation for Economy and Social Commission Asia Pacific
USA	-	United State of America

CHAPTER ONE

THE INTRODUCTION

1.1 Research Background

Malaysia provides a huge economic landscape and opportunity for industry players in many sectors to stay competitive even in a crucial time like a pandemic by ensuring sufficient infrastructure and communication facilities well manage and business-friendly (Fernandez, 2021). In terms of local demand for wholesomeness and sustainability, Malaysia has established a good image even on the international stage by championing the halal concept; an Islamic dietary standard (Tieman, 2011), and clean economy; an efficient ecosystem to cultivate a green concept (Kasayanond, A., 2019). In the theoretical frame, societal change determines the realm of ecology protection whereas economic activity depends on the industry's actor to play a role as the sustainer. Therefore, an early idea in promoting sustainability entrepreneurship has been expanding to social entrepreneurship which not only protects the environment but also the sustainability of humanity and needs (Kury, K. W., 2012). Therefore, the research is conducted to examine the impact of Halal-Logistics Value Creation (HLVC) and Social Entrepreneurship Orientation (SEO) on food and beverage Micro, Small, and Medium Enterprises (MSME) in Malaysia.

Social entrepreneurship plays a vital role internationally as a new business model since it is contributed to the economy for the macro landscape, while social outcomes are a micro-target (Gandhi, T., & Raina, R., 2018). Long-term effect resulting from the economic uncertainties creates more social outbreak such as poverty, unemployment, domestic violence, and starvation. The situation becomes complicated with competition among superpowers (such as the China-America trade war), pandemic outbreaks, currency depreciation, and bilateral communication breakdown. Therefore, a solution for issues that arise is by uplifting the economy and quality of life of people through business destruction. Changes in these millennia show the rapid execution of technology which also changes normal routines in doing business. This includes considering entrepreneurship as a tool to eradicate economic obstacles and improve social welfare and justice (Zahra et al., 2009; Robinson et al., 2009; Mohd Adib et al., 2014; Kostetska et al., 2014; Jain., 2012). Social-based businesses expanding rapidly at global stages and the last decade shows the number of start-ups with a form of social enterprises increase over time with aims to contribute to the social mission. For instance, £60 billion is produced by social enterprises for the United Kingdom economy, and its benefits the workforce by providing 2 million job opportunities (Joy Lee, 2019).

Malaysia for instance already made progress which 20,000 social-based enterprises taking form in 2018 and estimate more to come in the future. This is based on a report revealed by the British Council in Malaysia that claims that Malaysia's social enterprises performed most viable in previous years, which 37 percent of the respondent of the research shows able to make a profit and 32 percent show break even. The total average revenue shown by this sector in 2017 was RM234,071.00, and the success was driven by introducing a new product, rebranding, and offering a trending lifestyle which attention to acquiring new customers, expanding firm operations, and geographical growth

(Micklethwait & Wooldridge, 2019). Previous research stated that the purchasing attention among consumers determine by high-quality halal logistics implementation, and the result portrays the increasing demand for halal supply chain management (Kamaruddin et al., 2012; Tieman et al., 2013).

The demand is also related to societal pressure such as differences in belief and cultural background where the majority of Malaysian consumers are Muslims. Government commitment toward Sustainable Development Goal (SDG) as a global movement toward a better future for all also influent the expansion of sustainable philosophy at the local ground (United Nations, 2020). Therefore, intangible aspects such as sustainable marketing strategy on product and service need to be reconsidered, since as long as challenges and rivalry continue to be met, business player willingly put their commitment to stay significant in the market. In this case, social entrepreneurship and value creation in halal logistics are able to emerge as various strategies in-term of a sustainable approach to champion environmental and societal problems. Progress in the latest discipline of the academic field also introduces value creation in the supply chain segment known as "green" practices. This segment intertwined between technology integration, logistics management, internal environment management, and customer and supplier focus (Department of Statistics, 2013) whose prior motive is to reduce and eliminate environmental pollution. From other angles, a sustainable environment will guarantee the safety of today's living and future generation resources.

Based on the 60 percent Malaysian demographic populated Muslims, halal elements in ingredient, manufacturing, and logistics chain are highly important (Department of Statistics, 2014), as well as Malaysia also determines to be recognized as a halal hub at international stages. Halal and green look like sufficient strategies to enhance social entrepreneurship sustainability and performance; it is merely the reconciliation of hygienic, quality, and safety with attention to reducing the negative impact of human activities on the environment. The introduction of value creation in logistics will strengthen confidence in products and services. These expanding logistics disciplines also refer to previous research as halal transportation, halal warehousing, and halal terminals (for packaging and management systems) (Tieman, 2013). Karia and Asaari (2016) stated that the halal value concept is still at the very ground starts, in which the need for theoretical and framework of halal value creation development, understanding, and application are important to explore.

Permissible (halal) and wholesomeness (toyyib) demand in the market is seen as a potential business strategy since it attracted both Muslims and non-Muslims to buy halal products (Othman et al, 2009; Nik Muhammad et al, 2009; Zakaria, 2008). Recently, consumer preference supported by literature shows that the halal concept also expands into production and consumption along the process of the supply chain (Omar & Jaafar, 2011; Bahruddin et al, 2011; Omar et al, 2012; Jaafar et al, 2011). This is since the process of producing halal products depends on the integrity of all activities throughout the supply chain including a source of supply, handling, warehousing, storage, manufacturing, and transportation activities, with the main goal is to preserve the customer value and strengthen the firm performance (Jaafar et al., 2017). Halal logistics have recently recognized the need to incorporate halal value creation in logistics, and supply chains. Halal logistics specifically describe as Sharia compliance along the logistics chain including freight handling, transportation, and warehousing including terminal and management systems (Jaafar et al., 2011). An effort to exploit resources and skills to contribute to the development of competitive advantage for halal value and then firm outcomes is still ongoing (Amir & Tjibtosubroto, 2019). Halal logistics is a benefit of thought for customers/clients and ecosystem service excellence with the aim to become the universal path to improvement of competitiveness and sustainable development (Karia et al., 2015; Karia & Asaari 2016).

Logistics recognized as an integral part of business activity for decades and today, it has become a crucial driver of globalization to foster trade. Unfortunately, logistics likely linked to the responsible for a large share of greenhouse gas emissions and other pollutants (Abduaziz et al., 2015) lead to the exclamation on 'save our planet from human destruction' through the processes of production and distribution. This has driven the market player into a new norm called green logistics (Irwan Ibrahim et. al., 2018). This new concept was developed to cut-edge innovation, systems, or technology that allows companies to enhance administration and management efficiency and support environmental sustainability (Rose et al., 2018).

Although green technology became to be prominence among western scholars, it is clear that the scope of this concept is limited to only a single part of the overall impact on business sustainability such as product quality, branding, supply-value chain, human relations, etc.; other than the specific impact concern which only environmental issue. Therefore, Karia and Asaari (2015) introduced the halal-value creation concept specifically in the logistics industry intending to enhance the intangible value in the supply chain process. This Sharia-based value creation concept is an approach to thinking of the organization, providing the different customers with a range of services; able to minimize spending as well as profit benefits maximizing (economy), the quality and hygienist of product/service, the safety consumption for people (society) and the security of planet (environment), with attention to preserve halal integrity from the perspective of halal logistics (Karia & Asaari, 2016).

Supply chain in halal scope describes as a requirement for the producer to slaughter animals or manufactured product or service in a permissible way as required by Sharia (Fischer, 2012; Mukherjee, 2014) includes their ability to portray specific Muslim's ethical behavior in process of managing the business (Salleh, 2019). In other words, all effort is beyond normal routine and dietary requirement since the need to provide safe, clean, sacred, and high-quality product and/or service with no severe effect on faith, mind, life, offspring and wealth are part of *toyyiban* concept (Hanapi, M. S. et al., 2017). On the other hand, firms in Malaysia need to address halal demand including in the logistics area as this opportunity will be able to be sustained in a volatile business environment. Thefirm's (in this case, food and beverage) willingness to adopt halal operation as a strategy, will encourage service innovation and differentiation in the area of halal and logistics (Jaafar et al., 2011; Mukherjee, 2014).

Firms should merge into the halal industry because the industry is growing and the lucrative halal market is not just huge but the potential and benefits are too great to ignore (Lada et al., 2010; Abdul-Talib & Abd-Razak, 2013; Chin et al., 2017). Sazali, & Ligte, J. S. (2019) in their conclusion on global halal market research, believed that halal logistics create potential business opportunities and become increasingly important in this market segmentation. There is a shortfall research yet conducted in terms of determining the concept of halal-logistics value creation with a specific experiment, especially on food and beverage producers and manufacturers. Therefore, this study will also implement green logistics as a sustainability element in categories such as packaging, transportation, warehousing, and management system, to support halal value creation specifically in making a profit, producing products, preparing manpower (people), and safeguarding the environment (planet) as required in Islamic legal principle or Maqasid Sharia. The idea of safeguarding the planet can be derived from environmental emissions reduction, reduction of resource usage, use of advanced logistics technology, closed-loop, and the convergence of economic benefit and environmental benefits (Zou et al., 2015).

1.2 Motivation of Studies

This research aims to answer why social entrepreneurship performances (consisting of innovativeness, proactive-ness, risk management, and socialness towards firm performance) and halal-logistics value creation are important to be explored. Wan Mohd Hirwani et al. (2014) mentioned that the lowest social entrepreneurship trend in Malaysia was due to missing out on an innovative way in business strategy. Even though the majority of Malaysia's population are Muslim, the strategy way to offer halal integrity in products and services to create profit maximization for the sake of social cause still not working out. In this case, the food and beverage industry should pioneer the effort since most of the social unrest is caused by poverty and hunger. Thus, this study stressed the contingency factors implemented for the study are based on Husted, B. W., (2000) approach which is identified the firm's response to social issues, explores the strategies and structure provide by the firm, and provide specific strategies and structures to benefits the firm. Therefore, the expected gaps considered in the study are 'what is' the issue that arises regards the firm performance, 'what ought to be' examine in existing strategies and structures, and conclude with 'what is and what ought to be' deal with specific strategies and structures.

In general, the Contingency Theory is often used as an underpinning theory to examine the relationship and influence factor in firm performance (Davis, 2007; Lumpkin & Dess, 1996). Therefore, the theory established to indicate and consider as primary determinants of a firm`s performance (Chapter 2). The primary purpose of the theory is to observe the basic argument of one's fit and shifting capabilities in the external environment (Bradshaw, 2009). Based on this theory principle, an organization which characteristics fitting with the contingencies will perform more effectively (Donaldson, 2001). In line with that, the concept of elaboration (Rosenberg, 1968) or elaboration analysis proposed by Zikmund (2003) is appropriate to explain the direct relationship between the two variables through the interaction of simplifying variables. As stated by Lumpkin and Dess (2001), views the concept of adaptation or *fit* is part of the simplification method. Therefore, to identify the relationship between dependent and independent variables, the analysis is represented by Social Entrepreneurship Orientation (SEO) and Firm Performance (FP) which are both variables discussed further in Chapter 2.

Demand for green logistics is also related to public awareness of climate change and environmental protection. Green logistics already recognizes globally that people need to be responsible for their destructive behaviors toward the planet (Irwan Ibrahim et. al., 2018). This study is also concerned with a new trend in marketing strategy that appeared recently in a business environment called the halal concept which regards Islamic dietary standards. It is important to understand the relevance between the halal requirement and customer willingness to pay for products and services (Verbeke, Rutsaert, Bonne & Vermeir, 2013) are not only restricted to product ingredients and process along the supply chain (Halal Malaysia Directory., 2018) but also cover all aspect of life (Dayang, 2018). Halal supply chain process includes social justice, animal welfare, a sustainable environment, and overall safety; not only on issues of food and drink (Razak et.al, 2015). The concept is also widely accepted by non-Muslim society globally since it`s also indicated as a healthy lifestyle (Aziz et.al 2012) as hygiene, cleanliness, andtrustworthiness (Fathi et.al, 2016) especially here in Malaysia (Quantaniah, Noreina & Syakinah, 2013; Rezai et al., 2012). This concept can be understood with six aspects of halal integrity risks, listed as raw material, production, services, food security, logistics, and outsourcing practice (Ali et.al, 2016).

Customer's seriousness over halal logistics integrity on products and services they consume was proved through previous studies (Rajabzadeh et al, 2011) such as people willing to pay for high value for halal logistics (Dayang, 2018), willing to pay even if they may not have delighted with the cost of Halal logistics service and customer`s concern on non-contamination assurances along the logistics process (Pahim et.al, 2012, Fathi et al., 2016). In this case, the firm should optimize the opportunities in strengthening its business strategy by pioneering halal logistics; or at least be willing to negotiate its supply chain with a partner specializing in the provision of these service facilities. Furthermore, the study provides empirical research to examine the impact of halal-logistics value creation on food and beverage firm performance in Malaysia.

Thus, more explanation about halal value creation (consists of profit (economy), product/service (quality), people (society), and planet (environment)) related to green logistics construct (consist of packaging, warehouse, transportation, and management system) will represent by the Halal-Logistics Values Creation (HLVC).

1.3 Problem Statement

As Malaysia deals with the prospect of the Covid-19 pandemic, which is also harming worldwide trade, the pressure for businesses to perform has increased. As a result, several industries were forced to shut down, the unemployment rate skyrocketed, and consumer prices rose. This has an indirect negative impact on Malaysia's economic and social demand, particularly in the urban areas. The impact of previous expansionary fiscal policies was reduced in a UN assessment, Malaysia's GDP growth declined somewhere from 4.5 percent in 2019 to 4.3 percent in 2020. While consumer spending will continue to support GDP growth, the sentiment is poor, and wage growth is moderate. Theworsening status of the Malaysian economy created a huge negative risk to its developmentprospects since Malaysia's extensive integration into the global and regional value chain led to additional deterioration in the external environment (United Nations, 2020). However, the country's economic and industrial activity increased in the fourth quarter of 2021.

According to the report by Malaysia's Department of Statistics in 2021, the overall performance of Malaysia's industrial company in the fourth quarter of 2021 reported a confidence indicator of -0.3 percent, down from -21.3 percent in the previous quarter. This is according to various recovery plans introduced by the government such as the economic stimulus package, etc. Following the Covid-19 pandemic, which has impeded the growth of many industries since March 2020, economic restrictions were eased in mid-October 2021, which boosted domestic player's confidence to keep going to support the local market and demand. In the fourth quarter of 2021, the Agriculture Industry sector and Wholesale & Retail Trade sectors both climbed to +3.3 percent from -39.4 percent. Despite being on a downward trend, the Services and Construction industry anticipates increased company performance.

The Services sector's confidence indicator was lower at -1.3 percent, compared to -22.8 percent in the previous quarter. Meanwhile, the Construction sector's negative confidence indicator was lower this quarter, at -40.4 percent, compared to -45.0 percent in the previous quarter. In the fourth quarter of 2021, the employment trend showed a total net balance of +5.1 percent, up from -6.5 percent the previous quarter. The net balance was driven by 15.9 percent of businesses wanting to employ more workers, while 10.9 percent of businesses expect to lay off staff (Jabatan Perangkaan Malaysia, 2021). Even if various strategies are implemented, in the short period between two to four years ahead, businesses will still struggle to recover from the pandemic. This situation even worsens with new variance frequently explored by medical experts. Therefore sustainability performance can be described as the best key to recovery either economically or socially (Johari, J., Muthusamy, 2018), from the impact of the pandemic.

Following this realization, a paradigm shifts among industry actors to contribute to social and economic sustainability must be fueled by changes in business strategy. Social entrepreneurship has become a global phenomenon, and in line with the country's recovery from a sluggish economic gap, the implementation of this concept to the community is in need of assistance to meet the social needs of the community, especially the disadvantaged (Muin, 2015). Social enterprise is a type of strategy that uses entrepreneurial processes to accomplish social, environmental, and human-rights goals. They help people generate supplemental income, create non-profit sector jobs, and foster workforce development, frequently through increasing linkages between entrepreneurs and the formal economy and developing social capital (Liang et al., 2015). In Malaysia, social entrepreneurship is in its identification development stage and the real landscape itself is blurred, with many players still concealed from visibility and coverage. As such, the development of this sector will require the study to be flexible and sensitive to its evolving needs and mainly to the needs of the social entrepreneurs themselves (Ali et al., 2019). This is because social entrepreneurship performance viability not only benefits the shareholders but also the chain of stakeholders including those affected by the economic downturn. To date, lack of research or data on social entrepreneurship performance (except for a general report on social enterprise performance by Micklethwait and Wooldridge in 2019) in Malaysia is explored for academic use and scholarly reference. The data provide by Micklethwait and Wooldridge (2019) appear as an important guideline and micro-information that benefits authority if it properly manages and conducts. UNESCAP-British Council-Yayasan Hasanah estimated increasing in social enterprise start-up, however, data shows the contradiction started mid-year 2016 (Micklethwait & Wooldridge, 2019).

Micklethwait and Wooldridge (2019) reported in 37 percent of respondents in the study agree social enterprises make a profit, while 32 percent confirm they achieve break even. In terms of growth strategies, 68 percent preferred to develop and launch new products and services, 66 percent prefer to attract new customers and clients, 38 percent assured to expand into new geographic areas and 38 percent sees social enterprise attract investment to expand. The report also stated common challenges faced by firms includes cash flows (55 percent), lack of awareness of social enterprise in Malaysia (36 percent), recruiting staff or volunteers (33 percent), obtaining other forms of financing (31 percent), obtaining grants (27 percent), availability of suitable premises or workspaces (22 percent), lack access to business support and advice (21 percent), government regulations and administrative burdens (19 percent) and shortage of business skills (17 percent) (Micklethwait & Wooldridge, 2019). The social enterprise trend also shows increasing since 1998 but dramatically flopping starting in the year 2018. The previous study also agrees that social entrepreneurship as an emerging area for an academic inquiry has not been adequately explored, and the need for contributions to theory and practice is pressing (Ali et al., 2016).

Even though the report mentioned above was conducted to represent social enterprise in Malaysia, the respondents involve were solely start-up businesses with attention to providing social activities and services to the community, and no study has yet taken place to focus on existing conventional businesses (specifically in food and beverage industry) with profit-oriented but willing to contribute to a social cause. Kraus (2017) for instance, developed Social Entrepreneurship Orientation (SEO) measurement scales to study social enterprise tendency over the variables, as do Dwivedi and Weerawardena (2018) which also focus on social purpose organization. In the latest research, Halberstadt et al., (2020) perform the SEO on start-ups and established social purpose firms, Pinheiro et al., (2020) on social enterprise and hybrid organizations, whereas Zafar et al., (2021) used SEO as a measurement scale to examine mixed enterprises in China. The approximate research to this study was conducted by Gali et al, (2020) to examine the SEO scale on small multi-industry Austrian firms and found that the scale enhances the firm financial performance, but to what extent does the SEO impact Malaysia enterprise's performance, especially the conventional sector is still debated (Jane & Boon, 2022). Furthermore, a study on food-based social entrepreneurship in Malaysia also is affected by Sharia compliance to ensure the firm’s performance is based on Malaysia's demographic and reality. With consist of 60 percent Muslim population, the Islamic legal maxim on the overall production of products or services should not be aside. This principle comprises

Maqasid Sharia's five basic elements such as safeguarding faith, life, intellect, lineage, and wealth (Muin, 2015). Therefore, firms/businesses need to be aware of halal issues and not only recognize them as halal certified but also implement halal in the whole production process including in the supply chain and logistics.

The important of preserving the integrity of halalness in daily life was stated clearly in Quran: verse 168 Surah Al Baqarah which remind human to consume good but with lawful for the sake of themselves. The need to implement halal value creation into logistics and supply chains has been recognized recently (Ruangsriroj & Suvittawat, 2021). Yet, there is a lack of efforts to leverage resources and capabilities in contributing to the halal value creation for competitive advantage and subsequently firm performance (Amir A.S et.al., 2019). In linewith the matter mentioned above, effective studies need to be carried out to obtain strong findings based on theoretical consistency. Previous researchers disputed the distinction between fact and value in corporate social performance when the argudment of fit factor between the firm strategies and structure is still debated (Husted, B. W. 2000). Based on this matter, the study intent to explore the Halal-Logistics Values Creation (HLVC); a studyproposal concept in halal value-based in logistics operation which limited to activities in packaging, warehousing, transportation and management systems.

Halal is a global symbol of quality control and a trending lifestyle in industry and trade (Lada et al., 2010), it is still a growing market, and Malaysia is among the pioneer even though not many service providers or business firms applying the correct method (Ab

Talib, M. S et al., 2013). *Halal* is not only a matter of food products but also activities related to purchase and consumption with regards to the entire supply chain from the origin to the final consumption; from farm to fork, including transportation, material handling procurement, warehousing, and so on with the intention is to enjoy a wholesome product or service as customer desire (Ab Talib. M. S. et al., 2013). Generally, *halal* sentiment related to a product with good condition, cleanliness guarantee, quality nutrition, high safety of non-contamination between *halal* and non-*halal* products or materials for consumption purposes (Jaafar et al., 2011), and also management and network system withthe objective to extend the *halal* integrity (Zulfakar et al., 2012; Tieman et al., 2012; Tieman, 2013; Sazali, & Ligte, J. S. 2019).

Retaliate from the supply-chain and integrity issues, *halal* logistics was defined by Tieman (2013) as the procurement management process, transportation, and storage, including the material or livestock parts, semi or finished inventories of food and non-food handling, the flow of organization's documentation and information and supply chain; complies to Sharia' requirement (Ab Talib, M. S. et al., 2013). Even though it is similar to conventional logistics activities, it also included the planning, implementation, and control of the distribution and storage of certified *halal* products from source to point of consumption (Che Man et al.,2007; Zulfakar et al., 2012). Only then, it would strongly assure the *halal*-logistics value creation is proven genuine in accordance with Sharia` compliance. The most important issues to be addressed are, even if the practice of *halal* logistics can be rest assured of activities handled according to Sharia' requirements, but after it is passed to a different party (for example the outsource); especially if that party is not practicing *halal* approach, it will surely affect the *halal* integrity. Integrity matters not only to the affected product/service brand but also to the firm performance. On the other hand, if this action is taken accordingly as expected, more other angles need to be examined in order to improve the firm`s performance.

The national chaos on meat cartels whose halal status is in doubt has sparked public and stakeholder debate about the implications of the issue on the halal product supply chain (Ariffin et, al. 2021). To avoid cross-contamination, the halal logistics industry is being asked to develop specialized facilities such as storage, transportation, and handling establishments that are limited to halal items. This necessitates suppliers' willingness to dedicate allocation and skilled labor in the handling of halal products, particularly raw materials such as imported beef, which are more susceptible to cross-contamination during storage and transportation. Only five logistics companies hold JAKIM halal certification, according to Halal Development Corporation (HDC) directory sources logistics in 2013 (Tarmizi et al., 2014) and the numbers keep counting (Sham et al., 2017). This shows that there is a lack of understanding among logistics service providers about the safety of halal product management, and it is the responsibility of food manufacturing companies to determine and ensure the integrity of their products not only through product preparation but also through the supply chain and logistics.

The halal market attracts consumers worldwide, reflected by its wide dimension. The definition of halal itself can be used as a measurement scale for the quality of the products, production, and services (Nordin et al., 2015). Therefore, Aziz and Chok (2013) stated that Muslim, as well as non -Muslim consumers, have accepted certified halal products and services as they source of quality, cleanliness, safety, sustainability, and environmentally friendly (Marzuki, Hall, & Ballantine, 2012; Gayatri & Chew, 2013). Halal status is an important symbol of the highest beliefs and values for Muslims around the world, which number almost 2 billion. While for the non -Muslim consumers, they are attracted to use it because their religious factors also emphasize hygiene and do not allow food that is harmful to health (Nordin et al., 2015). According to Pew Research (2015), the Muslim population roughly totaled 1.3 billion in 2000 and has increased to 2 billion in 2016 and will reach 2.6 billion by 2050. The implication is that growth has resulted in increased demand for products and services from Muslim consumers around the world. (Adams, 2011). Yet, the current production quantities of halal products it is still unable to meet the existing demand (Bonne & Verbeke, 2008; Lever & Miele, 2012). The global market shows halal and wholesomeness specifically in logistics services are important based on the halal industry forecast which will create a demand of $11.2 trillion by 2028 (Adroit Market Research, 2021). Therefore, the potential to produce halal food and beverages is huge, especially for the Small and Medium Industry (SMI) sector (Nordin, et al 2015).

Halal-based companies play an important role in addressing Muslim consumer needs and driving economic growth and activity. This creates a new evolution sector in the global economy and the challenges in the industry are a gap and opportunities to tap by the industry players. The halal industry has emerged as a strong presence in developed countries such as Thailand, Indonesia, Brunei, and other Asian countries as these countries aim to be the global Halal players, Therefore, small entrepreneurs should take advantage of business opportunities to reap the benefits of increasing profits for halal industry (Shahar et al., 2019). Previous research shows the challenges for a manufacturer in their role to meet Halal requirement since government actively monitor and supervise businesses, especially in the food industry. The manufacturer should not only focus on Halal certification but also on quality assurance and wholesomeness of the goods and services that could increase the demand for such product brands (Shahar et al., 2019). The main idea is to ensure that manufactured products do not contain any haram ingredients and are free from contamination during their preparation, production, and storage (Talib et al, 2013). This is because the raw materials for food processing are imported by up to 70 percent and the supply of raw materials becomes an issue in Malaysia (Sazelin Arif, 2008).

Halal has developed with vast interpretation in business activity which is not only concerned with ingredients but also the supply chain that produces values for stakeholders. Halal is not only about foods and drinks, but also includes trade, entertainment, education, and logistics (Alserhan, 2010). This can be proven by the change of attitude, as in the past, the halal logo is a sign of satisfaction for the consumers, but today they are interested in how the products are transported and worried about contamination with non-halal foods (El-Gohary & Eid, 2014). El-Gohary and Eid (2014) stated that halal-certified logistics companies have a competitive advantage since consumers are becoming more aware of this issue. Furthermore, the basic principle of halal logistics is the prevention of halal and non-halal products in transportation, storage, and during all other operations to be combined with attention to preventing contamination; all logistics activities should be halal. El-Gohary and Eid (2014) stressed, there are many topics that should be studied including the evaluation of the logistics sector for halal foods, and the consumer's level of knowledge and attitudes toward halal logistics.

The contamination during storage prior to retailing and transportation could easily lead halal products to lose their halal status; the halal practices continue along the supply line and did not stop once manufactured (Pahim et al., 2012; Zailani et al., 2015).Therefore, between the point of production (which is certified halal) and the point of the product being sold to the consumer, the integrity of halal products at the point of consumption given that halal logistics bridges the gap (Tieman, 2011). Consumers, being the final layer of product users, became enraged and apprehensive after the meat cartel syndicate was exposed in the media in 2021. When it comes to features of the halal statusof meat products, this is the major focus. The mass of Malaysia's population is Muslim, thus clarifying the halal status of meat products that have been consumed thus far is obviously a significant concern to them. Furthermore, continuous exposure has tarnished Malaysia's reputation as the world's halal hub, both locally and globally. As a result of theintegrity issues, locally-made products for domestic and international consumption are alsoin a dispute concerning their halal status. On this premise, food and beverage manufacturers' willingness to adopt a more comprehensive halal supply chain and logisticsprocedure requires immediate attention. This involves utilizing blockchain technology to integrate data and information from producers, suppliers, and retailers, as a result, provide end consumers with the manufacturer's halal commitment (Mohd Farhan Md Ariffin, 2020).

Malaysia plays a vital role to maintain halal status by integrating logistics as an element during the distribution to ensure the halal integrity is intact along the halal chain (Willison & Buisman-Pijlman, 2016); with the fact that halal logistics services obviously provide a market potential (Soltanian et al.,2016), even Malaysia have limited number third-party logistics service providers (LSPs), especially with halal certified (Jaafar et al., 2011; Talib et al., 2013). Teiman (2011) categorized three phases of halal development which are; (1) the halal supply chain is purely based on trust where the product and service are sellers responsible to ensure halalness, (2) the basis for trust is the halal certification (mark) have been verified by relevant agencies and provides assurance of the halalness of the product, source, and facility, and (3) audited and certified by an Islamic authority such as JAKIM, an agency recognized all over the world (Latif et al., 2014).

Malaysia for instance promotes the adoption of Halal Assurance Management Systems (HAMS) 2020 as a guideline to firms when developing, implementing, and improving the effectiveness of controlling halal purity and fulfilling halal standards, regulations, and requirements in halal certification (Puspaningtyas & Sucipto, 2021). Halal assurance is to address the logistics key stages and supply chain, ensuring that non-halal elements discriminate from halal products along the supply chain activities (Lodhi, 2009). This includes, the company's commitment to using halal materials for tertiary packaging and the materials or substances must not harmful to one's health or considered najis by Islamic laws (Soong, 2007). Sharia'-compliant in procurement, material handling, warehousing, and transportation is the core logistics activities to prevent contamination during distribution (Willison & Buisman-Pijlman, 2016). Therefore, previous empirical study on adopting a halal warehouse as an enabler, Ngah et al. (2014) founds that top management support, complexity, and awareness as the determinants factor and future market growth prospects for halal service also consider as additional competitiveservice, which adoption of halal logistics been recognized as an early motivator. Also admitted that empirical generalization may be achieved by supplementing them with a wider questionnaire survey and increasing the number of focus groups since the previous research methodology applied by the researcher and sample is relatively small (Willison &Buisman-Pijlman, 2016).

Researchers like Tieman, Van der Vorst, and Ghazali (2012) urge entrepreneurs especially Muslim entrepreneurs to be aggressively motivated in addition to the need for knowledge in halal concepts of product manufacturing. This includes the flow in and out of the supply sector such as logistics and transportation. Muslim entrepreneurs venture over sectors such as food and beverage production, as well as the supply chain is very limited. The high demand for halal-value creation on the logistics chain from various stakeholders as a whole (including the non -Muslim consumers), brings the best opportunity for the field to be ventured by industry players (Nordin et al., 2015). According to Armenakis et al. (1993) and Rollans et al. (2000), readiness is a core component to reflect the desire to change; not by the management commitment alone but also by stakeholder's demand (Nordin et al., 2015). The confidence among Muslim consumers to choose and purchase halal products especially because the products have undergone halal processing. Thus, the main issues that can be seen today related to halal logistics, where entrepreneurs still do not clearly understand the concept regards of halal logistics. Additional costs affected by implementing halal logistics; such as compartmentalizing warehouses, segregating food by nature, and other related compliances create questions mark on the financial constraint faced by the firm. This includes firm social responsibility toward environmental sustainability; finding the best approach or outsourcing services that comply with green logistics. Due to this fact, firms are reluctant to implement halal logistics services, whereas food and beverage segmentation is the most affected industry (Jaafar, 2011).

Halal and green concepts exist in numerous fields of study and both of these concepts are applied separately. It is important to integrate and create a management model that is holistic and comprehensive by incorporating both physical and spiritual values (Hanapi & Khairuldin, 2017). Apparently, through Halal Assurances Management System (HAS), the government already initiate a revision and strengthen the MS ISO 2400:2019 particularly on warehousing, transportation, retailing also packaging to not just for a standard for logistics players alone, but also other industries with intention to poses halal certification and producing halal and *toyyib* products and services. Although the *halal* logistics segment shows increasing in market preferable, the studies were still limited especially in academic research (Lodhi, 2009; Zulfakar et al. 2012; Tieman, 2013, Chin et al., 2017) as performed by Jaafar et al. (2011), Omar and Jaafar (2011), Tieman (2011), Tieman et al. (2012), Talib and Johan (2012), Kamaruddin et al. (2012), and Tieman, (2013). This includes literature on *halal* warehousing (Ngah et al., 2014), *halal* packaging (Talib and Johan, 2012), *halal* logistics including *halal* food logistics and supply chain (Tieman, 2011; Tieman et al., 2012; Tieman and Van Nistelrooy, 2014; Talib et al., 2015b), *halal* procurement (Tieman and Ghazali, 2013), willingness to pay for *halal* logistics

(Kamaruddin et al., 2012; Tieman et al., 2013), readiness to adopt *halal* logistics (Tarmizi et al., 2014), as well as an environmental outlook on *halal* logistics (Talib et al., 2014; Talib & Hamid, 2014).

The latest record analysis on *halal*-logistics research of documents gathered from Elsevier`s Scopus database showed that the term *halal*-logistics was first detected starts 2011, but only after 2013 did the concept begin to attract researchers' attention, and the number of publications begins to increase year to year, consistently until 2019 with a total of 66 articles (www.elsevierscopus.com). However, almost all research of previous studies were logistics players (as respondents), while other segmentation of business performance related to halal logistics activities and its value creation in logistics in other industries are not yet utilized even conceptual ideas starting to take place. Therefore, research on non-logistics players/industries, especially among food and beverage producer and manufacturer, need to be conducted to provide more in-depth information and data which also helps the industry champion halal production not only on the local ground but also on the international stage. Based on the above discussion, as proposed by Smith and Woodworth (2012), the study intends to analyze the relationship between Social Entrepreneurship Orientation (SEO) and Halal Logistics Value Creation (HLVC) on Firm Performance (FP) to explore the degree of social and halal value-based efficacy within food and beverage Micro, Small and Medium Enterprises (MSME) in Malaysia. Thus, the research questions and the research objectives are as follows;

1.4 Research Question

From the above problem statement, the following research questions are formed as a focus;

RQ1: Does Social Entrepreneurship Orientation (SEO) significantly related to a firm`s performance in Malaysia?

RQ2: Does *Halal*-Logistics Values Creation (HLVC) is significantly related to a firm`s performance in Malaysia?

RQ3: Does Social Entrepreneurship Orientation (SEO) significantly related to a firm`s performance in Malaysia if moderated by *Halal*-Logistics Values Creation (HLVC)?

RQ 4: How to propose a conceptual framework of Social Entrepreneurship Orientation (SEO) and Halal Logistics Values Creation on Firm Performance?

1.5 Research Objective

Based on the research questions, research objectives formed the foundations as follows:

RO1: To determine the relationship between Social Entrepreneurship Orientation (SEO) on firm performance;

RO2: To examine the relationship of Halal-Logistics Values Creation (HLVC) on firm performance;

RO3: To investigate the relationship between Social Entrepreneurship Orientation(SEO) on a firm’s performance, moderated by Halal-Logistics Values Creation (HLVC).

RO4: To develop a conceptual framework of Social Entrepreneurship Orientation (SEO) and Halal Logistics Values Creation (HLVC) on Firm Performance.

1.6 Research Significant

The research is significant to understand the relationship between social-entrepreneurial orientation and *Halal*-Logistics Values Creation (HLVC) on food and beverage firm performance. The foundation of the research is based on the Contingency Theory as explained in the previous subchapter. The study draws from the contingency perspective, which already contributes to several major research. It provides an explanation of the inconsistency found in the previous study. Secondly, the study is to understand the significance of both variable relationships. This study also intends to extend the *Halal*-Logistics Values Creation (HLVC) as a moderator variable since this prediction variable was introduced to check on the inconsistent relationships or the strength between independent and dependent variables in a study (Frazier et al., 2004; Baron Kenny, 1986). To indicate resource value in Halal-Logistics Values Creation as a determinant of a firm`s performance (Mweru & Mweru, 2015), the study will examine the immediate factor which also affects intermediary variables in economy/financial performance.

Therefore, to evaluate economic performance, quantitative techniques are potentially important tools in logistics research and recognize as valuable ways in data development analysis and total factor productivity (Ahmad, S. 2011). The contingency theory would be a sufficient tool to explain the *fit* between logistics strategy and the organization's nature (including environment, product line, production technology, and size) towards the firm's performance outcome variables (Chow et al., 1993). The contingency model was also implemented as an interdisciplinary that was developed within the disciplines of economics, ethics, law, management, marketing, supply chain management, and general business (Hunt, S.D., 2013). Although other theories are a fundamental step to test the effectiveness of a firm's resources value, this study is limited to the relationship between variables, so as a moderator factor.

As for the methodological contribution, this study will apply Statistical Package Social Sciences Edition 23 (SPSS Ed.23) since is often used to analyze quantitative data. Quantitative analysis will determine whether Social-Entrepreneurship Orientation and Halal-Logistics Values Creation are significant or not significant to the firm’s performance.

1.7 Research Scope

To obtain a clear overview of the variables in this study, then this section will explain in general the variables of social entrepreneurship orientation, halal logistics value creation, and firm performance as follows;

1.7.1 Social Entrepreneurship Orientation (SEO)

According to Lumpkin and Dess (1996), the definition of entrepreneurship orientation refers to related processes, practices, and decision-making activities that lead to new entry by firms. While specifically in SEO, the conceptualizing of the constructs comprises behavioral characteristics of effectual orientation, social mission orientation, sustainability orientation, proactive-ness, innovativeness, and risk management (Dwivedi & Weerawardena, 2018). This can provide a new perspective on existing markets of products and services in a business segment. Therefore, there are four measurable social entrepreneurial orientation dimensions namely;

i. Innovativeness

In this research, the concept of innovation is referred to as the tendency of social entrepreneurs to support and engage with new ideas or things, the willingness to do research and development (R&D), the willingness to use new and creative methods or processes to create new solutions, technologies and products or services (Lumpkin & Dess; 1996) that can create long-term financial sustainability in order to ensure continuity of the social missions.

ii. Proactive-ness

Based on this study, proactive refers to the ability of entrepreneurs to take initiatives by emphasizing business forecasts as well as seizing opportunities in new markets as well as seizing initiatives available in markets that have stronger potential in identified markets even those that are not symmetrical (Lumpkin & Dess; 2001) but strengthen the firm's ultimate goal of contributing to social priorities. This means, the willingness of the entrepreneurs involved to take advantage of the opportunities that exist ahead of competitors to emerge as leaders of business segments in the latest products or services, as well as enter the market with new products and achieve firm goals (Dess & Lumpkin; 2005) by applying values which is able to benefit the firm.

iii. Risk-Taking

Risks related to social entrepreneurship tend to be at least equal to or greater than in conventional entrepreneurs, as they often have to deal with risky decisions affecting economic returns, such as investing in the right staff, and strategic partners or selecting an innovative product/service solution or market segmentation that ultimately affects social and economic performance (Kraus et al., 2017). Thus, this study will include risk-taking as part of social entrepreneurship orientation variables to be tested to determine whether there is a positive effect on entrepreneurial performance or vice versa.

iv. Socialness

Socialness constructs include effectual orientation, social mission orientation, and sustainability orientation (Dwivedi & Weerawardena, 2018); a minimal existing scientific finding regards to argument on economic and social performance (Halberstadt et al., 2020). Kraus et al., (2017) indicate that the dimension focus on social value creation instead of financial outcomes. Therefore, in this study, socialness will represent the social mission values, entrepreneurial effectual, and sustainability in the economy viable to fulfill social objectives.

Thus, the study examines each dimension as a multidimensional construct as part of the Social Entrepreneurship Orientation (SEO) variable on food and beverage manufacturers in Malaysia since the nation is one of the leading Asian countries in food production and processing for import substitution and export (MIDA, 2020); later to some extent may affect the social mission and the halal integrity.

1.7.2 Halal-Logistics Values Creation (HLVC)

Halal-Logistics Values Creation (HLVC) is a combination between halal-value creation and green logistics. Based on Malaysia Standard MS 2300-2009: Value-Based Management Systems-Requirements from an Islamic Perspective, the ‘value’ term can be described as a numerical quantity measured or assigned or computed, while ‘values’ is a set of beliefs of a person or social group in which they have an emotional investment (either for or against something) (Malaysia Standard, 2009). The halal value creation concept was earlier introduced by previous researchers. Karia and Asaari (2016) explained that the basic parameters of halal values can be represented by profit, product and/or service, people (stakeholders), and environment (also refers as the planet) are consistent. The description of each parameter can be described as below;

a. Halal-value Creation

i. Profit

The tendency of maximizing the firm’s or the public interest by showing positive improvement in delivery (particularly with the concept of the right place at the right time with the right operations costs), firm capabilities (in upgrading, technology, equipment, and employee skills) for operations effectiveness and efficiency, resources, and customer loyalty;

ii. Product or service

The tendency to offer products with quality, hygiene, nutrients, safety, wholesome and purity, or/ and to conduct services with principles of dedication, discipline, timeliness, trust, and honesty;

iii. People

The tendency to enhance employees to perform jobs with sincere and responsible (commitment), well-trained and excellent (involvement), poses career advancement or job satisfaction and welfare to society;

iv. Planets

The tendency to promote safety, care about the environment, and a green environment. e.g. 3R (reuse, recycle and reduce,), green transportation or reverse logistics, comply with the law of safety and environment.

On the other hand, Rose et.al., (2018) in their study explained, green logistics activities also create value through packaging, transportation, technology, reverse logistics, and storage. Both elements can be described below;

b. Green Logistics

i. Packaging

The process or ways that can meet its functional requirements economically but able to avoid damage to human health or the environment and able support sustainable development through reusing and recycling.

ii. Warehouse/Storage

A reasonable facility such as a building, storage area, or warehouse in which a design and layout not only assist organizations to save operating costs but also safeguards goods but also helps and reduce environmental impact.

iii. Transportation

The utilization of transport modes and systematic transportation planning that efficient to reduces environmental impact increases the safety and proficiency flow of goods throughout the supply chain.

iv. Management System

The use of technology or innovation, system to enhance administration and management efficiency with the ultimate goal is to optimize aftermarket activity, saving operational costs, and retaining brand reputation.

Therefore, the study definition of value in Halal-Logistics Values Creation is consistent with provided Malaysia Standard which defines values as a set of emotional beliefs toward intangible benefits gained from the investment. Thus, based on a combination of *green* logistics categories (consisting of environmental sustainability in packaging, warehousing, transportation, and management system) and halal-value creation parameters as mentioned above; the Halal-Logistics Values Creation (HLVC) variable will be presented as Halal Packaging, Halal Transportation, Halal Warehousing and Halal Management System (include order processing, inventory, materials handling and traceability/reverse logistics) constructs either as unidimensional and multidimensional.

1.7.3 Firm Performance

This study uses a measure of actual financial performance consisting of the performance of sales returns/profit, property/asset returns, and assessed entrepreneurial capital/investment returns. The measurements performed are consistent with several previous studies as used by Dean (1993), Lumpkin and Dess (2001), and Kreiser et al. (2002). In addition, the firm performance also considers social performance as it is driven by a double bottom line which is a virtual blend between financial and social return. Even profitability is the goal of the firm, but to achieve the social mission, it is rather to reinvest than return to the shareholder (Boschee & McClurg, 2003). Therefore, this study focuses performance to examine the social return purposes such as operation costreduction, social mission growth, employment growth rate, and sustainability resources. The study also provides an overall performance indicator to reflect the firm's commitment.

1.8 Conclusion

The study is important since research on the area of social entrepreneurs especially in Malaysia's food and beverage industry, and also the study on halal-logistics value creation over a firm`s performance is not yet widely explored by researchers. Therefore, a new catalyst in the academic area is enhancing the capabilities of social enterprises to compete with conventional businesses which already established their resilientness and sustainability. The aim of the study is to enrich the findings and provide relevant suggestions for future assistance. Hopefully, those respected institutions will be able to access the finding and plan further action for the sake of our social entrepreneurs/enterprises in Malaysia. The structure of the thesis is followed by Chapter Two: Literature Review which discusses underpinning theory, market dimension, previous research approach, variables and constructs literature, hypotheses development, and research's conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher discussed in-depth theories and reviews from previous researchers and scholars on firm performance, entrepreneurship, social entrepreneurship, halal logistics, and green logistics. The researcher also discussed the relationship of the underpinning theory with firm performance on entrepreneurship and the factors that influence firm performance, especially among social entrepreneurs, and its measurement approach. Following a comprehensive overview of the topic of social entrepreneurship, the social entrepreneurship orientation includes the related constructs. Later then, the concept of halal value creation consists of people, product (and service), profit, and planet (environment) to explain the early understanding of logistics capability to enhance firm performance. Subsequent discussions on logistics concentrate on the green logistics segmentation that focuses on the sustainability of packaging, warehouses, transportation, management systems, and reverse-logistic which also reflect sharia compliance. The discussion derived from the formation of a hypothetical statement by each variable and conceptual framework.

2.2 Underpinning Theory

2.2.1. Contingency Theory

Fiedler (1967) introduced Contingency Theory, a behavioral theory that stated, there is no easy way to manage a firm (Gardner et.al, 2000) because firms that are effective in some situations may not succeed in other situations. Performance can be improved by proper matching (Naman & Selvin, 1993) but depends on internal and external factors (Lumpkin & Dess, 1996; Rauch et.al 2009) which encompasses industry conditions, strategies, environments, and organizations (Lawrence & Lorch 1967, Donaldson 1996, Zeithaml et.al 2001). Therefore, the effectiveness or performance of a firm depends on the extent to which these factors can be managed by the firm (Ahmad, S. 2011). In the case of this study, the contingency factors are the Social Entrepreneurship Orientation and Halal-Logistics Values Creation.

Previous studies such as Lumpkin and Dess (1996), Zahra and Covin (1995), Davis (2007), and Kreiser (2004) have implemented Contingency Theory approaches as the basic theory in studies on the relationship between entrepreneurial orientation variables and firm performance, also the influence of moderation variables on the relationship. Other scholars, Rosenberg (1968) support this method and propose an introduction to the third variable (moderating variable) when analyzing the relationship between two variables by suggesting that the true relationship between the two variables must be clearer and more accurate (Rauch et.al 2009). Lumpkin and Dess (2001) have previously proposed the use of a contingency framework in examining entrepreneurial orientation and performance that comprises entrepreneurial orientation variables that are innovative, proactive, and risk-taking by firm performance (Covin & Slevin, 1991; Zahra & Colvin, 1995). Ahmad, S. (2011) claimed that Contingency Theory can describe a firm's performance or effectiveness, depending on how a firm successfully manages its contingency factors; whereas the research includes entrepreneurship orientation, leadership style, and the external environment.

There is no denying, however, that previous studies related to SME companies that use entrepreneurial orientation factors with different outcomes are also available (Amran Awang, 2006) as well as empirical studies have not been thoroughly checked on the relationship or interaction of entrepreneurial orientation with market performance based on Contingency Theory (Rauch et al., 2009). Results from researchers such as Kreisier (2004), Coulthard (2007), and Rauch et. al (2009) agreed with Amran Awang (2006) that the study results are mixed, and conclude that the variables of entrepreneurial orientation are independent, unique, and interdependent. Hence, to look more holistically at the effect of entrepreneurial orientation on business results, Amran Awang (2006) proposed an empirical study to be conducted involving all categories of SMEs in Malaysia regardless of the demography factor. In order to obtain a clear picture of the categories of SMEs involved, this study is relevant because the overall SME including the micro-entrepreneur/enterprise also calculated and it is seen as a contributor to per capita income growth and even a driver for social structure and society in general (Hisrich & Peter; 2002). Therefore, the standard approach of firm performance to measure business nature and specific variable characteristics need to introduce to represent the finding of the study.

2.3 Firm's Dimension in Malaysia

The SME Annual Report 2019/2020 through the National Entrepreneur and SME Development Council (MPUPK) explains that Small and Medium Enterprises (SMEs) that do export is considered SMEs that tend to experience faster growth than SMEs that do not export since the marketplace is even wider. SMEs that export are better prepared to increase their productivity and innovation activities, yet SMEs that want to penetrate global markets often face cross-border issues (SME Corps., 2021). This SME report clearly shows that major economic activities expanded moderately, while Gross Domestic Product (GDP) increased from 38.3 percent in 2018 to 38.9 percent in 2019, an expansion of 17.9 percent for total exports and total employment in various sectors involving 48.4 percent or 7.3 million in the year ended 2019. This total employment is the lowest among ASEAN countries due to dependence on foreign labor and the unwillingness of citizens to engage in three critical categories of employment known as dirty, dangerous, and difficult or 3D sector. The stigma over the 3D sector associated with less glamorous, low wages, inhumane working environments, rough, and demand a physical strength (Ahmad, et al., 2018). The food, beverages and tobacco, and other manufacturing sub-sectors recorded a more modest growth rate for 2019, at 3.2 percent and 5.3 percent, respectively (SME Corps., 2021)

The SME Prospects Report Year 2020 by SME Corps., explains that, although economic indicators in 2020 give a positive sign of economic health, the ongoing uncertainties and challenges in the domestic and global environment should be addressed as a result of the severe impact of the COVID-19 pandemic. This impact raises awareness of the importance of having a sustainable business model for the long term. adapting businesses to new norms, and re-evaluating more flexible, responsive, and innovative business models. This is to maintain competitiveness, improve business dependence and in turn be a success factor in an ever-changing landscape. Based on the expected recovery in 2021 outlined by the Ministry of Finance, Bank Negara Malaysia, business associations, and research agencies, SME business is projected to recover and grow significantly in 2021 (SME Corps., 2021).

Each country has a definition for micro, small and medium enterprises based on the number of employees, assets, sales, capital, investment, and type of industry (Kushnir, 2010) and the physical nature of the micro sector defined by annual profit return and a number of employees not exceeding five people, is often also defined as "lifestyle entrepreneur" (Ateljecvic & Doorne, 2000). Nevertheless, due to the physical nature of this sector as well, Gilmore et. al (2004) pointed out that characteristics such as the tendency to avoid risk and limited financial capacity (Gilmore, 2011) are also highly dependent on strong relationships with customers (Frazier & Niehm, 2004) resulting in the sector not having the capacity to enough to grow to a higher level. The characteristics of sub-category SMEs are determined through annual sales from RM300,000 to less than RM15 million or the number of full-time employees from 5 to less than 75. While the medium category is determined through annual sales from RM15 million to not more than RM50 million or the number of full-time employees from 75 people to not more than 200 people (SME Corps., 2021).

There have been many studies related to community involvement in the business as well as their ability to achieve progress in the entrepreneurial sector, especially the SME sector. The transformation process influenced by various factors shows significant business field changes and job shifts such as the study pioneered by Nor Aishah and Yufiza (2006) which identified motivational factors as motivating individuals to choose to become entrepreneurs. Among other studies are the family background of entrepreneurs (Norashidah et.al, 2009), the business culture of Chinese entrepreneurs in Malaysia (Whah, C.Y, 2001), knowledge and attitudes of entrepreneurs (Zuraini, 2000) manufacturing strategies on firm performance (Zaim Shah, 2009), supply chain problems (Norhafizah Abdul Razak, 2009) and analysis related to demographics, psychology as well as behavioral characteristics of entrepreneurs (Bruce R.B & Ireland R.D, 2010).

2.4 Firm Performance Approach

Firm performance is highly emphasized by stakeholders in a firm including owners, investors, suppliers, and employees (Madrid-Guijarro et.al 2007) as the firm's main goal is to enhance performance enabling resource extraction, job and wealth creation, avoiding financial misery (Brigham & Houston, 2004) and stay competitive in the industry through strategies that guarantee the firm's direction in future (Najmi et.al 2005). These include identifying success, the ability to meet customer needs and preferences, understanding organizational processes, understanding problems and actions that need to be corrected (Robbins & Coulter, 2007), and also understanding relevant decisions based on whether or not performance improvement is achieved (Parker, 2000). Although there are many studies conducted on small and medium enterprises that prove the factors that influence firm performance (Pasanen, 2003; Mohd Khairuddin 2002), there are still few studies that use contingency factors as the basic theory for examining or proving firm performance, on entrepreneurs (Covin & Slevin, 1991; Zahra & Colvin, 1995; Lumpkin & Dess, 2001) especially in Malaysia (Amran Awang, 2006; Shuhymee Ahmad, 2011). This is in line with Joseph's (2002) disagreement on a measurement method for firm performancebecause performance should be measured from multiple angles and multidimensional constructs (Rauch et al. 2009; Lumpkin & Dess, 1996).

Rauch et al. (2009) described two approaches to measuring firm performance through objective financial measurement based on absolute performance measurement or subjective financial measurement that involves performance measurement through self-report (Shuhymee Ahmad, 2011). Objective measurement is based on accounting data such as return on assets (ROA), return on investment (ROI), and return on sales (ROS) (Daily et.al, 2002) and among the most recent are economic value added (EVA), market value-added (MVA) and balanced scorecard (Robbins & Coulter, 2007). However, this measurement method is not an option for SME firms because it is too complex for managers to use and understand (Ittner & Larcker, 1998), the firm size is small and medium, unaudited, and unreliable financial statements (Sapienza et al. 1988). After all, it is based on private and indirectly, they have no legal responsibility to disclose financial information (Ahmad, 2011) and refuse to disclose it (Tse et.al 2004). Therefore, in order to enable obtain feedback on the performance of these SME firms, past researchers used subjective or self-report financial measures and their results were proven to be reliable

(Dess et.al 1997, Schulze et.al 2001). Pearce et.al (1987) and Wilkund (1999) support self-report performance measurement as it can fully explain the actual performance of a given firm. In light of these suggestions, this study will apply the findings of previous researchers to use this subjective measurement method.

2.4.1. Entrepreneurial Orientation (EO) Dimension on Firm Performance

In general, recent researchers agreed that SME entrepreneurs' firm performance is influenced by internal factors including personal, sociological, and demographic characteristics (Mohd. Khairuddin, 2002; Dollinger, 2003), and external factors consisting of customers, competitors, suppliers, governments, non-governmental organizations, lenders, trade unions and societies (Mohd. Khairuddin 2002, Kuratko & Hodgetts, 2007). Demographic and sociological factors (internal factors) and external factors are the focus of this study as more unique logistic roles such as halal value creation elements and green logistics will be tested on food and beverage social-incline firms to see their impact on the performance of the firms studied. Pearce and Robinson (2002), Mohd Khairuddin (2002), Dolingger (2003), and Ahmad, S. (2011) agree that firm-level entrepreneurial orientation factors including internal and external factors influence firm performance and this is a priority in the entrepreneurship literature (Wiklund & Shepherd, 2005; Kreiser & Davis, 2010). Efforts to establish an entrepreneurial orientation as a measure of performance have attracted many researchers to study the relationship between these two variables. However, empirical studies have shown a wide range of results (Davis, 2007; Rauch et.al 2009) because entrepreneurial orientation constructs can be tested as a whole (unidimensional) or individually (multidimensional) with performance (Davis, 2007).

In contrast, Covin and Slevin (1994), Zahra and Colvin (1995), Zahra and Garvis (2000) with Jogaratnam and Tse (2006) show that the entrepreneurial orientation unidimensional constructs on firm performance is significantly positive, whereas Kaya and Seyrek (2005), Muhanna (2006) and Madsen (2007) showed insignificant results. While, Matsuno et.al (2002), and Sadler-Smith, Hampson, Chaston, and Badger (2003) showed that the relationship was significantly negative. As a result, Davis (2007) concludes that entrepreneurial orientation dimensions are independent, unique, and interdependent, and the findings of this hypothesis support interpretations by scholars such as Yang (2006), Amran Awang (2006), Ahmad, S. (2011), and those scholars agreed that these variables may have different impacts on the overall entrepreneurial orientation measurement. As evidence, studies using factor analysis have shown that entrepreneurial orientation variables are unique, independent, and distinct from one another (Amran Awang, 2006; Shuhymee Ahmad, 2011).

2.4.2. Social Entrepreneurship Performance (SEP)

2.4.2.1. Social Entrepreneurship Dimension

Previous scholars and related institutions (such as Malaysia Global Innovation and Creative Centre – MaGIC) have clarified the concept of social entrepreneurship from different perspectives and circumstances, depending on the context of the atmosphere and the practice of economic organization in a region's society. A “Social Entrepreneurship” (SE) explained as an enterprise whose primary intention is to benefit the social cause, in which the purpose of maximizing profit is not only for the benefit of owners or shareholders but primarily invested for social purposes (DTI Social Enterprise Unit, 2003). A social enterprise sees as an organization the goal is to solve social problems using an entrepreneurial approach. Katre & Salipante (2012) explained that social enterprise is gradually forced to participate in the market economy, and share the characteristics of earned income projects launched by traditional non-profits because both are motivated by the dual objectives of social gain and trade revenues. David (2010) stated that social entrepreneurship is the work of social entrepreneurs who have innovative solutions to the social problems faced by society.

Social entrepreneurship means providing opportunities for all communities to enjoy a healthy, dignified and meaningful life; balanced use of goods and services with natural systems; fostering strong and caring community-based human relationships; upholding market principles based on good, ethical, and humane rules; resource allocation in terms of equity and social; and meet the ideals of democracy (Saifuddin Abdullah, 2009). SE is a form of profit-oriented business where a portion of profits is used for the good of society. It also combines the efficiency and productivity of the private sector with public service ethics (Dees & Anderson, 2003). The resourcefulness of traditional entrepreneurship is blended with a mission to change society (Seelos & Mair, 2005). Social entrepreneurship includes people, organizations, or societies with creative and imaginative solutions to the community's social problems (Adnan et al., 2018).

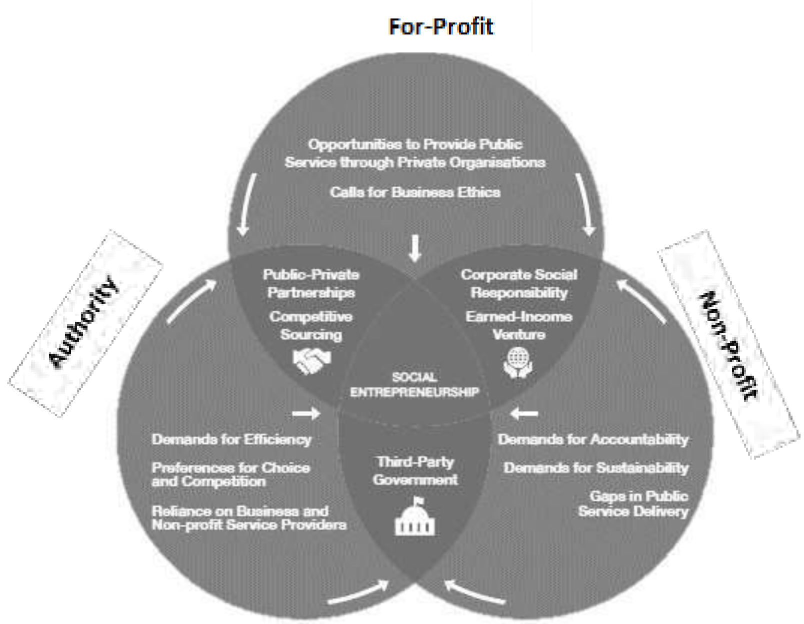

Figure 2.1: Social Entrepreneurship Venn Diagram (Venture Pragmatist, 2010)
Source: Malaysia Enterprise Blue Print 2015-2018

Through Social Entrepreneurship Blueprint 2015-2018, several key forces of the conventional sectors potentially create opportunity, space, and ecosystem for social entrepreneurs to keep growing. Even though Malaysia launched the Social Entrepreneurship Action Framework 2030 (SEMy2030) in April 2022, the definition of Social Entrepreneurship is still intact with the previous one but the new framework prescribes the strategic lenses, the key characteristics of a social enterprise in Malaysia and the enablers of the social entrepreneurship ecosystem (MEDC, 2020). Rather than providing a specific benefit to stakeholders alone, economic, social, and environmental value is synergizing as part of social advancement. The role of the social enterprise sector is not to replace existing sectors but to emerge as a third industry sector. To fulfill their social or environmental missions, social enterprise is responsible to leverage the opportunities and synergies of existing values and benefits within the traditional sectors.

Since it is a new and complex environment, the synergy between the all stakeholder especially the government and non-profit sector is crucial to meet the purpose of each stem. The private sector, for instance, reacts more ethically and transparently in ways to do business in order to grow and meet shareholders' imperatives.

Therefore, the commitment of for-profit enterprises will go beyond theconventional corporate culture and responsibility, in which social values is part of businessactivities. The collaboration created opportunity whereas cross-sector between the government and the non-profit sector resulted in more businesses turning to social entrepreneurship. This opportunity also changed the nature of conventional non-profit functions to be more transparent, accountable, and sustainable in the organization'soperation. This strategy will help the government to channel more funds towards impactful the public and reduce operational expenses faced by the organization, as social enterprisesdeliver to the public on behalf of the government.

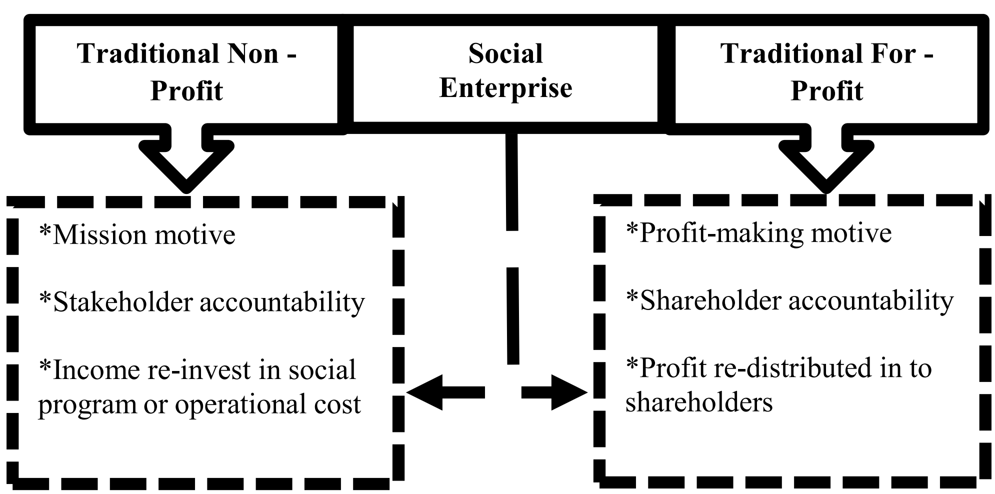

Figure 2.2: Social Enterprise Hybrid Spectrum
Source : Malaysia Enterprise Blue Print 2015-2018

Social entrepreneurs focal point put more concern on social expectations rather than solely focusing on market-oriented alone. Either conventional or social-based firms are trying to make profits to lessen pressure on their corporations and lead adjustments in the marketplace. The distinction seems to be in the degree of each firm intention to align between company goals and profit making. Hence, entrepreneurship exists along the continuum but depends on the mission outlined by the firm (Massetti, B.L., 2008). Massetti, B. L. (2008) explains social intention can be understood in three stages which are; an entrepreneur who defines firm in the phrase of social reasons as the left side of the continuum; the middle side represented as the combination of market-defined interests and social motives, and market-orientation as the right side of the continuum. Firms will determine whether their attention is driven by social mission or market orientation. A social enterprise with social mission attention tends to do trade with the purpose of improving operational needs, while a social enterprise with market-driven attention may practice social consciousness depending on market demands (Massetti, B.L., 2008).

The evolution and impact of social awareness thinking style starting to develop among entrepreneurs. More start-ups are taking the form of a social enterprises, where the enterprises are constructed around a social-market orientation (Micklethwait & Wooldridge, 2019). At the intersection between non-profit and for-profit companies lies social enterprise. Social enterprise has a non-profit purpose but a for-profit financial rigor. There are many variations within this mid-section of the continuum that exists in addition to social enterprises, such as social enterprise, social venture, and socially responsible enterprise. In this context, social enterprise means that the priority of a social entrepreneur is to deliver effect by viable business means. In addition, if the company is profitable, it would be able to scale up its operations and thereby produce a greater impact through commercial or trading activities**.**

2.4.2.2. Social Entrepreneurship Dimension on Firm Performance

In entrepreneurship, firm performance is normally measured in phrases of financial. Examples of such monetary performance measures include profitability (i.e., return on assets, return on equity) and sales growth (Murphy, *et. al,*1996) because economic overall performance metrics are standardized, they can be diagnosed and preferred by way of entrepreneurs and investors. In contrast, performance measures for social entrepreneurship are much less standardized and extra idiosyncratic to the specific organization. For example, a new enterprise is formed to offer continuous assistance (like food, facilities, and infrastructures) for disabilities in Malaysia. Using profitability as a performance measure would most probably not prove useful, as the mission of the enterprise does now not contain producing monetary gains. Instead, a survey designed to check the impact of the program on the benefiter takes a look at rankings may additionally prove greater useful.

Besides, an increase in the number of assistants served would possibly signify every indicator that the application is nicely obtained by way of the targeted community. While it remains challenging to evaluate the overall performance of a social venture, developing mechanisms that assist to alleviate this issue represents a necessary undertaking in organizing the legitimacy of social entrepreneurship as a location of academic inquiry (Mair & Marti´, 2006). To address firm performance on ‘reduction of operational cost’, Sarasvathy (2001) describes the reflection as effectuation proses. Effectuation goals are not set but evolve over time based on the means available and the creativity of entrepreneurs. Results depart from a conventional method of approaching predetermined targets with the most effective techniques (Sarasvathy, 2001).

Addressing social wants is the reason to become a social company, need to constantly monitor the external environment, anticipate unforeseen shocks, prepare for future instability, make economic use of existing resources, and be driven primarily by its social objective of creating social value for targeted communities (Dwivedia & Weerawardena, 2018). Social mission emerges as the dimension to measure performance. Social Enterprises (SEs) need to remain viable if they are to fulfill their social purpose. However financial sustainability is a requirement for social initiative undertakings (Weerawardena et al., 2010). SE's narrower concept of social entrepreneurship includes only environmentally sustainable programs that can help solve socioeconomic problems (York & Venkataraman, 2010). Therefore, a firm commitment over seeks for sustainable income to remain viable can be present as a key indicator of firm performance as a societal impact.

Previous studies regarding social value and performance are still low, yet the existence of new metrics to quantify cost in the social zone has already been established (Young, 2006; Certo T.S et.al 2008). Luckily, the recent trend towards capital venture and financing in social projects has diverse social entrepreneurship (Certo T.S et.al 2008). Future research exploration will also motivate by the social characteristics of entrepreneurs; an entrepreneurial study, which a comparison between manager's characteristics towards an entrepreneur's attitude, further research to understand social entrepreneur characteristics and cognition is needed (Roper & Cheney, 2005). Further study efforts could also focus on social entrepreneur's acts and behaviors to assist those ventures' performance, as proposed by Mair and Marti' (2006) earlier. However, organizing consistent measures of social performance represents a quintessential improvement wished to take a look at this issue (Certo T.S et.al 2008). Social venture latest trends like capital funding successfully introduced a new chapter in the social entrepreneurship business model, enabling the entrepreneur to exchange financial support for venture operational control (Certo T.S *et.al* 2008). As the previously cited qualitative studies highlight, the outlined dimensions of Social Entrepreneurship Orientation developed by Kraus et al. (2017) express an underlying behavioral orientation as above:

2.4.2.3. Social Entrepreneurship Orientation (SEO)

As illustrated by the previous quantitative studies, the dimension of SEO reflects an underlying behavioral orientation of social entrepreneurs, and possibly shares common variance (Dwivedia & Weerawardena, 2018). Accordingly, the proposed SEO construct is an underlying concept expressed by the six observable behaviors (George & Marino, 2011; Dwivedia & Weerawardena, 2018); the research of SEO as a reflective construct of the second-order containing dimension's six-first order (Law et al., 1998). This consists of an original construct of innovativeness, proactiveness, risk management, effectuation orientation, social mission orientation, and sustainability orientation. However, the latest research by Halberstadt et al., (2020) based on Kraus et al. (2017) Delphi method, this study intends to explore the measurement scale introduced by Halberstadt et al., (2020) specifically on Malaysia Micro, Small, and Medium Enterprises (MSMEs). Malaysia Statistical Business Register (MSBR) data on MSMEs between 2016 to 2021 by the Department of Statistics count 1,226,494 or 97.4 percent of overall establishments in Malaysia. About 71,612 firms or 5.8 percent of MSMEs involved in the manufacturing sector, Microenterprises made up 964,495 firms 78.6 percent whereas, small-sized firms formed 242,540 firms or 19.8 percent, and only 1.6 percent or 19,459 firms were medium-sized MSMEs (SME Corp, 2021). An overall structure represents a function of its dimensions as well as a profile model in which only a set of profiled dimensions is represented (Law et al., 1998).

a. Social Innovativeness

Innovativeness represents a desire to constantly create and promote new ideas/solutions for social needs, and new ways of selling, raising funds, and influencing policy, thus shifting away from traditional approaches (Weerawardena et al., 2010; Weerawardena & Sullivan Mort, 2006). This construct is an important element and an integral part of the entrepreneurial cycle (Covin & Miles, 1999), especially in explaining firm success (Ussahawanitchakit, 2007) through fundamental principles such as 'creative destruction' (Schumpeter, 1934) and Lumpkin's 'new combinations' concept and Dess (1996) referring innovativeness as a new product, new ways of producing a product, entering new markets, attempting to supply new raw materials or also developing new business associations (Tarabishy, 2006; Chadwick, 1998) covering products and technological innovations (Lumpkin & Dess, 1996). Therefore, this study expects social innovativeness to outweigh other influences.

b. Social Proactiveness

Proactiveness/proactivity represents the ability to monitor the external environment actively, anticipate unexpected surprises, and prepare for future uncertainty (Dwivedia & Weerawardena, 2018). These variables have a significant impact on an entrepreneurial firm's business performance and have been identified as part of an entrepreneurial orientation by researchers (Lumpkin & Dess, 2001; Wiklund & Shepherd, 2005; Tarabishy, 2006; Amran Awang, 2006; Wales, 2007; Rauch et.al, 2009; Kreiser & Davis, 2010; Shuhymee Ahmad, 2011). Venkatraman (1989) proactively refers to the act of finding new opportunities that may or may not be connected to the firm's operations, introducing new products and brands to lead rivals, and may also be a tactic to avoid any operations that are already maturing or undergoing a process as brand life is slowing down (Shuhymee Ahmad, 2011). Proactive behavior is expressed in the timely provision of new products and services or the acquisition of diverse reach entrepreneurial goals by any means necessary (Knight, 1997). This argumentation confirmed that social proactiveness can also be applied as an affecting factor on social entrepreneurial performance and one of the key dimensions of social entrepreneurship (Sullivan Mort et al., 2003).

c. Social Risk Taking

Several scholars have recognized this concept as an important element in separating an entrepreneur from non-entrepreneurs by their willingness to take risks (Waldron, 2004;

Sarasvathy et.al., 1998; McClelland, 1961), and the risks have definitely been described and viewed as failures (Coulthard, 2007). This includes the degree of commitment of a manager to embrace and spend large and risky resources where chances of failure are high (Friesen & Miller, 1978) but refuse to ignore lower-risk market opportunities (Lumpkin & Dess, 2001). Dwivedia and Weerawardena (2018) also replace 'risk-taking actions ' with ' risk management ' to illustrate the Social Purpose Organization (SPO) focus on assessing all project's financial viability regardless of potential social impact. Risks associated with social entrepreneurship tend to be at least equal to or higher than those of business entrepreneurs, as they often have to deal with risky decisions affecting economic returns such as investing in the right staff, and strategic partners or selecting an innovative product/service strategy or marketing mix that eventually affects both social and economic performance (Halberstadt et al., 2020). Due to the limited resources, social entrepreneurship may also require greater risk-taking (Austin et al. 2006; Weerawardena & Mort, 2006). Nonetheless, the study expects most entrepreneurs to take appropriate calculated risks and underline the risky nature of 'social' entrepreneurship.

d. Socialness

Socialness is the SEO dimension, suggested by Dees (2001), Mishra and Suar (2010) to indicate the relevance of social mission and firm performance (Kraus et al., 2017). Even though the dimension is still new and minimal scientific discussion on this element (Kraus et al., 2017), the effort has been derived by the latest scholars to interpret precisely supporting components to strengthen the socialness operation definition. Several components which were social mission, effectual orientation, and sustainable orientation, were introduced by Dwivedia and Weerawardena (2018), to describe the meaning of socialness since it is a motivation factor to reach social goals by either social entrepreneurs or/and the stakeholders (Halberstadt et al., 2020). However, components by Dwivedia and Weerawardena (2018) were enriched by Halberstadt et al., (2020) to be represented in a single dimension of so-called socialness. Furthermore, socialness is a shared social value that contributes to the strong strategic direction and keep social entrepreneur focusing on their aims (Doherty et al., 2014; Lumpkin et al., 2013) as the vision of the social value might be considered an inspiring purpose to connect people and even larger than themselves, other than creating a positive attitude among employees (Darbi, 2012; Glaveli & Geormas, 2017). Figure 2.3 illustrate the Social Entrepreneurship Performance sub-framework as research guideline as follow;

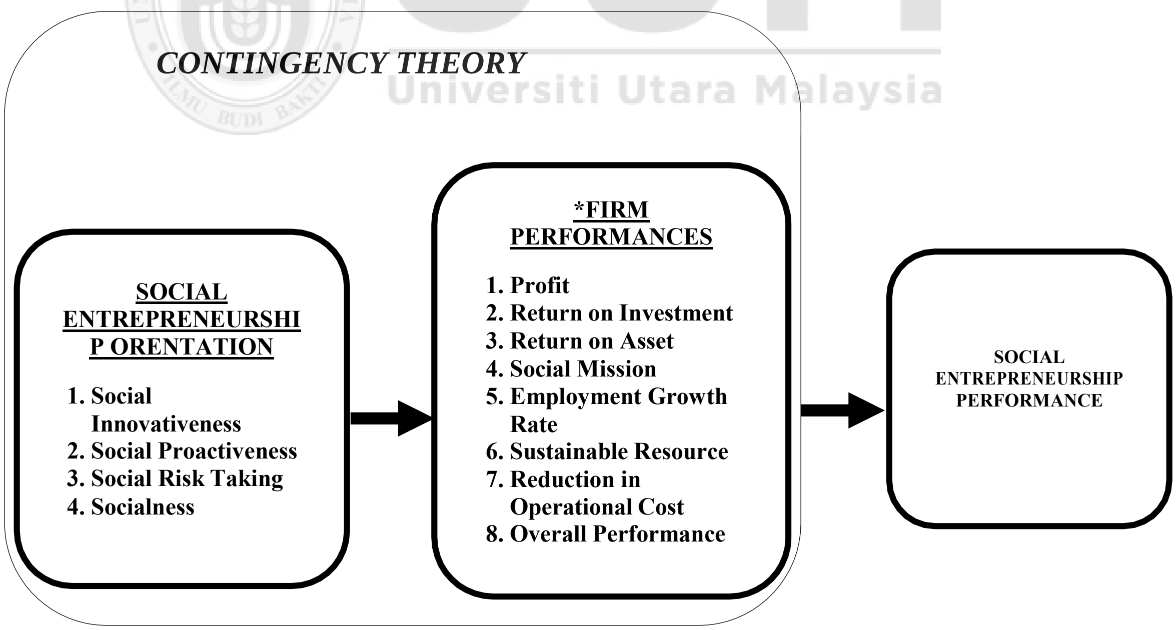

Figure 2.3: Social Entrepreneurship Performance Framework
Source: Author

2.5 Halal-Logistics Values Creation (HLVC)

2.5.1. Halal Influences on Performance Growth

Understanding religion's effect on consumer-related beliefs and attitudes and the underlying behavioral patterns through a religious lens can give marketers a distinctive opportunity (Alsehan, 2016). Eating halal and good food is an important agenda for mankind so that human beings are always in a state of acceptance of their worship and practices. There are two important lessons that can be taken from the discussion of the interpretation of the verse below, namely the obligation to obtain halal and *toyyib* food as well as the characteristics and priorities; and did not become followers of the devil and were in their deceit (Kamarul Azmi Jasmi, 2019).

This can be described as stated in Quran: Surah Al Baqarah verse 168;

يَٰٓأَيُّهَا ٱلنَّاسُ كُلُوا مِمَّا فِى ٱلْأَرْضِ حَلَٰلًا طَيِّبًا وَلَا تَتَّبِعُوا خُطُوَٰتِ ٱلشَّيْطَٰنِ ۚ إِنَّهُۥ لَكُمْ عَدُوٌّ مُّبِينٌ)١٦٨(

"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"(168).

The above verse clearly defines good and lawful consumption as a must for humans literally. The term 'Halal' can be synthesized as lawful or permissible in Islamic jurisprudence and is relevant to all areas of life, together with food, drinks, clothes, pharmaceuticals, private-care items, and other services (Ali, 2014). Furthermore, the convenience of 'Halal' meals might also dissuade Malaysians from actively looking for extrinsic cues such as labels. Another attainable clarification could be that Malaysians perhaps are ethnocentric as cautioned by Haque, Rahman, and Yasmin (2012) on issues of identifying halal products or services since it is easy to access halal in-country compared to non-Muslim countries (Alserhan, 2016).

Malaysia has a more favorable environment for Halal consumption than many other countries with a Muslim majority (Alsehan, 2016). In the US$3.1 trillion global halal industry, halal foods alone have performed an indispensable role with an industry value of US$1.1 trillion (Zyl, C.V, et al., 2013; Alsehan, 2013). This is projected to develop at US$500billion annually due to the developing Muslim population and target markets, with Asia constituting the greatest region in which 62 percent of Muslim consumers live in this region (Temporal, 2011). Thus, a grasp of the behaviors and intentions in which consumers buy halal food and service will give businesses a competitive benefit in this growing industry (Alserhan, 2013). Alserhan (2010) is a pioneer in conceptualizing distinctive kinds of Islamic brands. As for the market target, Islamic brands can conceptualize three conditions of such brands, “by compliance, by the origin, and by customer” (Alserhan, 2016). Discussion on halal issues can be considered a broad argument.

From a nutrition perspective, processed food can be classified as halal if it is produced by using halal raw materials, components, and additives, and its processing is based on guidelines set by Shara’ (Islamic law). In other words, the halal aspects of nutrition include preparation, processing, storage, packaging, handling, and transportation. The whole should not deviate from the provisions of Shara’ (Muhammad, et.al, 2008). As long as it`s branded with a 'halal' term and meets one or extra of these three prerequisites (Alserhan, 2010), then it is considered permissible; later elaborated the idea similarly (Alserhan, 2016). He also defined that while Sharia'-compliance (certification through an Islamic authority) and focused on Muslim markets are two core necessities of a Halal manufacturer, then the original country whose production of such brand is also important (Alserhan, 2010). Alserhan (2016) also stated the majority of Malaysian participants indicated a lengthy listing of products and services from cosmetics, pharmaceuticals, and entertainment including storage and logistics. The need for a reliable source of consumption contributes to the growth of Halal labeling of services and products to satisfy Muslim market needs (El-Bassiouny, 2014). The estimated market size for Halal goods and services is over US$3 trillion annually (Alserhan, 2016). The findings advance Islamic branding theory (Alserhan, 2010) and point the way for more qualitative and quantitative verifications in a specific market setting for theory enhancement and testing in this rapidly growing Muslim market (Alsehan, 2016).

2.5.2. Halal-Logistics on Firm Performance

A study by Chow et al. (1994) conceptualized that logistics performance is a subset of a larger organizational performance and highlighted by Fugate et al. (2010) that logistics performance positively impacts organizational performance (Abd. Rahman et al., 2023). Green et al. (2008) on the other hand described the "ability to deliver goods and services in the precise quantity and at the precise times as required by the customers" as the logistics performance. In other words, logistics performance is the means of fulfilling the "7Rs" of logistics management objectives (the right product, right quantity, right condition, right place, right time, right customers, and right costs) (Lambert et al., 1998). According to Beamon (1999), flexibility means firms can adapt to the constantly changing and unpredictable environment. The ability to promptly respond to changes is crucial as it affects a firm's performance (Closs et al., 2005). Previous studies also confirmed that firms' performance can be influenced by other elements. Ralston et al. (2013) posited that innovation in logistics and differentiation in logistics services positively influence performance.

Firms view halal as a strategy that can broaden their business territory, expands the customer base, and offers a unique product or service differentiation which ultimately leads to better business performance. Therefore, due to the limited attention and the absence of logistics managerial perception on halal logistics certification, it offers a potential area for research (Zulkifli & Rosli, 2013). As halal logistics is a growing business, and customers are demanding halal-certified logistics service providers (HLSP) (Tieman et al., 2013; Talib and Hamid, 2014). Hence, the scope of the halal market is very promising for those halal manufacturers to internationally disseminate their goods. Storage, distribution, delivery, or transportation is part of the halal logistics mechanism where the entire supply chain network is involved "from farm to fork" right from the source to the final consumption. (Talib et al., 2013). Halal logistics, as defined by Tieman (2013), does not differ greatly from traditional approaches such as the management of production, transport, storage, and handling of material parts, animals, semi-finished or finished food, and non-food items throughout the supply chain network with Sharia' principles complied to halal requirement.

Essentially, halal logistics consider still as a new segmentation in Malaysia. This includes matters such as expertise, know-how ecosystems, academic publications, and industry report that is quite limited (Zulfakar et.al 2012; Tieman, 2013; Talib et.al 2014; Mahidin et.al 2016). Tieman (2013) submits that logistics with halal characteristics related to the procedure for handling of procurement, storage, transfer, and control of material components, animals, a partially or consumable full inventory of and non-consumable which comply with ' Sharia' procedures. Halalness of products especially food; referred to as Tieman (2011), may be suspected if it came into direct contact along the chains with non-halal during processing, handling, storage, transporting, and retailing. Measuring halalness is not just relying on the product's completion or being manufactured since the halal status could easily lose if no proper observation and management commitment is allocated to the logistics chain because contamination also happens during movement and storage (Zailani et al., 2017). Moreover, Tieman (2011) stressed the gap between logistics activities from the point of manufacture; even if the product already secure halal certification, to the point of purchasing where the product is sold, the risk of contamination still can be questioned since the fundamental role of halal logistics is to ensure the integrity of halal products at the point of consumption (Rizki et al., 2023).

Such standards will enhance Malaysia's dream of being a global hub for halal and part of a massive movement towards the development of both halal logistics and the halal industry since it has begun to become an important new industry segmentation. Recently, the Port Klang Free Zone (PKFZ), and Port Klang (North Port) introduced Centerport; a center for logistical facilities providing halal based port, whereby Penang Port (the Malaysia pioneer halal port) been designed to promote alternative industries involving manufacturing and producing halal merchandise, particularly for export purposes. China, the U.S.A, the United Kingdom, and a few other nations currently had operated in PKFZ, with a combination of 50 corporations. The revenue of RM55 million in 2014, and up to RM65 million increment in 2015, the revenue contributed gradually to RM100 million in the year 2017, which is associated with halal industry exports (Nordin et al., 2015). Malaysian governments already taking steps to help most of the Bumiputera companies, particularly small and medium enterprises, to adopt halal logistics as part of their operations. Such enterprises and logistics companies will extend their supply and logistics halal chain network internationally by taking advantage of halal infrastructures.

Ultimately, to create a halal ecosystem in Malaysia as a potential halal hub, previous studies also suggested continued research is needed, based on findings and problems in halal logistics areas; especially in food-based production and chain, to be tackled by practitioners for halal development (Mahidin et. al 2016). Also need to be noted that, the halal industry's recent growth perhaps rationalizes the growing interest in halal-based logistics research (Karia et al., 2019), so the theoretical and empirical work on halal logistics research from the perspective of either logistics service providers or other industries like social entrepreneurs is still scarce. Therefore, the quantitative method performs the research to test a few hypotheses on the relationship between firm performances and halal logistics value creation. Finally, to be able to dictate how halal influences market performance or finances, insights from academician's previous works and practitioners are highly encouraged to confirm the conceptual framework, as logistics elements also contribute to organizational performance (Ab Talib et al., 2016).

2.5.3. Halal Values Creation on Logistics

Malaysia appears as one of the fastest developing countries in Asia with a strong fundamental economic instrument to support its ground activities. Therefore, the population starts to demand a modern lifestyle, especially in consumption; not only in products guarantee but also in the supply and logistics chain. This was supported by Kamaruddin et. al (2012) when they cited that consumers preferable lead manufacturers to implement halal and its value chain transcend on the overall process including logistics to complete the "farm to fork" process. Preceding research so far discovered the indispensable issues in halal logistics, mainly in three predominant areas; the movement and transportation, the warehousing and storage, and the processing and operations in the terminals (Tieman, 2013; Talib et al., 2015). To fulfill sharia' compliance, these areas should be separated between halal and non-halal (haram) parts or products physically including the container interior, cold rooms, and shelves or packaging. If there is a breach of compliance or contamination, respective facilities, infrastructures or compartments need to undergo an additional cleaning procedure such as the use of clay and water (Talib et al., 2015; Mahidin et.al 2016).

Malaysian Standard, MS 2400-2010 - Halalan-Toyyiban Assurance Pipeline (later known as MS 2400-2019 Halal Supply Chain Management System) clearly stated halal logistics as a chain of a process that includes planning, managing, and implementing halal standard procedure on raw materials and storage of finish or semi-finish production from the source of origin to demand across the supply chain with efficient, unbreakable halalness guarantee and fully comply to halal standards. In addition, Tieman (2013) stated that halal logistics can be understood as the process of movement, storage, and management of production lines, materials, and inventory. This also includes semi-finished or finished livestock, food, and non-food production, the flow of information, and documentation management along the process complies with the general principles of Sharia'. Logistics plays the most significant role to maintain the halalness of food and product along the supply chain, where the risk of contamination between raw and packaging materials, ingredients, storage, transportation, and even inventory/management system is at high stakes (Soon et al., 2017). Halal products are deemed a Muslim religious necessity. However, even non-Muslim has also started to ask for halal products, since the concept of the halal product is hygiene, cleanliness, and trustworthiness (Fathi, et al., 2016). Golnaz et al, (2012) in their past research revealed that at least 79 percent of non-Muslims have a positive view of halal due to a lot of halal advertising. Halal logistics services are vital to ensure continuity of acts in order to protect the quality or threshold (halal) in the supply chain, therefore many studies analyze halal logistics from the perspective of policymakers and service providers (Wu N.C. et al.,.2006; Azah, N.A. et al., 2008; Tieman, M., 2011; R. Kamaruddin et al., 2012).

Research has shown that the common logistics practice in Malaysia is the use of contract logistics (outsourcing), given the fact that most of the Logistics Service Providers

(LSP) are local small-medium firms (Sohail et al., 2006; Sohail & Sohal, 2003). In terms of logistics resources, there are two types of resources, tangible and intangible resources, commonly occupied among LSP in Malaysia (Karia & Wong, 2013). The tangible resources include technology resources and physical assets while the intangible resources consist of managerial expertise or networking. With the logistics physical resources already in place, the current task at hand is to incorporate the principles of halal into logistics operations (Iberahim et al., 2012). The emerging trend towards halal logistics can be assured by past research where it is reported that Malaysian logistics service providers (LSPs) are ready to adopt halal logistics (Jaafar et al., 2011; Talib et al., 2013; Ngah et al., 2014; Tarmizi et al., 2014; Talib & Hamid, 2014). In this case, not all manufacturers willing to provide facilities and infrastructures regards to logistics services since it would incur management and technical cost. Thus, outsourcing is the best business management decision to be taken.

The emerging new customer interest in the halal value chain starts to also consider conveniences, safety, and welfare across the supply chain of product and service (Bonne & Verberke, 2008) including the tracing system able to determine the origin of the product in order to trace the source of contamination (Meuwessen et.al, 2003). Research on halal logistics was widely discussed primarily in the field of food science and agriculture; concentrates more on halal-based production (Zailani et al., 2017). This includes studies on technological advancement in traceability tools along the supply chain (Fernando et al., 2023). However, studies on halal-based logistics perspectives on management and manufacturing have yet to be neglected (Selim et al., 2019). This suggests the need for an integrated halal logistics management system to be implemented. As for quick understanding, Bahrudin et. al.(2011) differentiate conventional and halal logistics as below;

Table 2.1:

Distinguish Element Between Conventional and Halal Logistics

Element	Conventional Logistics	Halal Logistics
Definition	Involves the coordination of production, inventory, location, and transportation between the participants in the supply chain, with the aim to achieve the best responsiveness and efficiency in the market presented.	Covers coordination from the production, inventory, storing, location and transportation between the manufactures to retailers in the supply chain maintaining integrity based on Sharia compliance.
Objective	Minimize cost, maximize profit	Preserves the integrity of halal chain in logistics process to promote confident-based profit.
Cross contamination occurrence	Possibilities of cross contamination exists	Avoids direct contact with non-halal goods, manages the risk of cross-contamination between halal and haram goods, ensures logistics management is in line with Muslim consumers' perception.
Segregation needs	Mixing of halal and non-halal cargo	Segregation of halal products from non-halal products; requires dedicated halal facilities.

Source: Bahrudin et al. (2011), refined by Author (2023)

The wide-ranging research in halal logistics from different contexts indicates the growing body of literature and the expansion of knowledge (Zulkifli & Rosli, 2013). For instance, Karia and Asaari (2015) preceding a study to conceptualize halal value creation as an innovation in the logistics service provider, thinking style in organizational management, and a holistic way of delivering a range of services for customers with different needs. This includes minimizing costs and optimizing profit to enhance the economy sector, guaranteeing product and service quality, benefits for each people in society, and sustainability of the planet to preserve the environment for now and the next generation. Karia and Asaari (2016) stressed clearly that the halal value creation in logistics is an innovation capability of delivering halal products/services specifically among logistics service providers since it is essential for consumer and ecosystem's value thoughts on service excellence. They also admit that halal logistics has become the universal approach for improving competitiveness and sustainability (Karia et al., 2015; Karia & Asaari 2016). Regrettably, as emphasized in the interview with logisticians, the halal value is far from the ideal state and operation in terms of ethics, norms, and uniformity in actual environments. In reality, the companies were not aware of the effects of halal value in maintaining the integrity of halal service (Zailani et al., 2017).

A future of integrated halal logistics and environment sustainability (green) models is desperately required in the era of Industry Revolution 4.0 as the values leverage halal logistics that lead to competitive advantage and sustainability (Karia, 2019). Previous studies explain halal logistics literally as the relationship between logistics elements such as packaging, warehousing, transportation, and management system towards halal and *toyyib* concept which only consist of a direct understanding of the issue of permissible and wholesomeness, but do not address the impact on environment logistics activities as a whole, which also related to organization integrity toward society and beliefs. The responsible of humans to preserve environmental sustainability is frequently stressed in many verses in Quran. Quran is the revelation trusted by Allah SWT so humans can prosper on the earth as a caliph. Table 2.2 shows the list of verses related to human responsibility to preserve the environment;

Table 2.2

Quran Verse on Environment Protection

No.	Surah	Verse	Statement
1	*Al Baqarah*	11	*"Do not cause corruption on the earth.."*
2	*Al Baqarah*	60	*"Eat and drink of Allah's provisions, and do not go about spreading corruption in the land"*
3	*Al Baqarah*	205	*"..Allah does not like mischief.."*
4	*Al Maidah*	64	*"And they strive to spread corruption in the land. And Allah does not like corruptors.."*
5	*Al Araf*	56	*"Do not spread corruption in the land after it has been set in order.."*
6	*A lAraf*	74	*"And do not commit abuse on the earth, spreading corruption*
7	*Al Araf*	85	*"Do not defraud people of their property, nor spread corruption in the land after it has been set in order."*
8	*Al Araf*	142	*"..and do not follow the way of the corruptors."*
9	*Hud*	61	*"He has produced you from the earth and settled you in it.."*
10	*Hud*	85	*"Do not defraud people of their property, nor go about spreading corruption on the land.."*
11	*Al Isra'*	37	*"And do not walk on the earth arrogantly..."*
12	*Al Syara'*	183	*"And do not defraud people of their property. Nor go about spreading corruption in the land.."*
13	*Al Qasas*	77	*"And desire not corruption in the land. Indeed, Allah does not like corrupters"*
14	*Al Ankabut*	36	*"Do not commit abuse on the earth, spreading corruption"*
15	*Luqman*	18	*"Indeed Allah does not like whoever is arrogant, boastful.."*

To expand existing features in green logistics and diversify the concept of halal-value creation, this study will merge the halal-value creation concept over the green logistics element as provided by previous studies. Therefore, this research determines to examine the halal value-creation element consisting of product, profit, people, and planet since the capabilities of the halal logistics service are linked to the effectiveness and the efficiency of halal input resources to create value for clients (Karia *et.al* 2016). Karia *et.al* (2016) listed the explanation of each construct in the Table 2.3.

2.6 Green Logistics Concept

Based on the above halal-value creation discussion, the most compatible logistics characteristic that fits the concept of halal-logistics value creation is green logistics. The green logistics element is also similar in accordance with the social entrepreneurship objective of championing societal and environmental problems. Green literature has identified some green logistics practices, such as fuel substitutes, environmentally-friendly cars, recorded pollution, and energy data, transport modes of choice, and logistics chain choices (Lai, K.H. & Wong C.W.Y., 2012). The literature notes that these green logistics activities adopted by businesses have a positive impact on organizational efficiency, which in turn improves the environment (Zhu Q, et.al 2010; Green K. M., et.al 2012; Abareshi A, & Molla A. 2013). The study considers green logistics as sustainable production and distribution of products, providing minimal to zero impact on the environment as possible while taking into account cost and social factors (Lai, K.H. & Wong C.W.Y., 2012). Green logistics practices are therefore considered to be strategies or attempts to reduce the negative impact and to improve benefits for either firm or outsource and value for customers/society and earth. Green logistics methods include all the shipping goods and material handling operations. Thus, based on the above literature, green logistics can be explained below;

2.6.1. Green Transportation

Green transport or sustainable transport is the effective use of transport modes and proactive transport planning that is sustainable and decreases environmental impact while increasing the health and capacity flow of goods across the supply chain. It has increased delivery performance, reduced error spread, saved resources, and reduced pollution (L. Lin & Y. Li., 2011; Y.Liu & Z. Yuan 2012). Proper vehicle maintenance is a green mode of transportation to help ensure the vehicles are in a safe and efficient working condition, as well as to monitor and minimize pollution emanation, such as leakage of fluids (oil or gas). In other words, the life of the vehicles will be extended, and the risk of accidents will be decreased accordingly. The operating costs will also be saved by businesses and the amount of environmental damage minimized (Wu H.J. et.al, 1995; Xia, Y. & Wang, B., 2013). Furthermore, the logical architecture of cargo outlets and distribution center networks, as well as fair choice of transportation routes will resolve circuitous and repetitive transportation, shorten routes, and minimize unloaded prices. This strategy would eventually reduce noise pollution and gas emissions from transportation (G. Zhang *et.al* 2012; L. Lin & Y. Li., 2011). Full vehicle freight loads, in turn, save money because more units of goods share the same overhead transport (Wu H. J. et al., 1995; Rose, et al. 2018).

2.6.2. Green Packaging

Green packaging can fulfill its functional requirements efficiently throughout its life cycle without harming the environment or biological health and can be recycled and reused to meet sustainable development criteria (G. Zhang et.al 2012; L. Lin & Y. Li. 2011; J. Herina & Z. Suhaiza, 2010; P. Palanivelu & M. Dhawan, 2010). The main target of green packaging lies in the following two aspects: first, environmental protection; second, resource conservation (Q. Gao and G. Zhang, 2012; X. Ma, 2012). Redesigning packaging is one of the many innovative approaches that companies are trying to apply to address these two aspects. To J. G. Arca (2013), there are four main decisions to be taken in the redesign of packaging: the selection of materials, sizes, groupings (package number), and graphic artwork (or aesthetic design of packaging). Nevertheless, the packaging's three main functions need to be addressed before they are updated.

Packaging has the functions of commercial, logistics (direct logistics), and climate (reverse logistics). In order to bring the packaging redesign into practice, it is alsoimportant to view the packaging as a structure consisting of three levels: Primary packaging(also known as consumer packaging), secondary packaging (a collection of several primary packages; known as transport packaging) and tertiary packaging (including several primary or secondary packages packed together on a pallet) (Rose, et al., 2018). An approach to the use of packaging materials that enhance climates, economic, and socially sustainable development (Karia et.al 2012).

2.6.3. Green Warehousing

Green storage refers to the rational design and layout of facilities (storage area, warehouse, or building) that not only safeguard goods but also help organizations save operating costs and reduce the impact on the environment. Green storage also helps logistics companies to easily manage and make full use of the facility, as items are temporarily processed and stored in them before the goods are delivered or sent to the intended destination (Rose, et.al 2018). One example of green storage is providing eco-friendly features of the facility; a life cycle approach spanning a tier-based, on-site, off-site, and offline storage architecture. The design and layout of the facility are important for energy-saving and cost-effective construction materials such as roof-mounted solar panels, heat-absorbing solar walls, natural lighting, sufficient flooring, etc. (Karia, et.al 2012; Rose, et.al 2018).

In addition, the introduction of skylights and clerestory windows in buildings enables businesses to use natural light as the basis for interior lighting. Daylighting harnesses the sun's power, lowers energy usage and carbon dioxide emissions, and increases the efficiency of the indoor atmosphere for employees at the facility. An additional 50 percent of energy can be saved by daylight dimming, switching, and using motion sensors in the facility (P. Palanivelu & M. Dhawan, 2010; Rose, et.al, 2018). An approach to maximizing energy and inventory/storage space/layout, reducing movements, such as using solar warehouses, and daylight, and installing solar power plants (Karia et.al 2012).

2.6.4. Green Management System

Green technology is the use of cutting-edge innovation, systems, or technology that allows companies to enhance administration and management efficiently. It is also referred to as the adoption of biological technology, information, and communication technology (ICT), monitoring technology, and a diversity of particular technologies in the logistics management process (Q. Chang & R. Qin, 2011). As per a report by Suhaiza Z., et.al (2013), 53 of the 70 managers in Malaysian logistics service providers (LSPs) agreed that technology is an essential tool in moderating the effects of logistics services on the environment. Most responding firms have found transportation management systems, freight forwarding software, warehouse management system, and software for e-shipping documents as the four most environmentally beneficial innovations for logistics firms. Certain technologies listed in previous studies include biological applications, technology control, and software for managing the supply chain (Rose, et.al 2018). The strategy is to develop engagement from top management, total involvement, education, and training (Karia et al. 2012). Parallel to green technology, reverse logistics is also considered a logistics management system.

Reverse logistics is called "all activity associated with a product/service after the point of sale, the ultimate goal of maximizing or making aftermarket operation more effective and thus saving money" (Karia et.al. 2012). Reverse logistics ' function is to process, break, or repair discarded but still useable goods and wastes, transforming them into useful products or raw materials that could be reused in the product life cycle circulatory system. Reverse logistics has become one of the most important concepts for different industries to implement that can not only help reduce waste but also increase profit through an efficient recycling process, bringing extra earnings through the process of re-manufacturing the returned products and reproducing raw materials from returned items. Companies can also cut costs and improve productivity by reverse logistics management. Reverse logistics operations include after-sales services, e-waste, field service, goods replacement, return items, recycling, refurbishment, repair, material reuse, source reduction, waste disposal, and so on. To implement the product return policy and address the growing public concern about environmental issues (Rose, et.al 2018), the execution of reverse logistics is required. Therefore, to describe the halal-logistics values creation graphically, the study described a research guideline framework at below with a table and a figure;

Table 2.3

Halal-Logistics Value Creation Dimension

Halal Value Creation	Scales	Green Logistics	Scales
A Profit (E.G. Maximise Interest Of Firm And Public)	• Deliver as promised, at the right time, right place • Efficiency: upgrading equipment, technology acquisition (would speed up operations due to the fact that it cut unnecessary work, time and cost, and is paperless) • Effectiveness : employee education	**Packaging**	• Need economically meet functional requirements throughout life cycle without damage to environment or health can be recycled and reused to meet the requirements of sustainable development. • The major target following two aspects: protecting the environment and saving the resources
A Product or Service (E.G. Zero Defect, Sharia' Compliant)	• Fulfil consumer demand or deliver as promised • Quality of service given to customer • Feedback to customer complaints • Product/service liability • Comply with standard operating procedure • Safety of goods from receiving till arrive at the destination • Give best services, fairly to all customers, want the best for customers or to be the best for customers	**Warehousing**	• Reasonable design and layout of facility (storage area, warehouse or building) to safeguards goods and save operating costs and reduce environment impact. • Easily manage and fully utilize the facility as sorting and storing of goods before shipping or to the intended destination. • Having eco-friendly features of facility

People (E.G. Good Action, Moral Practices, Avoiding All Kinds Of Sins),	• Employee commitment: performed work with sincere and responsible • Look employee as greatest asset • Bringing in less people (good ones) to do more work reduces operational cost and increased sales • Incline towards recruiting workers with skills and knowledge	**Transportation**	• The utilization of transport modes and systematic transportation to reduces environmental impact, increases safety and proficiency. • Improved delivery efficiency, reduced error distribution, energy saving, and reduced in exhaust emissions. • Reduce noise pollution and gas emissions from transportation.
The Planet (E.G. Maximise Benefits Of Environment And Others: Animal Welfare Or Avoid Harmful To Other)	• Green environment (1800) • Practice 3R activities: reduce, reuse and recycle • Practice reverse logistics service • Employ green transportation system (reduce emission and pollution) • Safety environment (1400) • OSHA: wear safety helmet, thick leather shoes, gloves and masks for safety • Safety committee	**Management System**	• System or technology to enhance administration and management efficiently. • Adoption of biological technology, information and communication technology (ICT), monitoring technology and diversity of particular technologies in logistics management process

Source: IB theory adapted from Karia and Asaari

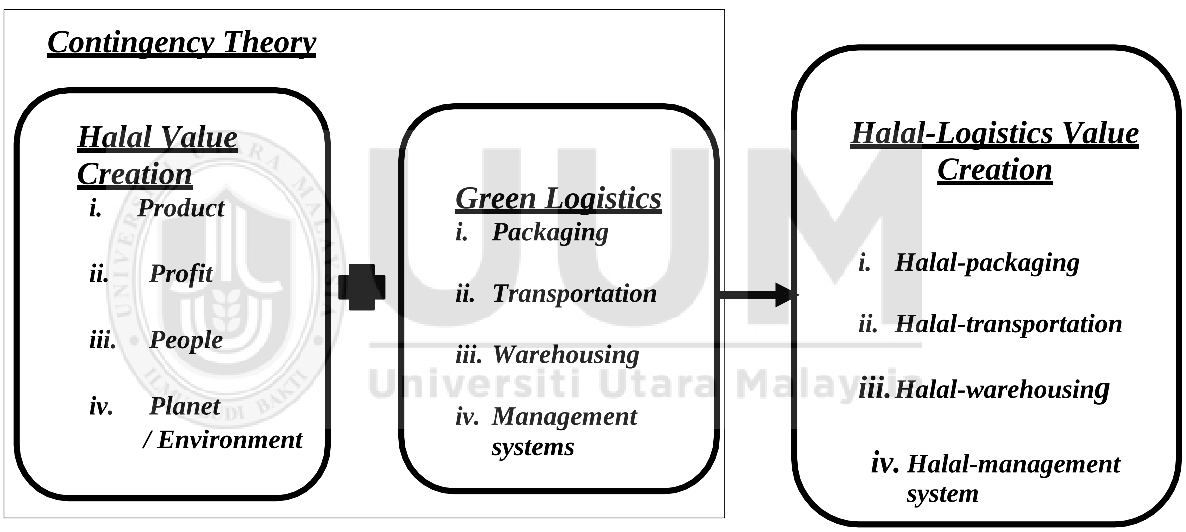

Figure 2.4: Halal-Logistics Value Creation Framework
Source: Author

2.7. Hypothesis Development

The firm's operation is basically based on the firm ability to create wealth and profit. Even though social exchange provides a wide range of examples and different perspectives, profit consistently remains a common underlying denominator for firm survival (Dorado, 2006; Massetti, B. L., 2008). The existence of social enterprises is believed to survive along the continuum, in which their self-sustainability is dependent on the location of the enterprise and its ability to create demand and profit, while logistics effectiveness is believed positively impacts organizational performance (Fugate et al., 2010). A firm's performance also relaying on basic aspects such as business options to encourage social trade and its conceptual role, while attending to business sustainability and performance always consider a priority (Massetti, B. L., 2008). Therefore, the formation of the study hypotheses is based on the below variables consists of;

2.7.1 Social Entrepreneurship's Firm Performance

2.7.1.1 Relation of Social Entrepreneurship Orientation (SEO) on Firm Performance.

The social impact or organizational efficiency of an SE has been evaluated to date predominantly through the case study approach paired with a Social Return on Investment (SROI) (Krlev et al. 2013). Nevertheless, the data collected from case studies cannot automatically be generalized to the wider population, and it is difficult to construct a specific cause-and-effect relationship based on this evidence. Besides, an SROI inquiry typically involves critical financial and operational issues and presents challenges for study. The previous research team conducted a series of studies to fill the aforementioned research gap to develop a new self-report measure of SE performance that is empirically accurate and easy to administer to check the relationship between the personality traits of entrepreneurs and their perceived SE performance (Krlev et.al. 2013).

However, there is limited research conducted on SEO on firm performance since the construct of SEO outlined dimensions was developed by Kraus et al. (2017) expressed an underlying behavioral orientation, and revised by Halberstadt et al., (2020). This research is believed to provide an advanced research SEO towards firm performance in its goal to identify Social Entrepreneurship Performance, especially on Micro, Small, and Medium (MSME) in food and beverage manufacturers. The finding by Dwivedia and Weerawardena (2018) shows the sequent of dimensions that affect the value addedin social behavior among entrepreneurs in previous research such as innovativeness as thethird strongest dimension, followed by risk-taking and proactiveness dimension (Dwivedia & Weerawardena, 2018). It is so, as proactive planning and strategy are important to manage risk projects and discriminate between social risk and pure risk taker (Weerawardena & Sullivan Mort, 2006). Compared to the Socialness dimension, the finding stated that effectual orientation (a component represented Socialness dimension) emerges as the strongest dimension which is in line with Weerawardena and Sullivan Mort (2006) proposal when the construct is considered as supporting operating environment forces to adopt an entrepreneurial posture (Dwivedia & Weerawardena, 2018). Social mission orientation; also a component of Socialness, became the second-strongest dimension which views that attaining social goals is central to social entrepreneurship (Dees, 1998). Both constructs complement the economic viability of the organization to deliver greater social value to targeted communities (Dwivedia & Weerawardena, 2018). Therefore, based on the discussion above, below are the hypothesis of eachconstruct of Social Entrepreneurship Performance;

Table 2.4:
Social Entrepreneurship Performance

No.	Hypothesis	Measurement
Hypothesis 1a:	*Social Entrepreneurship Orientation is significantly related to firm performance.*	Unidimensional
Hypothesis 1b:	*Innovativeness is significantly related to firm performance.*	Multidimensional
Hypothesis 1c:	*Proactiveness is significantly related to firm performance.*	Multidimensional
Hypothesis 1d:	*Risk Taking is significantly related to firm performance.*	Multidimensional
Hypothesis 1e:	*Socialness is significantly related to firm performance.*	Multidimensional

2.7.2. Relation of Halal-Logistics Value Creation on Firm's Performance

2.7.2.1. Halal Value Creation on Firm's Performance

Religiosity and values are significant to influence stakeholder's behavior (Hamid et al. 2018). In order to rationalize the act of consumption, Islamic values aim to make sense ofand draw balance. Muslim consumers are advised to maintain restraint in their purchasingbehavior and strike a good balance between body and spirit needs, and invest so as to minimize benefits and loss to society (Alkhasawneh, 2015). Muslim customers assumed that when they purchase products/services which comply with the Sharia, it draws obedience or at least similarities to Allah's (SWT) instructions and the deeds will bear rewards. The investment should deliver both blessings and moral satisfaction (Alkhasawneh, 2015). Research by Mukhtar and Butt (2012) suggests that purchasing behavior is influenced by personal perceptions of the product and possibly also by the social expectations and consequences of buying behavior. Essoo and Dibb (2004) implied that highly religious Muslims believed that all their actions were a will of Allah SWT and could therefore take higher risks and try innovative products while also showing low levels of information search and response to purchase behavior advertisements. Brand or mark testing could be more common among Muslims. After interaction with packaging and labeling, many unsustainable product purchase decisions are made on the store shelf itself to see if it meets the required criteria. This was a major influence in decision-making, but little has been studied about the effects of Halal labeling on Muslim consumers, whether packaging can convey the likely permissibility to the Muslim consumer through a Halal logo (although the consumer did not understand the content), it would have a positive impact on consumer behavior (Razzaque & Chaudhry, 2013).

However, Islamic consumer behavior seemed to have changed from an earlier feeling of simply avoiding products that did not seem to satisfy Islam's permissibility into a more modern action of requesting more detail on packaging to be revealed in order to ensure better consumer decisions (Riaz & Chaudry, 2004; Alserhan, 2016). Taks and Shriem (2009) in their research on Muslim consumers found that highly religious Muslims practiced their faith more rigorously compared to those with less religiosity. Rehman and Shabbir (2010) found that the degree of religiosity had a direct impact on Muslims ' adoption of new goods and argued for business to research their religiosity markets before establishing a presence there as it would likely affect performance, taking into account, particular, the religious and spiritual characteristics or beliefs that are special to those consumer groups. Religiosity will eventually influence the search for information, the attitudes and expectations of brands and advertisements, the level of acceptable risk, and the purchase decision itself (Gayatri, Chan, et al. 2005; Alserhan, 2016), the findings of the study indicate that while Muslims are united by their faith and religious practices, purchasing and consumption circumstances may make them heterogeneous. This finding is consistent with the suggestions of Sandikci (2011) who propose that the Muslim market is composed of several sub-segments including supply and logistics chain (Alserhan, 2016).

2.7.2.2 Relation of Green Logistics to Firm's Performance

According to the Statistics Department (2015), the main sources of air pollution in Malaysia in 2014 were motor vehicle emissions (busses, logistics goods vehicles, motor vehicles, bikes, taxis, and hired cars and other vehicles), stationary sources (industries such as logistics and power plants) and other sources such as open burning operations. Motor vehicles accounted for 69.2 percent while stationary sources and other sources respectively stood at 27.9 percent and 2.9 percent. Carbon monoxide (CO^2) is the number one pollutant released into the air in 2014, at 64.2 percent followed by nitrogen dioxide (NO^2) at 27.7 percent, sulfur dioxide (SO^2) at 7.3 percent, and particulate matter (PM) at 0.8 percent. This data shows that environmental pollution is significant and that logistics is one of the pollution-causing industries. Green logistics is one concept of sustainable development that can solve environmental problems while maintaining an organization and country's activities and economies within the processes of exchange of goods and services (G. Zhang, et.al 2012). Inspiring a long-term benefit for society and the environment, the idea of social entrepreneurship was introduced ever since (Adnan et al., 2018), and green logistics practices within organizations can influence the organization's entire value, supply chain and presence has become a business requirement. Green logistics is fast gaining prominence in high-income and emerging economies, according to The World Bank, and is likely to become more important elsewhere (Rose L.A.F., et.al 2018) especially in the aspect of wholesomeness in halal value creation as mentioned Karia et al. (2016).

Porter (1985) pioneered the concept of the value chain to provide value added in the logistics sector which is able to impact logistics service provider performance by identifying both upstream and downstream operations. Reducing operation costs and focusing on process efficiency is the main framework of the value chain since the overall perspective in the value chain will be based on margin capture after the cost of creating value minus the cost of value created (Mark B., 2020). Ruangsriroj and Suvittawat (2021) conclude that factors influence value creation in Halal logistics including differentiation, cost leadership, flexible process, and provider reputation. But, from a wider perspective, halal value creation must also include the internal and external factors which create the wholesomeness in halal integrity (Yudhistira et al., 2019). Thus, the most comparable concept able to interpret halal value creation potential in logistics provides by Karia (2019). Values creation is addressed as intangible assets such as an idea, brands, people, and innovation and considers a management tool merely to measure business performance, especially in the financial aspect. Values creation is a motivation for businesses creating believe in stakeholders especially customers patronize the products and services provided to them. This study defines values creation as an intangible quality created by business activities where the firm earns a return on capital and satisfied the shareholders (refer to Table 2.3: Halal Logistics Values Creation Dimension). The framework uses components such as price, product, people, and planet (environment) as an element to introduce halal value in such aspects and this study will expand the idea towards sustainable logistics (green) to providea sufficient understanding of halal logistics value creation which safety of ecosystem alsopart of Islamic legal maxim (Maqasid Sharia').

Therefore, based on the discussion above, below are the hypotheses of each construct of Halal-Logistics Values Creation on Social Entrepreneurship Performance;

Table 2.5:
Halal-Logistics Values Creation on Firm Performance

No.	Hypothesis	Measurement
Hypothesis 2a:	*Halal-Logistics Values Creation is significantly related to firm performance.*	Unidimensional
Hypothesis 2b:	*Halal Packaging is significantly related to firm performance.*	Multidimensional
Hypothesis 2c:	*Halal Warehousing is significantly related to firm performance.*	Multidimensional
Hypothesis 2d:	*Halal Transportation is significantly related to firm performance.*	Multidimensional
Hypothesis 2e:	*Halal Management System is significantly related to firm performance.*	Multidimensional

Literately, there is limited research yet conducted to measure halal-logistics values creation on firm performance, especially in the food and beverage industry with a social-based tendency. As stated in sub section 2.3, Karia and Asaari (2016) proposed halal value creation in logistics by delivering halal products/services through service excellencebut limited to a conceptual framework. Whereby, Ruangsriroj and Suvittawat (2021) limittheir framework on value creation of halal logistics only to differentiation, cost leadership, flexible process, and provider reputation. The gap in this research segmentation includes the absence of halal-logistics value creation as an interval relationship or moderator between the dependent and independent variables. Previous studies do not directly use halal-logistics value creation as an interval or moderator variable to measure either logistics service providers or other industries. However, halal segmentation has played an important role as a mediator and moderator in previous studies in many areas. The antecedent research on faith-based element research as moderator variable can be traced to various studies such as exploring the moderation of religiosity on the effects of brand satisfaction of Muslim customers (Shah et al., 2020), purchase intention for a halal food product (Pradana et al., 2020), halal certification compliance by industry players (Baharuddin, 2020), halal conflicting attribute (Akhtar et al., 2020), halal food awareness and purchase decision (Muslichah et al., 2020), and halal food company performance (Arifeen Yama &Mahamud, 2021). Other than religiosity, motivation and Islamic work ethic also play an important role as moderators to measure satisfaction and performance (Karim et al., 2021).

Specifically, in a halal term, a few halal-based elements were selected as a moderation variable such as the halal assurance system to check the effect on the relationship between the halal food supply chain (Mohamed et al., 2020b), the halal traceability system's moderating effect on the relationship between halal food supply chain management and halal integrity assurance (Mohamed et al., 2020a), halal culture as a moderator to influence halal orientation strategy on the financial performance of halal food firms (Zailani et al., 2019; Arifeen Yama & Mahamud, 2021), halal traceability as a moderating variable in the relationship between halal awareness and consumer purchase intentions (Jannah, S., & Al-Banna, H., 2021), halal cluster design influence as moderator on purchase quality and halal food products performance (Masnita, Y., & Puspitasari, P., 2021), and halal logistics relationship between capabilities and resilience calculated (Aigbogun et al., 2016). Furthermore, halal also stands as a mediator variable in a few other research such as halal logistics brand on halal logistics performance (Fernando et al., 2022), trust recovery of halal certification (Baehaqi, 2017), and halal logistics mediating effect on supply chain vulnerabilities and supply chain resilience (Aigbogun et al., 2016).

Therefore, the moderator variable proposed in the study is to investigate the model's complexity and enhance the predictive power between dependent and independent variables. The magnitude of the effect on firm outcomes depends on contingency factors produced by the firm (Aguinis et al., 2017) by the direction or strength of the relationship between a predictor variable and a criterion variable (Baron & Kenny, 1986; Aguinis et al., 2017). Mondéjar-Jiménez et al. (2016) and Russell et al. (2017) also admit that moderating variables are important to determine the direction of the research and strengthen the relationship between respective variables in the research framework (Conner, 2015). Based on the discussion above, the study proposed the third objective's hypotheses as follows;

Table 2.6:

Halal-Logistics Values Creation Moderating Effect on Social Entrepreneurship Performance

No.	Hypothesis	Measurement
Hypothesis 3a:	*The relationship between Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Unidimensional
Hypothesis 3b:	*The relationship between innovativeness in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Multidimensional
Hypothesis 3c:	*The relationship between proactive-ness in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Multidimensional
Hypothesis 3d:	*The relationship between risk-taking in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Multidimensional
Hypothesis 3e:	*The relationship between socialness in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Multidimensional

2.8. Research Conceptual Framework

Based on the literature reviews discussed in this chapter as well as the discussion and arguments presented, the researcher proposes three research questions including 15 hypotheses to answer three research objectives and one research objective to propose a research framework based on final finding. These hypotheses are based on the literature review of previous studies. Accordingly, a research conceptual framework of the study can be shown in Figure 2.5 below;

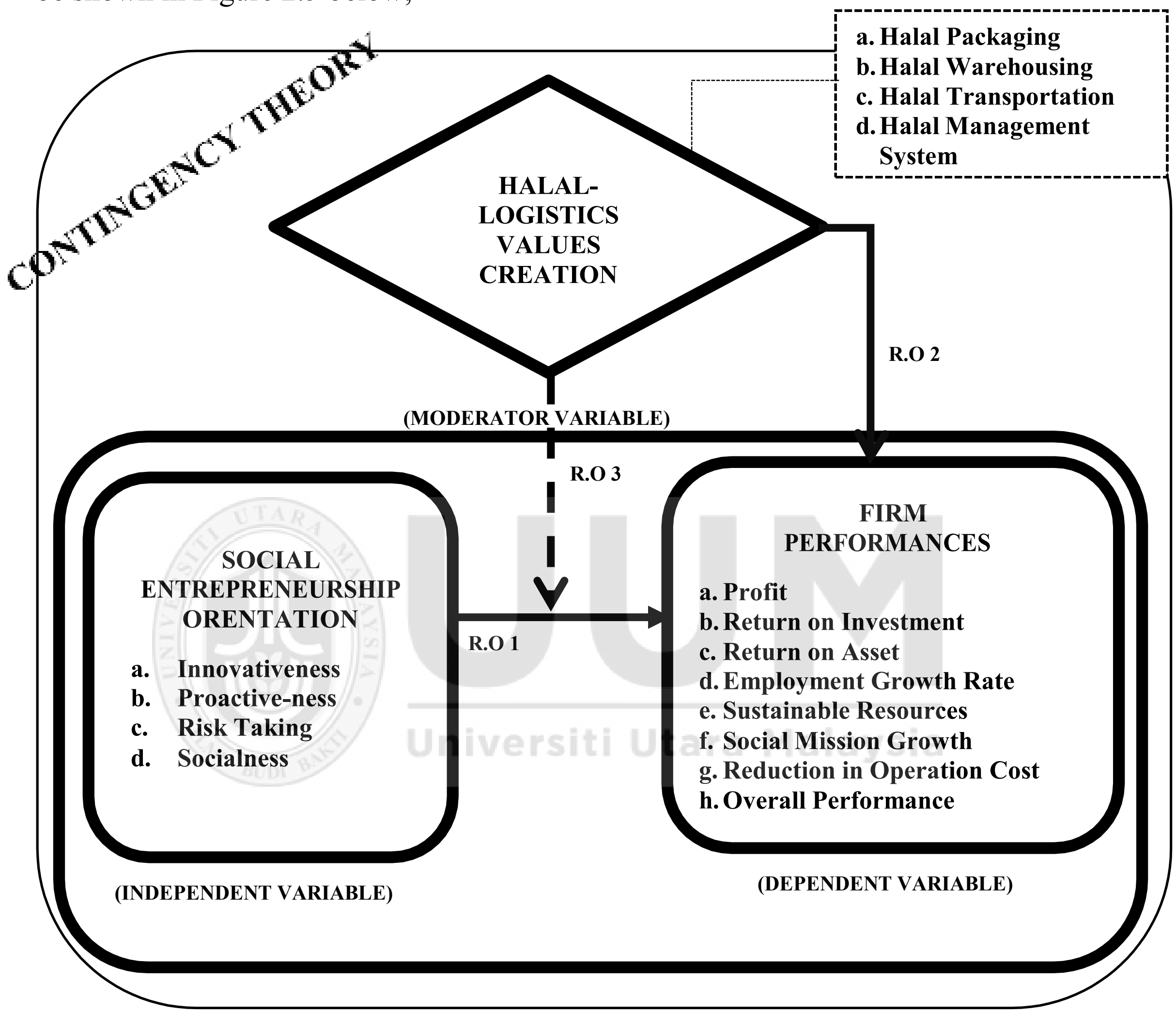

Figure 2.5: Research Conceptual Framework
Source: Author

The figure shows above is the entire proposed framework for research guideline and analysis reference. In this study, Figure 2.5 shows the relationship between each of the variables of Social Entrepreneurship Orientation (independent variable), and Firm Performance (dependent variable). Other than direct relationship, Halal Logistics Values

Creation variables (independent variable) will also act as a moderator that influences the relationship between Social Entrepreneurship-Oriented variables and Firm Performance. Past literature has mentioned those essential competitive elements of a firm's performance as compared to competitors can be identified through non-financial performance such as advantages of customer service, services innovation, and cost (Karia and Wong, 2013; Yang et al., 2009) where the competitive advantages of firm's performance should be measured in the multi-dimensional construct as performance impact. However, the research admit the important of financial and non-financial element to describe the Firm Performance.

2.9 Conclusion

This chapter has covered extensively the literature reviews on underpinning theory for this study, firm performance, social entrepreneurship orientation, halal values creation, and green halal from a variety of sources and references. Next, the researchers have specifically described MSMEs in Malaysia. The discussion on firm performance has been divided into two parts, namely the factors that influence firm performance and its measurement approach. In this chapter, the researcher has elaborated on the concepts and theories of entrepreneurship and social entrepreneurship orientation including the five-dimensional constructs as described above. Finally, the discussion continues on halal compliance sustainability concepts and the dimension between halal value creation and green logistics is thoroughly explored. Discussions and reviews of this literature form the basis for the formulation of the research hypotheses and proposed the conceptual framework for the study as a guide to the development of the research methodology in the next chapter. Chapter Three: Research Methodology comprised of the research design, population and sampling technique, data collection strategy, measurement instruments, pre-test and pilot findings, and validity and reliability analysis to confirm the research finding.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study aimed to identify the relationship between Social Entrepreneurship Orientation (SEO) variables (innovativeness, proactiveness, risk-taking, and socialness) and MSME firm's performance in Malaysia. In particular, this study also attempts to examine the direct relationship and investigate the halal logistics values creation as moderating variable on a firm's performance. This indirectly helped this study to examine the relationship between halal-green logistics values on the Social Entrepreneurship Performance of MSMEs in Malaysia. Since the purpose of this study is to clarify and predict the nature of relationships and test the theory, the quantitative approach is the most appropriate for the study (Leedy & Ormord, 2005). Therefore, this chapter includes methodology into five sections. The first section is the introduction, and the second section detail the research designation. Section three focuses on the determination of the population and sampling technique. Section four focuses on data collection methods and strategies. Section five discusses the analytical methods used in this study.

3.2 Research Design

The design of the study can be divided into plans for conducting studies that involve the discovery of "the elements examined and the procedure to be used" (Ahmad, S. 2011;

Sproull, 1995). The statement was supported by Zikmund (2000) who described the study as a 'master plan' that defined the methods and procedures for data collection and analysis of information needed. In general, a study can be conducted through research, descriptive, or hypothesis research (Sekaran, 2003; Cavana et.al 2001). The first two functions of designing the study according to Kumar (1996) were the beginning of the study and the second was the assurance of authenticity, objective, and accuracy achieved through careful planning for the study of the procedure.

Exploratory studies are usually conducted to explore new knowledge that has little to no information. This requires preliminary work to understand the phenomena of a situation before the model is developed (Swedberg, R. 2020). However, this study implemented explanatory studies to analyze causal relationships between the various data collection and justify the reasons for specific behavioral traits (Ivankova et al., 2006). Furthermore, regarding the use of descriptive studies, Zikmund (2000) explains the focus of the study is on population characteristics or research phenomena. Both approaches are important to provide valuable insight into the finding. Therefore, hypothesis testing will delve deeper into the nature and relationship of the variables studied (Sekaran, 2003) using correlation studies and hypothesis testing (Cronbach, 1957) in line with the purpose of this study to examine the relationship between Social Entrepreneurship Orientation, Halal-Logistics Values Creation, with Firm Performance. Therefore, explanatory research sees a sufficient approach to explain the current literature findings relate to the study (Robert E.M., 1967; Baskerville, R., & Pries-Heje, J., 2010).

In addition, a cross-sectional study design will also be used in the field of collecting data in a single field. This is to ensure a shorter time frame and meet the objectives of the study and provide more benefits to the researcher. This method has been tested with several previous studies such as Lumpkin and Dess (2001), Weaver, Dickson, and Gibson (2002), Kreiser et al. (2002), and other researchers using the same method. While multiple regression analysis is used to look at factors that influence the performance of sales, capital, and property returns and in this case, also on a social mission, the sustainability of resources, and reduction of cost. The design of this method is suitable for examining the phenomena, situations, problems, attitudes, and various issues in a given population (Kumar, 1996).

3.3 Sampling Technique

To dictate a sample of the population in the research, the convenience representative can be determined by the population percentages (Valmi et al., 2004). Random sampling technique provides generalization in population data finding, avoiding sampling errors or biases but representing by adequate size. It is important to have an absolute size of the sample selected relative to the complexity of the population (Taherdoost, 2017). The population of the study is the list of firm or enterprise data in Malaysia assisted by a specific government agency that focused on halal-certified businesses. The latest entrepreneurs (research population) data obtained from the Jabatan Kemajuan Islam Malaysia (JAKIM) in 2021 estimated 5394 companies in Halal Malaysia Directory (https://www.halal.gov.my) specifically in food and beverage manufacture. The sampling method performed in this study is based on the previous study's technique. Sampling must be conducted because it is difficult or impractical and involves a very high cost of collecting data from all populations or analytical units (Cavana et al., 2001).

The sample represents a subset of the population studied (Cavana et al. 2001). Based on previous studies conducted by researchers such as Ahmad, S. (2011) through the sample size determination table developed by Krejcie and Morgan (1970); their study in *"Determining Sample Size for Research Activities: Educational and Psychological Measurement"* (Cavana et al. 2001), the measurement scale used to determine the sample size of the population of halal certified firms registered under JAKIM in Malaysia. This population is suitable for study because it fulfills all the features required where the MSME industry selected only based on food and beverage producers/manufacturers with halal certification by Malaysia authority. They are also not bound by physical conditions such as the preparation of business forecasts, annual financial reports, and several other factors as well as loans from competent entrepreneurs' loan bodies. In determining the study sample, the researcher decided to follow the recommendation of Leedy and Ormrod (2005) where the probability sampling method was used because the study population had the same opportunity to be selected as the respondent other than the sample needs to meet the wider and broader goals (Cavana et.al., 2001). To avoid bias in sample selection as the respondents of the study, researchers used simple random sampling techniques (Salkind, 2003) based on population numbers that are considered to have similar characteristics (Leedy & Ormrod, 2005). This is in line with the objective of this study aimed at conducting specific studies on entrepreneurs in Malaysia. Therefore, sample selection will perform randomly using Microsoft Excel 2016 software.

3.4 Data Collection Strategy

The data collection strategy is based on the questionnaire method which is conducted through direct distribution to the target group/sample of this study. Among these were researchers send directly to the premises of respondents which are easily accessible. In addition, although the costs are relatively high and the opportunity for feedback is lower, postal delivery to relevant addresses or firms which have no access to any electronic facilities such as email, telegram, and website is also possible. The postal delivery approach was pioneered by several other researchers such as Ahmad, S. (2011), Sany Sanuri (2007), Cavana et al., (2001), and Chadwick et al., (1984). This set of documents and posted questions (including email usage and another web messaging option) is also accompanied by a cover letter regarding the purpose of the study, a letter of consent to become a respondent, as well as periodic information for answering and forwarding/submitting to the researcher or reviewer address. This is because, for postal methods, stamps and envelopes are provided to the respondents. To ensure that all relevant forms are returned to the researcher, a telephone call and/or reminder email will be made to the respondent to be reminded them of the time for the recap. This approach is in line with the views of Cavana et. al., (2001) that there are weaknesses in the use of postal delivery. The responsibility of the researcher is to plan the best method in ensuring that the questionnaires can be returned for research purposes (Ahmad, S. 2011). In this case, the latest situation such as pandemic threat and stern social interaction and distancing standard of the procedure makes the variety of methods in data research strategy must be considered such as the use of google form to replace the physical questionnaire and an email as a communication platform to disseminate forms, send and receiving a response and related documents (Michaelidou & Dibb, 2006). Therefore, returned emails or collected emails through google forms by the respondent or firm's representative will also consider as consent to become a respondent.

3.5 Measurement Instruments

Berg (1995) describes the quantitative approach as 'to counts and measures of things,' by stresses on valid and reliable measurement procedures based on facts gathered from the study ground; an adoption of scientific method principles by emphasizing the importance of the generalization and replication of results (Bryman, 1988). On the other hand, the qualitative approach offers an exclusive or predominantly use of words as data for the findings (Tesch, 1992). In this case, the study remained to optimize the use of the quantitative approach as the objective of the research is to analyze the goodness of *fit* between the variable's relationship (Conger & Kanungo, 1994) as suggested by Contingency Theory. All the variables in this study will be tested for reliability and validity tests consisting of sample pilot studies and then followed by an analysis of the actual study samples. The sample pilot study was the first step to look at the reliability and validity of the instrument before being used in the actual study which was then widely distributed to the respondents who were the target of this study. According to Emory and Cooper (1991), a range of between 25 and 100 subjects was sufficient to indicate the reliability and validity of the instrument, so several questionnaires would be distributed to respondents directly involved in the field of entrepreneurship. To measure the reliability of the instrument, Cronbach Alpha analysis was performed on all variables associated with this study as it can provide good guidance in determining the level of reliability (Cavana et al., 2001). Cavana et al. (2001) suggested that the most commonly used reliability measurement tool is the internal consistency measurement method using the Cronbach Alpha coefficient as it is also expected to provide good guidance. Pallant (2007) and Cavana et al. (2001) described this Cronbach Alpha statistic taking into account values from 0 to 1 where values less than 0.6 were considered weak or poor while 0.7 values were considered acceptable and greater than 0.8 show strong reliability.

The questionnaire form developed in this study contains 54 items divided into 3 parts, namely Part B contains 20 items that question the variables of social entrepreneurship orientation (innovation, proactive, risk management, and socialness). Part C contains 16 items related to halal-logistics value creation, while Part D involves 8 items that test the performance of MSME firms in Malaysia. Part A focuses on the demography of a firm containing 10 items. Each section of the questionnaire contains simple and clear instructions to help respondents answer the questionnaire given. To establish ethics in the use of questionnaire items, the researcher provides appreciation by citation of reference sources and acknowledges experts and professionals who provide advice on research instruments and feedback by respondents.

3.5.1 Firm Performance Variable Instrument (Dependent Variable)

This study will use a self-report technique for items of growth and financial performance that measure the firm's overall performance. Several previous studies have used this technique to obtain data on firm performance such as the study of Yang (2006), Lumpkin and Dess (1996), Gupta and Gofindarajan (1984), as well as Dess and Robinson (1984). Past studies have also found that this subjective technique shows that it can be trusted (Dess et al., 1997; Knight, 2000; Schulze et al., 2001) apart from the issue of public information objectively unreliable because the majority of SME firms are company's private individuals who have no legal responsibility to provide information for public reference in addition to the difficulty of obtaining business performance feedback objectively. This is evidenced by the study of Abdul Rahim (2007) who proved that half of the total respondents in his study gave the same sales performance feedback for three consecutive years, which means did not record any growth in the period. Accordingly, this study decided that respondents may refuse or do not want to provide actual financial data in line with the findings of the study from Tse et al. (2004) and Nor Aishah et al. (2020). To overcome the problem, this study will use a subjective approach where the selected respondents themselves report the questionnaire items related to the growth and performance of their financial and social performance.

According to Wilkund and Shepherd (2005) and Walker and Ruekert (1987), business performance is a multidimensional construct. However, there is no agreement on appropriate measurements to measure firm performance (Yusuf, 2002). Therefore, in line with Wilkund (1999) recommendation, the use of growth measurement and financial performance to measure the performance of SME firms is shared. In this study, growth is measured in three items to ensure a reduction in operational cost, social mission growth, and sustainable resources for income. While financial performance is measured by three items that include improvement in profit, return on investment/capital, and return on asset. This study also used the ‘overall performance’ item to describe a business's performance since previous research stressed the importance of overall strategy to emphasize the firm’s cost (Vickery et al., 1993). This is to check and re-validate respondents' answers for other business performance items (Lumpkin & Dess, 1996) which consisted of MSME perception of the firm’s financial and non-financial performances. Therefore, this study uses the items that have been developed by previous researchers using a Likert scale starting from No.1 (very low) to No.5 (very high) with occasional No.3 as a medium scale in business performance. Based on the recommendations of Covin et al. (2001) and Ahmad, S. (2011), the average three-year record can be used as a measure of performance because it reduces the influence of variation of financial annual results as well is sufficient to reflect the current position of a business's financial performance (Santos, 2004; Lumpkin, 1996).

Described as beneficial outcomes resulting from prosocial behavior enjoyed by the intended targets of that behavior and/or by the wider community of individuals, organizations, and/or environments, social performance is viewed as the amount of social impact produced by an organization/firm (Rawhouser et al., 2019). The study agrees with previous findings over the reality of social performance assessment challenges may be attributed to multiple targeted societal problems and beneficiary groups (Halberstadt &

Hölzner, 2018). Therefore, based on the argument discussed above, the items of firm performance are as follows;

Table 3.1
Firm's Performance Constructs

Item No.	New Item	Adapted Item	Source
Firm Performance			
1	Company showed improvement in its profit.	Improvement in its profit	Zailani, 2018
2	Company showed improvement in the average return on investment (ROI)	Improvement in the average return on investment	
3	Company showed improvement in the average return on asset (ROA)		
4	Company showed a reduction in operational costs	Reduction in operational costs	
5	Company showed improvement in employment growth	Improvement in economic growth	
6	Company showed improvement in social mission growth	Improvement in social mission growth	Dwivedi, A., 2018
7	Company will continuously seek sustainable sources of income to remain viable.	Seeking sustainable sources of income to remain viable.	
8	Company overall performance	-Nil-	Author

This study manages to collect eight firm performance items through a literature search and decided to directly use four items tested by Zailani et al. (2019) and two item by Dwivedia and Weerawardena (2018). This is based on their previous studies and the items have already been tested for validity and reliability. To determine internal reliability, Zailani et al. (2019) constructed items based on composite reliability (CR); which is similar to Cronbach Alpha and average variance extracted (AVE). The score of each item is as below;

a. CR and AVE score/items:
    i. Item No.1 – Profit improvement with CR=0.89
    ii. Item No.2/3 – Return on investment/asset with CR=0.83
    iii. Item No.4 – Reduction in operational cost with CR=0.75
    iv. Item No.5/ – Employment growth with CR=0.79
b. Item No.6 and No.7 developed by Dwivedia and Weerawardena (2018) shows the CR range between a score of 0.69 and with Cronbach Alpha score of 0.81. While item No.8 was prepared by the author to collect overall firm performance by the respondent.

As all CR's constructs are above 0.7 and acceptable for measurement items because the loading factor is more than 0.6 scores (Hair et al.,2017).

3.5.2 Social Entrepreneurship Orientation Variable Instrument (Independent Variable)

Items for SEO instrument as an independent variable have been developed recently by several types of research such as Dwivedia and Weerawardena (2018), which focus on the conceptualization and operationalizing of the social entrepreneurship construct, and

Halberstadt et al., (2020) which examine the SEO construct as a driver for start-up and established industrial firms. Both discoveries were motivated by Kraus et al. (2017) with their work on providing SEO measurement scale development through Delphi Study. Other than Halberstadt et al., (2020) who test the SEO on social and economic performance between both industrial firms, there is neither study working on discovery over on firm performance among business sectors nor any non-profit organization. Therefore, this study implemented Dwivedia and Weerawardena (2018) instruments and items on firms to provide new findings for future use. These include;

Table 3.2

Social Entrepreneurship Orientation Constructs

No.	New Items	Adapted Items	Source
	Social Entrepreneurship Orientation		
	Innovativeness		
11	Our company look for new ways of delivering social outcomes.	We look for new ways of delivering social outcomes.	Dwivedi, A., 2018
12	Our company look for innovative ways of marketing our services.	We look for innovative ways of marketing our services.	
13	Our company look for new ways of working with outside agencies like government agencies, businesses or other non-profits	We look for new ways of working with outside agencies like government agencies, businesses or other non-profits	
14	Our company seek novel ways of fundraising.	We seek novel ways of fundraising.	
	Proactiveness		
15	Our company engage in forecasting to avoid surprises.	We engage in forecasting to avoid surprises.	Dwivedi, A., 2018

16	Our company consider it important to be ready for future unexpected events.	We consider it important to be ready for future unexpected events.	
17	Our company engage in financial modeling to prepare for the future	We engage in financial modeling to prepare for the future	
18	Our company actively monitor external forces affecting us.	We actively monitor external forces affecting us.	
	Risk Taking		
19	Our company always engage in managing risks associated with our projects.	We always engage in managing risks associated with our projects.	
20	Our company will not undertake a project without considering associated costs and benefits.	We will not undertake a project without considering associated costs and benefits.	
21	Our company will commit resources to a project only when assured of funding to cover the cost.	We will commit resources to a project only when assured of funding to cover the cost.	Dwivedi, A., 2018
22	Our company have a cautious approach to making resource commitments.	We have a cautious approach to making resource commitments.	
	Socialness		
23	On high social impact projects, our company take steps so potential losses are affordable.	On high social impact projects, we take steps so potential losses are affordable.	Dwivedi, A., 2018
24	In designing new services, our company see the value in partnering with clients/beneficiaries.	In designing new services, we see the value in partnering with clients/beneficiaries.	

25	Our company believe in shaping our destiny using whatever means at our disposal.	We believe in shaping our destiny using whatever means at our disposal.	
26	Our company believe it is important to get funding pre-commitments from our donors when undertaking new projects.	We believe it is important to get funding pre-commitments from our donors when undertaking new projects.	
27	Our company believe in undertaking pilot projects before fully implementing new programs.	We believe in undertaking pilot projects before fully implementing new programs.	
28	Our philosophy guides everything we do in the organization.	Our philosophy guides everything we do in the organization.	
29	We often ask ourselves - 'How is this activity achieving the purpose of the organization?'	We often ask ourselves - 'How is this activity achieving the purpose of the organization?'	
30	Our company are deeply committed to creating social value.	We are deeply committed to creating social value.	
31	Whatever surplus funds we generate are re-invested towards fulfilment of the mission.	Whatever surplus funds we generate are re-invested towards fulfilment of the mission.	

For SEO, this study manages to collect 21 items through a literature searchand decided to directly maintain all items used by Dwivedia and Weerawardena (2018). Researchers used the Confirmatory Factor Analysis (CFA) to measure constructs and whether it is consistent with the researcher's nature of understanding, based on responses collected by survey and experts' assessments (Krauss et al., 2017). The research manages to provide 21 items measuring four SEO dimensions. This measurement ofacceptance items is Cronbach's Alpha (internal consistency). As a comparison to the previous analysis by Dwivedia and Weerawardena (2018), this research maintained Composite Reliability outcomes since it also provides a similar function of Cronbach Alpha; which is to measure the construct's internal consistency (Netemeyer, 2003). Basedon this measurement method, the reliability score determines by an estimated value not lessthan 0.70 (Hair et al.,2017) as explained in the early discussion above. Therefore, the convergent validity and reliability of each item are as follow;

Table 3.3
Construct Validity and Reliability

Construct/Item	Standardized Loading	Cronbach Alpha	Composite Reliability
Innovativeness		0.75	0.75
Item No.11	0.72		
Item No.12	0.65		
Item No.13	0.63		
Item No.14	0.62		
Proactiveness		0.87	0.88
Item No.15	0.84		
Item No.16	0.80		
Item No.17	0.80		
Item No.18	0.76		

Risk Taking		0.81	0.81
Item No.19	0.80		
Item No.20	0.75		
Item No.21	0.66		
Item No.22	0.66		
Socialness		0.72	0.73
Item No.23	0.71		
Item No.24	0.67		
Item No.25	0.53		
Item No.26	0.53		
Item No.27	0.50		
Item No.28	0.77		
Item No.29	0.73		
Item No.30	0.71		
Item No.31	0.63		

Source: Dwivedi, A., & Weerawardena, J. (2018): Composite Reliability Analysis Finding

3.5.3 Halal-Logistics Values Creation Variable Instrument (Moderator Variable)

The study manages to collect 16 Halal Logistics Values Creation items based on various literature search, where each constructs consists of several items and shows the connection between halal-value creation and green logistics. Even all constructs do not undergo specific testing methods in terms of halal-logistics value creation, but all items have been tested on their respective studies. This study will remain to use those items and apply them after research samples in the pilot test and using the internal consistency measurement method to check the reliability and validity of the constructs (Churchill, 1979; Cavana et al., 2001). All results will be the best determination of the decision for the actual field study.

Table 3.4

Halal-Logistics Value Creation Constructs

Item No.	New Item	Adapted Item	Halal Value	Source
Halal-Logistics Value Chain				
Packaging				
32	Company dedicated to ensuring our/outsource products packaging does not contain any non- halal parts of products or animals that are not slaughtered in the name of Allah and Sharia' methods or contain alcohol substance.	Does not contain any non-halal parts or products of Haram animals or products or animals that are not slaughtered in the name of Allah and Sharia' methods	Product	Abdul Rahman, et al, 2018
33	Company believe by maintains a hygienic working environment will enhance profitability	Maintains a hygienic working environment	Profit	Chin et al., 2017
34	Employee/outsource understand the Islamic requirements in halal product/service in packaging	Understand the Islamic requirements in halal food	People	Zailani et al., 2019
35	Company committed on safe and not harmful packaging process toward the environment.	Safe and not harmful	Planet/ Environt.	Abdul Rahman, et al, 2018

Warehouse				
36	Company committed to ensuring the product/service store in a place that hygiene, quality, and safe	All items are stored in a warehouse area should the goods/halal products only	Product	Abdul Rahman et al, 2018
37	Company believe by ensures safe, secure, and clean vicinity is important for warehouse	Ensures safe, secure, and clean vicinity	Profit	Chin et al.,2017
38	Employee/outsource understand the procedures of handling halal product/service for storage	Understand the procedures of handling halal food	People	Zailani et al., 2019
39	Company committed to warehouse environment area are clean and follow sanitation schedule to avoid air, water, and noise pollution and contamination.	The environment warehousing area should be clean and follow the sanitation schedule	Planet/ Environt.	Abdul Rahman et al., 2018
Transportation				
40	Company committed to ensuring all items stored in transportation should the halal products only	All items are stored in a warehouse area should the goods/halal products only	Product	Abdul Rahman et al., 2018
41	Company believe by emphasizes on strategic plan location will save the cost and energy	Emphasizes on strategic plant location	Profit	Chin et al.,2017

42	Employee/outsource are competent and skilful in carrying out the responsibilities in transportation	Competent in carrying out the responsible	People	Zailani et al.,2019
43	Company believe that segregation and strict between halal and non-halal products during halal logistics services will help improve the transportation cost and energy	I find that 3PL segregates completely and strictly halal and non-halal products during halal logistics services	Planet/ Environt.	Selim,N. et al., 2019
Systems-Technology				
44	Company will ensure Sharia' ritual cleansing will be done if the warehouse and transportation is found contaminated with material categorized as najs mughallazah	Sharia' ritual cleansing should be done if the warehouse is found contaminated with material categorized as najs mughallazah	Product	Abdul Rahman et al, 2018
45	Company believe company or logistics player should apply a traceability system	Logistics player should apply a traceability system	Profit	Tarmizi, H.et al., 2014
46	Employee/outsource provide adequate training given in handling halal product/service	Adequate training is given in handling halal food	People	Zailani et al.,2019
47	Company alert on advance information system help to ensure the *halal* system and improve the quality of our planet	Advance information system help to ensure the halal system	Planet/ Environt.	Tarmizi, H.et al., 2014

The construct is based on their previous studies and the items have already been tested for validity and reliability. To determine internal reliability, construct items based on composite reliability (CR); which is similar to Cronbach Alpha and average variance extracted (AVE). Several items constructed based on the qualitative method consist of interviews and case studies. Therefore, the existing score of each item on constructs validity and reliability is as below;

Table 3.5

Items Validity and Reliability

No. Of Item	Reseacher	Validity Score Method	Score
No. 32	Abd. Rahman et al., 2018	i. Case Study Protocol ii. Qualitative	Nil
No. 33			Nil
No. 34			Nil
No. 35			Nil
No. 36			Nil
No. 37	Zailani et al., 2019	i. Composite Reliability (CR);	CR:0.71
No. 38			CR:0.71
No. 39			CR:0.64
No. 40			CR:0.83
No. 41	Chin et al., 2017	i. Cronbach Alpha (CA);	CA:0.949
No. 42			CA:0.949
No. 43			CA:0.845
No. 44	Tarmizi, H. et al., 2014	i. Cronbach Alpha (CA);	CA:0.950
No. 45			CA:0.950
No. 46	Selim, N. et al, 2019	i. Composite Reliability (CR);	CR:0.86
No.47			CR:0.78

Evaluation of the convergent validity measure by average variance extracted (AVE) in a few construct scores in past research shows the scores are above 0.5, it is indicated as satisfactory convergent validity (Fornell & Larcker, 1981).In general, it can be concluded that the validity and reliability of each item fulfilled the internal consistency criteria based on the previous measurement scale. This study experimented with each construct's validity and reliability through a pilot study before disseminating it to an actual field study for the purpose of the study.

3.6 Pre-Test and Pilot Test

Before using the questionnaire in the actual study, the researcher conducted a pre-test to ensure the validity of the content and reliability of each item of the questionnaire developed (Cavana et al., 2001). Before the pre-test is carried out, the process of translating the questionnaire from English to Malay is done in advance to ensure that respondents are allowed to select a language they understand (Klinsortorn, 2005). This is because, even though English is a second language and widely used in Malaysia, the researcher took the necessary step and was aware of Bahasa Malaysia as a formal language and communication medium. The respondents (MSME food and beverage firm's owner or top management) feedback on each item is important to provide the most precise answer. This translation process was assisted by Mr. Anas Zakwan Bin Sabri, Coordinator in the Editing & Translation Unit, Center for Language & General Studies, Perlis Islamic University College. The translation process is done in two stages, the first stage begins with the questionnaire translated into Bahasa and the second question is translated back into

English to ensure that the true meaning of each question is reserved (Klinsontorn, 2005). When the researcher is satisfied with the translation process, a pre-test was conducted. This method is also used by previous researchers such as Ahmad, S. (2011) in his study.

Specifically, for this study, pre-tests were conducted twice, starting 3 June 2020 to 30 June 2020 and 5 August to 30 August 2020. In the first stage, the questionnaire was distributed to 2 academic staff, (senior lecturers) in the field of social entrepreneurship from the School of Business, a senior lecturer in the field of Islamic entrepreneurship from Islamic Business School, and an academic staff (senior lecturer) School of Technology, Management, and Logistics were also involved to provide feedback. All these academic staffs are lecturers at Universiti Utara Malaysia. All first-stage feedback was then checked and reviewed to improve the instrument and structure of the questionnaire after discussion with the research supervisor.

The purpose of this pre-test is to ensure that the questions related to each item in every variable are understood by the respondents. Based on the views and suggestions submitted by the respondents, the results for the pre-test are as follows;

i. Use of Likert Scale for question items - Likert Scale is in line with the requirements of Social Entrepreneurship Orientation and Halal Logistics Values Creation which aims to measure the level of willingness of respondents to accept upon rejecting their inclination towards these two variables. There is a series of previous studies that prove that numerical scales are more likely to confuse respondents, as well as contradictory statements in a single item of questions, can confuse questions, especially questions related to entrepreneurial orientation (Sul, 2002);

ii. The comment against items also includes the translation between Malay and English in items that mean different things. Researchers are advised to review the translation to avoid confusion among respondents and the results of future studies;

iii. The pre-test respondents also suggested the use of the phrase 'product' in addition to 'service' with complete phrases such as 'product and/or service' it is possible that the study respondent offers both business elements;

iv. Researchers are also recommended to divide each item according to constructs and sub-constructs to determine and decide whether the items for each construct are sufficient or otherwise to represent each construct item.

Besides, there are some spelling mistakes and command of instructions that are poorly understood in each section that has been refined to be clearer. Therefore, some changes have been made based on the views and recommendations given on the first pre-test.

Next, the second pre-test is more focused on the respondents in the broader background to get feedback for each question item that has been modified based on the views from the first pre-test. The second stage involves the circulation of a questionnaire to Ph.D. students of 3 people, and the industry, represented by the Deputy President, Dewan Perniagaan Melayu Perlis Branch. Again, respondents were asked to evaluate in detail and make suggestions for improvement related to this questionnaire, especially in terms of understanding, clarity, bias, and ambiguity of each question including spelling errors, the position of the sequence of questions, and the time required to answer this questionnaire. Once satisfied with the process of improvement, the questionnaire was again sent to Mr. Anas Zakwan Sabri, Unit Coordinator Editing & Translation Center for Language and General Studies, Islamic University College Perlis for review and confirmation of the resolution using both Malay and English (see Appendix 12).

All efforts regarding sending questionnaires and interactions with the respondents to remind them related to obtain feedback are done by phone call and ease of use of email. This is because the current atmosphere affected by the Covid-19 pandemic has led to government-imposed bans and travel restrictions. Therefore, the researcher decided to use information and communication technology facilities to ensure all matters related to feedback on the content of this questionnaire can be completed and collected at an immediate rate.

Subsequently, a pilot study was conducted on 10 November 2020 after obtaining approval from the supervisor. A total of 112 softcopies of the questionnaire were distributed via email to the respondents who have meet the criteria that had been set. These criteria include a group of MSME firms in the food and beverage manufacturing sector (not including restaurant services, agricultural production, and agro-based products) in Malaysia selected randomly. The company email was obtained through the company's website by searching in google search engine as well as open data information provided by the Halal Malaysia Directory at the website https://www.halal.gov.my. In addition to distributing online, the researcher also contacted the desk officer or clerk of the companies involved to inform them about the email sent and the period of resubmission of the questionnaire feedback. However, due to the pandemic and the company's failure to operate during this period, the researcher had to wait for a response via email and only 30 pilot test respondents returned the questionnaire before being analyzed using SPSS software.

3.7 Actual Research Finding

The actual findings classify the firm’s analysis into five interpretations which consist of demography information, bias feedback, reliability and validity of the items, correlation analysis, and regression analysis between variables involved. As discussed in above sub-chapters, this study has used a simple random sampling technique to select respondents. After the results of the pilot study are examined, potential respondents were again selected and identified using a simple random sampling technique based on data collected at early stages. The actual study’s data collection takes place to provide research output. This data collection process starts from Dec 7th, 2021 to March 31st, 2022 which takes about three and a half months. A total of 500 sets of questionnaires were emailed with a specific research introduction, instruction, and google form link to the respondent’s company email; in comparison to the number suggested by Krejcie and Morgan (1970) only 381 respondents were needed to represent the population. The increase of 119 sets of questionnaires is due to previous studies found that the respondents (using the postal mail approach) have a relatively provide low response rate in Malaysia (Sany Sanuri, 2007). According to Kamil (2002), a larger size is needed to overcome the problem of respondent's not returning the questionnaire to the researcher. However, in response to feedback from the respondents, the researcher kept sending reminder emails to the respondents after two weeks the questionnaire form was emailed or posted in addition to scheduled phone calls.

Even using information and communication technology via email and other platforms simplified the data collection, only small numbers of respondents were willing to pay intention and feedback. As a result, a total of 263 questionnaires were successfully collected representing 53 percent of the total number of questionnaires emailed and 69 percent of the total required based on the sample size determination table produced by Krejcie and Morgan (1970). The data filtering and cleaning process were performed on returned questionnaires, and only 248 questionnaires can be optimized for analysis. The remaining fifteen questionnaires were removed from the analysis due to incompleteness (3 sets), filled in by ineligible respondents (5 sets), and outlier cases (7 sets). The ineligible respondents determine by setting the questionnaire google form with restriction in the first requirement that needs to be completed by the respondent as stated in Chapter 3 Part 3.4: Data Collection Strategy.

Table 3.6.:

Questionnaire Structure

Section	Item No.	Total Item
Section One: Firm Demograhy	No. 1 – No. 10	10
Section Two: Social Enterpreneurship Orientation		20
a. Innovativeness	No.11 – No. 14	4
b. Proactiveness	No.15 – No. 18	4
c. Risk-Taking	No. 19 – No. 22	4
d. Socialness	No. 23 – No. 30	8
Section Three: Halal Logistics Values Creation		16
a. Halal Packaging	No. 31 – No. 33	3
b. Halal Warehouse	No. 34 – No. 37	4
c. Halal Transportation	No. 38 – No. 41	4
d. Halal Managemant Systems	No. 42 – No. 46	5
Section Four: Firm Performance	No. 47 – No. 54	8
Total Items		54

A total of 54 questions were provided in the questionnaire in this survey which is divided into 4 sections which are Section One is Firm Demography, Section Two is Social Entrepreneurship Orientation, Section Three consists of Halal-Logistics Values Creation, and Section Four is Firm Performance. Section One consisted of 10 questions, whereas question 1 to 10 was used to obtain information on the business's characteristics. The remaining three sections include 8 questions that were designed to investigate the firm performances in the previous three years, 20 questions were designed to capture Social Entrepreneurship Orientation, and 16 questions were on Halal-Logistics Values Creation instruments such as packaging, warehousing, transportation, and management systems. Section One - Firm Demography feedback was straightly collected based on specific detail related to the Micro, Small, and Medium Enterprises (MSMEs) characteristics provided by a legitimate agency such as SME Corps., Malaysia, and the firm's general information in form of multiple choice answers. Pritha Bhandari and Kassiani Nikolopoulou (2020) describe that to measure behaviors, opinions, or attitudes, the Likert scale provides sufficient rating tools to capture response bias which can be represented in various categories such as satisfaction, likelihood, level of concern, agreement, frequency, awareness, familiarity, quality, and importance.

The measurement for variables in Section Two – Social Entrepreneurship Orientation (SEO) and Section Three – Halal-Logistics Values Creation (HLVC) has been determined to use the Likert's scale in the agreement category, which is inclusive of 1= Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree, and 5 = Strongly Agree. Meanwhile, for Section Four – Firm Performance, the Likert scale in the satisfaction category was used as the scores presented as 1=Lowest, 2=Low, 3=Moderate, 4=High, and 5= Highest. The scales are different based on each item's group construct to capture the real consideration of respondents when they respond to each item provided in the questionnaire. The Likert scale categories are important to measure the most exact unobservable individual decision which has no concrete or objective measurement (Pritha Bhandari & Kassiani Nikolopoulou, 2020).

3.8 Validity and Reliability Instruments Analysis

3.8.1 Pilot Study Analysis

All variables in this study were subject to reliability tests and validity tests conducted on data from pilot studies. The purpose of the pilot study is to determine the reliability and validity of each instrument used in this study before the actual study in the field is conducted. A total of 30 questionnaires obtained from the pilot study were used in this analysis. A total of 30 questionnaires are considered sufficient to produce an authentic analysis based on the previous researchers such as Emory and Cooper (1991) whoexplained that the number of study subjects between 25 to 100 is sufficient for a pilot study.

The validity analysis emphasized in this study consists of two methods namely content validity and construct validity (Murphy & Davidshofer, 1998). Content validity refers to the extent to which an instrument contains sufficient items to measure a variable (Nunnally, 1978). The validity of the content cannot be determined by numerical analysis as it is quite subjective and requires discretion. It depends on how the items are linked and how they are presented. The instruments built in this study are based on a comprehensive literature review as discussed in the previous chapter, evaluation by academics in the field of management and entrepreneurship, also have been tested through two series of pre-tests and pilot studies as discussed earlier. According to Sekaran (2003), high internal consistency is also one way to ensure the validity of the content. The results of the pilot study found that all instruments have a high level of consistency (Alpha). Therefore, these findings have proven the validity of the instrument content, which also measures each of the constructs used in this study.

Construct validity refers to the degree to which the measurement of construct value should be evaluated (Sekaran, 2003; Murphy & Davidshofer, 1998). A measure is considered valid for a construct if it evaluates the magnitude and direction of the construct characteristics found in the sample. In addition, the gauge is free from errors and other construction elements. For the purpose of this validation, most past researchers such as Churchill (1979), Walsh and Betz (1995), Murphy & Davidshofer (1998), Cavana et al., (2001) as well as Hair, et al. (2006) suggest the use of factor analysis to assess the validity of constructs. However, construct analysis is not suitable to be carried out at this stage of the pilot study due to the small sample size (Hair et al., 2006; Tabachnick & Fidell, 2001). Therefore, the validity of the factor analysis construct will only be implemented in the actual study for a larger sample size.

The results of the 30 sets of pilot study questionnaires returned via the researcher's email show that the Cronbach Alpha value is between 0.700 to 0.900 for each variable measured. Due to the result of the Cronbach Alpha value exceeding 0.7, then no item should be dropped in this study as suggested by Pallant (2007). Based on the corrected item-total correlation scores, the value of the innovativeness variable is between 0.449 to 0.672, while the value of the corrected item-total correlation of proactiveness shows a score between 0.485 to 0.684. The risk management construct shows a score value for corrected item-total correlation between 0.619 to 0.741 and a socialness score value between 0.405

to 0.844. Therefore, the researcher will not drop any items for the Social Entrepreneurship Orientation (SEO) variables because their value exceeds 0.30 as suggested by Pallant (2007). For the Halal-Logistics Values Creation (HLVC) variable, it was found that the value of the corrected item-total correlation for halal packaging constructs was between 0.270 to 0.495, while the accuracy value of halal warehousing corrected item-total correlation showed a score between 0.713 to 0.884. The halal transportation construct shows that the score value is between 0.674 to 0.841 and the value of the halal management system is between 0.641 to 0.903.

Halal packaging shows the corrected item-total correlation below 0.30 as proposed by Pallant (2007) and affects Halal-Logistics Values Creation (HLVC) in general. However, the researcher does not intend to drop the item, instead, the researcher will only drop items that have an inter-corrected item-total correlation of less than 0.3 in the actual study.

3.8.2 Actual Study Reliability and Validity Analysis

The internal consistency approach is a reliability measurement tool that provides the degree of the interrelatedness of each item in the respective construct. Therefore, Cronbach Alpha is one of the indicators to check the construct's reliability coefficient (Nawi, et al, 2020). Table 3.7 shows the Alpha value for each construct and its comparison with the results obtained during the pilot study. Overall the result for each construct is satisfactory.

Table 3.7:

Cronbach Alpha Value for Reliability Test (n=248)

Variables	Total Items	Cronbach Alpha Actual Study
Social Entrepreneurship Orientation (SEO)		
i. Innovativeness	4	.739
ii. Proactiveness	4	.802
iii. Risk-taking	4	.787
iv. Socialness	9	.904
Halal-Logistics Value Creation (HLVC)		
v. Halal Packaging	3	.873
vi. Halal Warehousing	4	.904
vii. Halal Transportation	4	.850
viii. Halal Management System	5	.848
Firm Performance (FP)	8	.872

The results of the analysis confirmed the acceptable value variables and only two constructs had a Cronbach Alpha value less than 0.800 which are Innovativeness and Risk-Taking but still acceptable (Hair et al., 2006; Nunally et al., 1994). Taber, K. S. (2018) confirmed that 0.700 is still considered acceptable in determining the internal consistency of the constructs since each construct consists of less than 10 items. This acceptance is in line with Pallant's (2007) statement, that it is difficult to obtain a good alpha value for constructs with a small number of items, for example, less than 10. In this regard, researchers are advised to refer to the mean value of inter-item correlations to determine the strength between items (Pallant, 2007) for the constructs of Innovativeness and Risk-

Taking variables. It is confirmed that the mean value of inter-item correlation for Innovativeness is between the values 0.338 and 0.613, while for Risk-Taking is between 0.427 and 0.646 which is considered to have a strong relationship between each item for the construct of variables with a significance of $p>0.000$. While other variables have Cronbach Alpha values between 0.802 to 0.904 which can be referred to the Table 3.7. From the analysis above, the study data shows that the researcher was able to assess the strength of data consistency by providing a consistent result. In this matter, all constructs on each variable are considered good and reliable (Nunnaly, 1978; Pallant, 2007; Cavana et al., 2001).

Factor analysis procedures were applied to all items in each SEO, HLVC, and Firm Performance to determine the construct's validity. Factor analysis is used to determine the structure of variables and the number of dimensions suggested in a study (Hair et al., 2006). However, this factor analysis only suggests statistical results, it depends on the researcher how to interpret the findings from the results of the factor analysis (Pallant, 2007). Therefore, in this analysis, the researcher only involves the number of components or factors proposed based on the findings from the results of those factors.

In this study, the Principle Component Analysis (PCA) procedure was used to analyze each of the SEO, HLVC, and firm performance constructs. According to Leowenthal (1996), Principal Component Analysis is a data table representing observations in inter-correlated variables and described the pattern of similarity by displaying them as points in various factor analysis approach such as correlation matrix, a test of sphericity, sampling adequacy, eigenvalues and communalities value (Abdi, H., & Williams, L. J., 2010); a clear results and is an accurate method of determining the number of factors or components that need to be retained (Velicer & Jackson, 1990). Table 3.8 shows briefly the results of the analysis for Principle Component Analysis for this study.

Table 3.8:

Factor Analysis Result Summary (Principal Component Analysis)

No		SEO Analysis	HLVC Analysis	FP Analysis	Analysis Condition
1	Correlation Matrix *Kaiser-Meyer Olkin (KMO)*	.896	.828	.892	KMO value greater than 0.600
2	*Barlett's Test of Sphericity* *Chi-Square Approx.* *(df)* *Significant*	1149.906 78 .000	795.333 36 .000	572.059 21 .000	Significant at <0.001
3	*Measure Of Sampling Adequacy(MSA)* *Anti-Image Matrix*	Items of Proactive no.2, Risk Taking no.4, Socialness no.1, no.3, no.4, no.6, and no.7 were dropped.	Items of Packaging no.2 and no.4, Warehouse no.2 and no.3, Transportation no.1 and no.3, Management Systems no.1 and no.3 were dropped.	Profit Return On Investment (ROI) was dropped fromthe analysis.	Correlation between variables minimum >0.50
4	Communalities Value	All value responses >0.40	All value responses >0.70	All value responses >0.30	No items were deleted as a value greater than 0.30
5	*Eigenvalues* Total Factor Component Total Explain Variance Component 1 Component 2 Component 3 Component 4 Component 5 Component 6 Component 7	2 50.901 41.278 8.932 - - - - -	2 61.013 42.540 18.473 - - - - -	1 52.157 52.157 - - - - - -	Equal or greater than 1 eigenvalue is acceptable

For the SEO construct, a total of 20 items are used to be analyzed to determine the actual number of dimensions that need to be maintained. According to Pallant (2007), the first step to analyzing the results of factor analysis is to check the value of Keiser-Mayer-Olkin (KMO) and Bartlett's Test of Sphericity. Therefore, it is important to further check the Measurement of Sampling Adequacy (MSA) of each variable to look for a single value that is adequate for inter-correlation between variables (Shuhymee Ahmad, 2011). The insufficient value in inter-correlations will lead to an unstable factor analysis outcome. This is because, each item should correlate between variables which a minimum of >0.50 (Chan, L. L., & Idris, N., 2017). From the Anti-Image Matrix run in the analysis, those items' values less than <0.50 were dropped sequentially starting with the lowest score.

Hence, Proactive-ness item No.2, Risk-Taking item No.4, and Socialness items No.1, No.3, No.4, No.6, and No. 7 were dropped. The second MSA analysis was running to capture the new KMO's and Barlett's Test of Sphericity. The result can be referred to in the summary of Table 3.8 and it is found that the KMO value is 0.896, exceeding the minimum value of 0.6 required to allow factor analysis to continue (Tabachnik & Fidell, 2001; Pallant, 2007, Chan, L. L., & Idris, N., 2017). Bartlett's Test of Sphericity was significant (p <0.5) with a Chi-square value of 1149.906 at a degree of magnitude (df)=78 which supports the use of factor analysis for SEO constructs.

Table 3.9 shows Social Entrepreneurship Orientation Total Variance found that there are two components (grayed in) that have eigenvalues greater than 1. Based on the principal component in the analysis, Eigenvalues provide a total amount of variance that can explain the variation of the component. If eigenvalues are greater than zero, then it's a good sign (Brown, J., 2001). All two components can explain the 50.9 percent position of variation of SEO variable whereas Component 1 represents 41.97 percent of variance with total eigenvalues of 5.457 and Component 2 with 8.92 percent of variance with a total eigenvalue of 1.160; which consider accepted constructs. In addition to the eigenvalues, the number of factors or components can be determined by referring to the Scree Plot diagram (Hair et al., 2006; Pallant, 2007) which can be referred to in Appendix 4. Based on the eigenvalues and Scree Plot diagrams, the researcher concluded that the SEO construct has two components or factors that represented the independent variable. These results also confirm that these two SEO constructs are multidimensional as proposed by Halberstadt et al., (2020) and Kraus et al., (2017).

Table 3.9
Social Entrepreneurship Orientation Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.457	41.978	41.978	5.457	41.978	41.978
2	1.160	8.923	50.901	1.160	8.923	50.901
3	.905	6.963	57.864			
4	.822	6.320	64.184			
5	.765	5.884	70.069			
6	.689	5.300	75.368			
7	.632	4.861	80.229			
8	.565	4.343	84.572			
9	.473	3.638	88.211			
10	.456	3.508	91.719			

11	.408	3.139	94.858			
12	.369	2.842	97.699			
13	.299	2.301	100.000			

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Compare to HLVC constructs, a total of 16 items are used to be analyzed to determine the actual number of constructs that need to be maintained. After the determination of the remaining items analyzed by the Anti-Image Matrix, items value less than <0.50 were dropped were Packaging No.2 and No.3, Warehouse No.2 and No.3, Transportation No.1 and No.3, also Management System No.1 and No.3.

Second MSA analysis was running to capture the new KMO's and Barlett's Test of Sphericity between 8 items remaining and the result can be referred to in the summary in Table 3.10 at above. It is found that the KMO value for HLVC is 0.828, exceeding the minimum value of 0.6. (Chan, L. L., & Idris, N., 2017). Bartlett's Test of Sphericity was significant (p <0.5) with a Chi-square value of 795.333 at a degree of magnitude (df)=36 which supports the use of factor analysis for HLVC constructs.

Table 3.10:

Halal Logistics Values Creation Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.829	42.540	42.540	3.829	42.540	42.540
2	1.663	18.473	61.013	1.663	18.473	61.013
3	.793	8.808	69.821			

4	.631	7.013	76.834			
5	.506	5.619	82.453			
6	.467	5.188	87.641			
7	.411	4.562	92.203			
8	.361	4.012	96.215			
9	.341	3.785	100.000			

Extraction Method: Principal Component Analysis.

Table 3.10 shows that only two components (grayed in) have eigenvalues greater than 1. All two components explain 61% position of variation of the HLVC variable whereas Component 1 represents 42.5 percent of variance with total eigenvalues of 3.829 and Component 2 with 18.5 percent of variance with a total eigenvalue of 1.663; which consider accepted constructs. In addition to the eigenvalues, the number of factors or components can be determined by referring to the Scree Plot diagram (Hair et al., 2006; Pallant, 2007) which can be referred to in Appendix 5. Based on the eigenvalues and Scree Plot diagrams, the researcher concluded that the HLVC constructs only have two components or factors represented by the variable. Even the results confirmed that the HLVC variable might happen to present as a multidimensional construct as stated by previous research (Samson & Terziovski, 1999; Ishak & Ishak, 2020), this study will examine the construct's tendency as unidimensional as proved by Talib et al. (2017).

Further analysis of dependent variables, Firm Performance construct represented by a total of 8 items used to be analyzed to determine the actual number of dimensions that need to be maintained. After the determination of the remaining items analyzed by the Anti-Image Matrix, items value less than 0.50 dropped Return on Investment (ROI). This is in line with a previous study conducted to examine firm performance in related, unrelated, and hybrid diversification strategy which proved that the return on asset (ROA) adopted diversification strategy of financial performance were higher than the return on equity (ROE) and return on investment (ROI) (Oladimeji & Itohowo, 2019). Specifically, from the research analysis feedback, ROA seems more efficient to measure compared to ROI in terms of financial performance among food and beverage industry players. Additionally, a previous study also stated that there were times when a firm's performance was declining since their investments and liquidity were determined to be unstable and unpredictable for a certain length of time (Oladimeji & Itohowo, 2019).

Table 3.11:
Firm Performance Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.651	52.157	52.157	3.651	52.157	52.157
2	.761	10.876	63.032			
3	.674	9.625	72.657			
4	.528	7.549	80.206			
5	.520	7.428	87.634			
6	.468	6.688	94.322			
7	.397	5.678	100.000			

Extraction Method: Principal Component Analysis.

Therefore, only 7 items remained to be analyzed for Principal Component Analysis. The second MSA analysis was running to capture the new KMO's and Barlett's Test of Sphericity between 7 items remaining and the result can be referred to in the summary in Table 3.11. It is found that the KMO value for Firm Performance is

0.892, exceeding the minimum value of 0.6. (Chan, L. L., & Idris, N., 2017). Bartlett's Test of Sphericity was significant (p <0.5) with a Chi-square value of 572.059 at a degree of magnitude (df)=21 which supports the use of factor analysis for Firm Performance constructs. Referring to Table 3.11, it is found that only one component (grayed in) that have eigenvalues greater than 1. All components explain 52 percent position of variation of firm performance variables whereas Component 1 represents 52 percent of variance with total eigenvalues of 3.651; which consider an accepted construct.

In addition to the eigenvalues, the number of factors or components can be determined by referring to the Scree Plot diagram (Hair et al., 2006; Pallant, 2007) which can be referenced in Appendix 6. Based on the eigenvalues and Scree Plot diagrams, the researcher concluded that the firm performance constructs only have one component or factor represented by the variable. These results also confirm that firm performance is a unidimensional variable as proposed by Ahmad, S. et al., (2013).

3.9 Normality, Linearity, and Multicollinearity Analysis

This study emphasizes several assumptions that must be met before multivariate techniques can be used. This matter is guided by the recommendations of Hair et.al (2006), which explain that tests of normality, linearity, and multicollinearity are tested first. Previous studies also explained that Norusis (1999) and Pallant (2007) also gave the same emphasis.

3.9.1 Normality Test

In order to determine good data, the normality test is one of the methods carried out to identify the direction of the distribution that deviates to the right or left and is shaped like a 'bell-shape', as well as the normal probability plot method (Hair et. al., 2006). In addition, the linearity test can be carried out by plotting the residual standard value against the expected value (Pallant, 2007) because, with this method, linearity is considered to fulfill the assumption that the residual value distribution should be randomly scattered around the horizontal line at a value of 0 (Flury & Riedwyl, 1998). Although normality is determined by vertical lines in a histogram chart, it is difficult to determine the exact distribution of data due to problems in the sampling method (Shuhymee Ahmad, 2011) apart from respondents who have different backgrounds and businesses. Figure 3.1 shows the histogram for the standardized residuals of the innovation variable with business performance. Figure 3.2 shows the residual cumulative probability plot for the innovation variable.

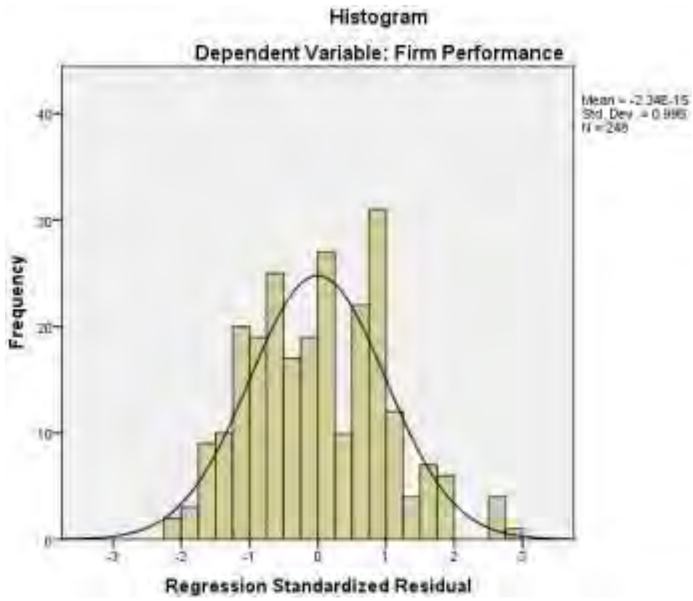

Figure 3.1: Residual Histogram of Innovativeness variable on Firm Performance

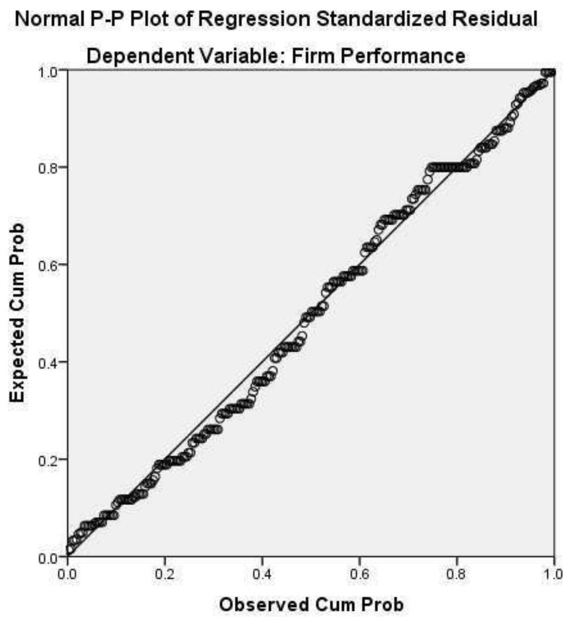

Figure 3.2: Normal probability plot of the Innovativeness variable

Based on the diagram above, this histogram shows that the normal distribution of the data is balanced because there is no residual grouping towards the middle, too left (negative), or too right (positive) with a large rate. Therefore, the assumption of normality of this data is considered to have been fulfilled based on the residual data distribution of the histogram displayed above. While the P-P normal plot diagram for the innovation variable with business performance shows that the residual value studied approaches the normal line. This shows that the data is normal and meets the normality assumption as shown in the plot diagram above. This assumption is confirmed that the innovativeness construct and firm performance variables are randomly dispersed and conclude that a linear finding is an appropriate correlate.

3.9.2 Linearity Test

While the scatter plot between innovation and firm performance is the result of linearity test analysis. The findings of the study are as follows;

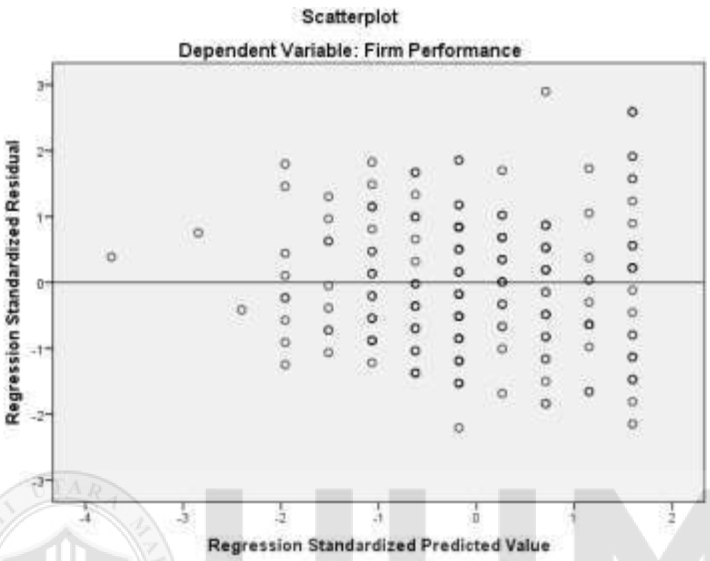

Figure 3.3: Scatter plot between innovation and business performance.

This scatterplot diagram clearly shows the residual value scattered randomly in a horizontal line with a value of 0. This picture explains the balance of clustered pattern distribution and fulfills the assumption of linearity between innovation variables and business performance. The method of both normality analysis and linearity analysis is also carried out on other variables and the results of normality and linearity analysis meet the assumptions.

3.9.3 Multicollinearity Test

Before the analysis of multivariate techniques can proceed, the assumption of the absence of multicollinearity must first be met. This is based on the study of Hair et.al (2006). Therefore, each variable needs to be tested to avoid the possibility of multicollinearity problems. This multicollinearity refers to the degree of correlation between independent variables that are highly correlated (more than 0.90) concerning the value of the variance inflated factor (VIF) or tolerance value as stated by previous researchers such as Meyers et.al (2006) and Hair et al. . (2006). Multicollinearity information can be observed in Table 3.12;

Table 3.12:
Multicollinearity test for Firm Performance variable

	Tolerance	VIF
Inovativeness	.636	1.573
Proactiveness	.580	1.725
Risk Taking	.561	1.783
Socialness	.526	1.900

Based on Table 3.12, it was found that every VIF value analyzed shows that multicollinearity is not a potential problem that creates problems in this study. The value displayed on the VIF of each variable explains that none of the variables exceeds the value of 10 as suggested by Hair et al. (2000), Meyers et al. (2006) and Pallant (2007). This result proves that the problem of multicollinearity does not exist. Even so, this method is not the only way to identify multicollinearity problems because checking through bivariate correlation can also be used (Hair, 2006).

3.10 Conclusion

This chapter discusses the research methodology that has been used in previous equivalent studies. Among the topics discussed are the design and sampling process of the study including population and sample size for this study. The researcher then explained the data collection strategy, and the process of instrumentation measurement by recommending the Cronbach Alpha coefficient test in addition to the test to provide a preliminary analysis of the validity and reliability of the instruments. The result collected through the pilot study later will be compared to actual study findings. Almost all instruments were replicated based on previous research developed to test their respective framework. Based on this result, the actual findings will assist the study to provide strong instruments after multi-collinearity, reliability, and validity analysis takes place. All of these measurement recommendations will be described in Chapter Four after the construction of instruments is identified and constructed. Chapter Four discussed the research findings including respondent's demography, descriptive analysis, and lastly the finding analysis on each research objective.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The main objective of this chapter is to discuss the findings of the study based on the data provided by the respondents who returned the questionnaire. The chapter is divided into four main sections, where the first section discussed the background of the Micro, Small, and Medium Enterprises (MSMEs) firms. Next, the second section reviews the findings from the descriptive analysis. The third section will answer ten hypotheses based on the first objective and the second objective of the study which is to examine the relationship between the variables of Social Entrepreneurship Orientation (SEO) and Halal-Logistics Values Creation (HLVC) towards Firm Performance (FP). Finally, findings from hierarchical regression analysis answered the third objective of the study which consists of five hypotheses to examine the influence of moderating variables of HLVC on the relationship between SEO and Firm Performance.

4.2. Respondents Demography

The survey covers three industry categories related to food manufacturing, beverage manufacturing, and food and beverage manufacturer. The demography characteristics of sample respondents are as below;

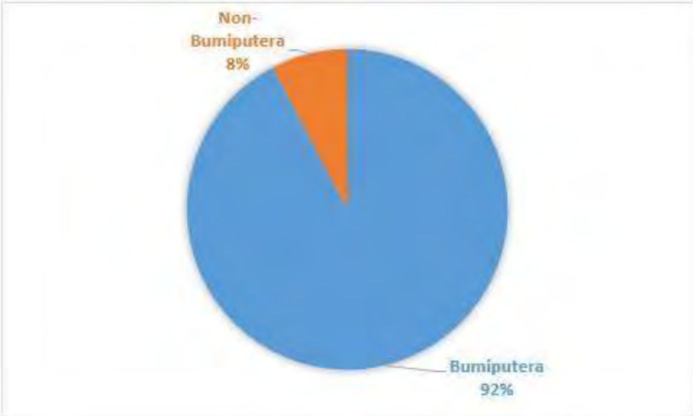

Figure 4.1:
Ownership Status

Figure 4.1 shows that more than 92.3 percent of respondents were in the Bumiputera category and 7.7 percent or 19 respondents represent non-Bumiputera respondents. The companies registered for halal certification are not just among Muslim entrepreneurs but also the non-Muslims with halal-friendly products and goods. This also reflects Malaysia's race population reports by the Department of Statistical Malaysia (DOSM) which Malays are 69.7 percent or 20.9 million in total (Department of Statistics Malaysia, 2021); particularly concern about halal integrity, especially on food and beverage consumption. This encourages more non-Bumiputera companies to prefer to be certified as halal branding companies.

The number of employees and sales turnover was to determine the definition of each criterion whether it is micro, small, or medium enterprises. The finding as shown in Figure 4.2 and Figure 4.3 as follows;

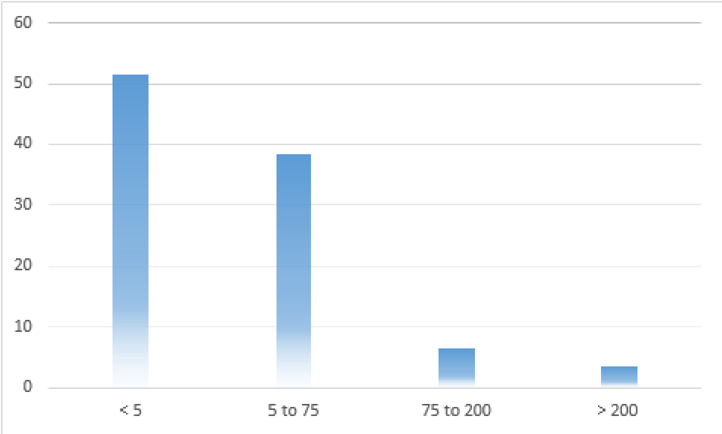

Figure 4.2:

Number of Employees

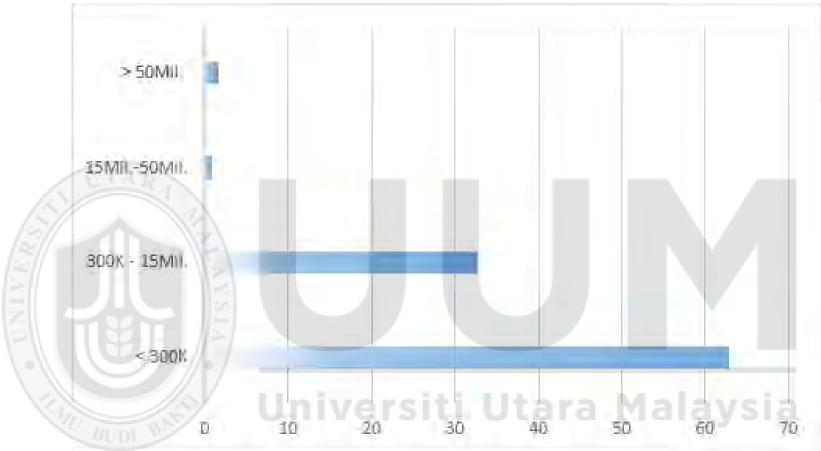

Figure 4.3:

Sales Turnover

This criterion firms or businesses with employees less than 5 workers and sales turn over less than RM300k as micro-enterprises, companies with more than 5 to 75 and yearly turnover between RM300k to RM15 million are considered as small enterprises and 75 to 200 employees and turnover between RM15 million to RM50 million as medium enterprise (SME Corp., 2018). In this case, the research also shows 4 companies from total respondents admitting that their sales turn over 50 million a year. Since it is just 1.6 percent of the sample's population, the study agrees to retain the respondents as part of the analysis. Therefore, based on the data collected, a maximum of 62.9 percent of respondents can be assumed as micro-entrepreneurs/enterprises, 34.7 percent are categorized as small enterprises, while only

0.8 percent represented medium enterprises. The majority of the respondents were micro-enterprise category with represent 51.6 percent in the number of employees and 62.9 percent to be compared to sales turnover.

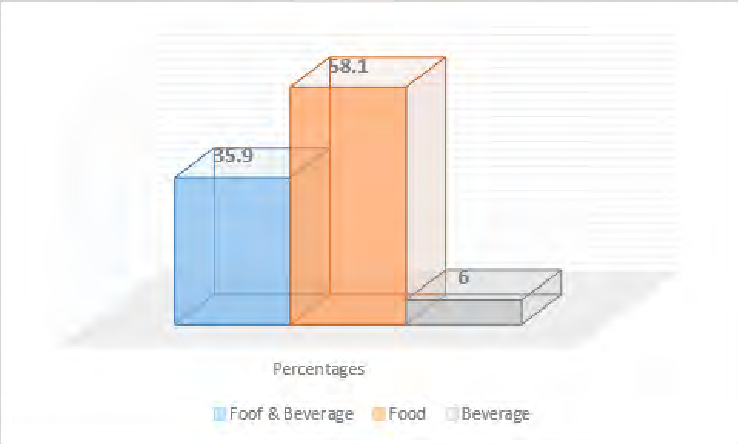

Figure 4.5:

Business Sector

The data also shows that most of the respondents were in food manufacturing with consists of 58.1 percent, food and beverage manufacturing at 35.9 percent, and beverage manufacturing total of 6.0 percent.

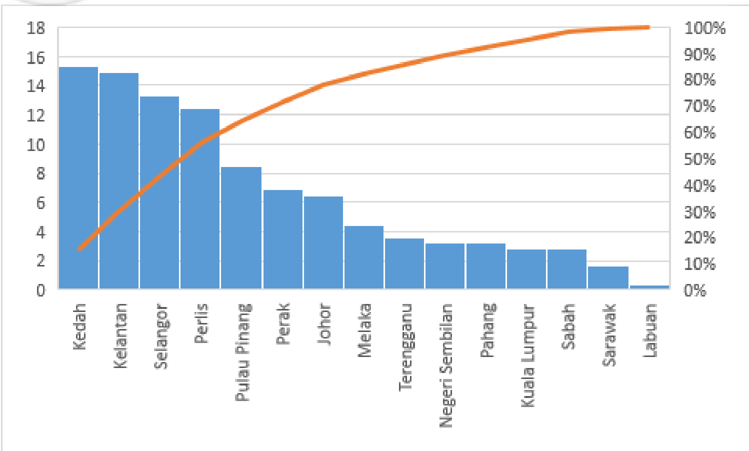

Figure 4.6:

Business Location

The finding also presented that Kedah is the highest states respond to the study, followed by Kelantan, Selangor and Perlis. The combination of the fourth provides 56 percent or 139 firms respond to the data finding. Pulau Pinang, Perak, Melaka and Johor shows number of respondents more than 10 firms or 26.3 percent and Kuala Lumpur, Negeri Sembilan, Pahang, Terengganu, Sabah, Sarawak and Labuan is the fewest respondents which only contribute to 17.7 percent feedback.

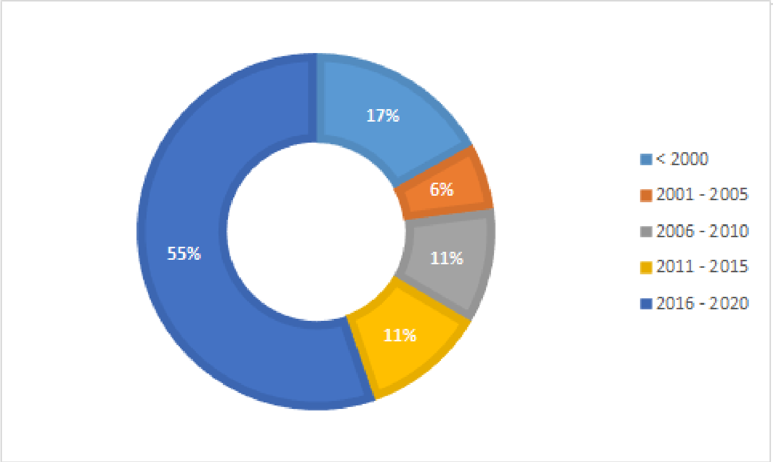

Figure 4.7:

Year Started

Most of the firms started their business within the previous 5 years 55.2 percent, while 44.7 percent have already been in the market for more than 20 years. The majority of the respondent in this study confirm that their business range is only limited to a local market which consists of 92.3 percent while 7.7 percent or 19 respondents admitted that their business goes to the international market.

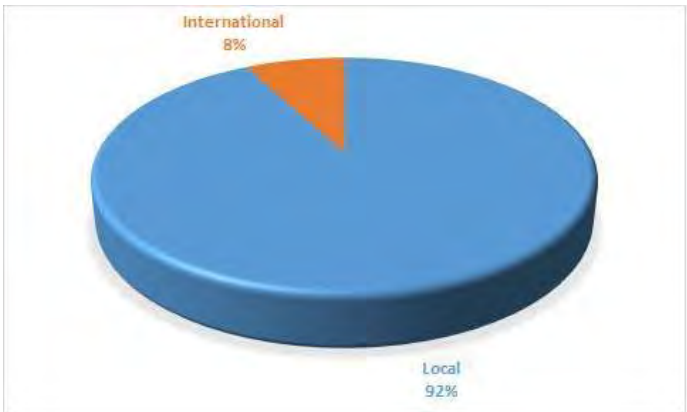

Figure 4.8:

Business Range

The analysis only considered data extraction from the acceptance questionnaire with gone through the cleaning process. Demographic information is important to the study; the respondent a representative sample of the target population for generalization (Lee, M., & Schuele, C., 2010), purposely to provide exact data on food and beverage manufacturer's tendency on Social Entrepreneurship Orientation and the implementation of Halal-Logistics Values Creation. The result of the analysis afterward will provide valuable information to respective industry players to plan future direction by reinforcing their firm performance based on both variables offered.

4.3 Descriptive Analysis

This section discusses the findings from the descriptive analysis for each variable in this study. For descriptive analysis, information on mean, standard deviation, and minimum and maximum scores will be discussed based on Table 4.1.

Table 4.1
Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation
Innovativeness	248	2.00	5.00	4.1018	.56282
Proactive-ness	248	3.00	5.00	4.1114	.48926
Risk Taking	248	2.50	5.00	4.1532	.53822
Socialness	248	3.00	5.00	4.1618	.51616
Halal Packaging	248	1.00	5.00	4.6492	.59323
Halal Warehousing	248	3.25	5.00	4.7157	.42066
Halal Transportation	248	1.00	5.00	4.5343	.52598
Halal Management System	248	2.80	5.00	4.5258	.47783
Firm Performance	248	2.63	5.00	3.6517	.45172

With regards to variables analysis, each item in the variable was measured using a 5-point Likert scale as mentioned in Section 3.7. The results of the analysis on Social Entrepreneurship Orientation found that the innovativeness item has a mean value of 4.1018 with a minimum score of 2.00 and a maximum score of 5.00 which indicates that most MSME firms tend to strongly agree with an innovative attitude in a firm. This is followed by the proactive-ness and risk-taking items which have mean values of 4.1114 and 4.1532 respectively which means that MSME firms tend to strongly agree with the attitude of proactive and risk-taker in the firm. Socialness is a new item introduced by the previous researcher to look into firm and business tendencies toward social mission and environmental concern. The item shows, that the mean score for Socialness is 4.1618 which is a minimum of 3.00 and a maximum of 5. Standard deviation values that measure the scatter of the data distribution from the mean values show the proactive item was the smallest scattered with 0.48926. Followed by socialness with a scatter value of 0.51616. While the mean for the risk-taking variable is more scattered with a standard deviation value of 0.53822 and innovativeness shows the most scatter data in the distribution of 0.56282.

The findings of the analysis for the Halal-Logistics Values Creation variable have shown a mean value of 4.7157 with a minimum score of 3.25 and a maximum score of 5.00 for Halal Warehousing, which means that MSME firms are more likely to adopt halal warehouse/storage in their firms. The findings also found that Halal Packaging obtained a high mean value of 4.6492, followed by Halal Transportation's mean value of 4.5343 and the Halal Management System with a mean value of 4.5258. This result indicates the tendency of firms to adopt halal logistics in firms consider more than satisfied. The findings are in line with a study by Zailani et al. (2015) which believed the drivers of halal orientation strategy among halal food firms are alsoinspired by halal integrity including in logistics.

Finally, the mean value for the Firm Performance variable is 3.6517 with a minimum score of 2.63 and a maximum score of 5.00. It is found that the mean value has relatively scattered with a standard deviation value of 0.45172. The results show that the level of Firm Performance of MSME firms in this study is relatively moderate since challenges faced by the firm during the pandemic season. As mentioned in research finding, the respondents require to provide the firm performance report for the previous three consecutive years. Therefore, the moderate result is believed related to the profit and loss report produced by the firms between the years 2019 and 2021 which most of the firm's activities need to freeze for about two years as the government enforces the Movement Control Order (MCO) starting March 18th, 2020 (Zainuddin, 2021).

4.4 Respond to the Objectives of the Study

There are three main objectives of the study involving 15 hypotheses that need to be answered. Firstly is to identify the relationship between Social Entrepreneurship Orientation (SEO) variables with Firm Performance among food and beverage firms. Secondly, it is to examine the relationship between Halal-Logistics Values Creation (HLVC) the Firm Performance (FP), and thirdly, to investigate Halal-Logistics Values Creation as moderating variable on the relationship between Social Entrepreneurship Orientation variables with Firm Performance among food and beverage firms in Malaysia. The following are the results of the study based on the analyzes that have been conducted.

4.4.1 Objective 1: The Relationship between Social Entrepreneurship Orientation Variables and Firm Performance

This section discusses the multivariate relationship between the constructs of innovativeness, proactive-ness, risk-taking, and socialness of the Social Entrepreneurship Orientation variable with Firm Performance. Next, these findings will be able to answer the first objective of this study which involves five main hypotheses (Hla, Hlb, H1c, H1d, and H1e). Multiple regression analysis was used to answer all five hypotheses. However, before multiple regression analysis takes place, Pearson Coefficient Correlation analysis should be performed to determine the direction and strength of the relationship between the dependent variable with each independent variable (Pallant, 2007; Meyers et al., 2006). Preliminary analysis or screening was performed to ensure that there was no violation of any assumptions for multicollinearity before Pearson Coefficient Correlation analysis and multiple regression analysis were performed. All of these tests have shown that the assumptions have been met as discussed in the Chapter 3. According to Pallant (2007), the values obtained in correlation analysis can be interpreted as follows. A correlation value of 0 indicates no correlation, a value of 1.0 means a positive correlation, and a value of -1.0 indicates a negative correlation. Whereas Cohen (1998) has suggested the following guidelines

Small	r = 0.10 to 0.29 or r = -0.10 to -0.29
Medium	r = 0.30 to 0.49 or r = -0.30 to -0.49
Large	r = 0.50 to 1.0 or r = -0.50 to -1.0

The results of the analysis found that all variables were significantly positively correlated with each other with a confidence level of 99 percent as shown in Table 4.2;

Table 4.2

Correlations Between Social Entrepreneurship Orientation and Firm Performance

		Firm Performance	Innovativeness	Proactiveness	Risk Taking	Socialness
Pearson Correlation	Firm Performance	1.000	.330	.238	.283	.381
	Innovativeness	.330	1.000	.507	.506	.516
	Proactiveness	.238	.507	1.000	.532	.575
	Risk Taking	.283	.506	.532	1.000	.598
	Socialness	.381	.516	.575	.598	1.000

Correlation: Sig. (1 tailed) *$p<0.05$

It is found that the relationship between Firm Performance with each SEO's independent variable constructs has a positive correlation of different magnitude, where the value of r is more than 0.5 only occurred within the Social Entrepreneurship Orientation constructs. It was found that Firm Performance had a significant relationship and was positively correlated at medium magnitude with innovation ($r = 0.330$, $p < 0.05$) and socialness ($r = 0.381$, $p < 0.05$). While the other two components in this variable shows small correlation toward Firm Performance which proactive ($r = 0.238$, $p < 0.05$) and risk-taking ($r = 0.283$, $p < 0.05$). Correlation analysis has also demonstrated the interrelationship of each independent variable is free of the multicollinearity effect when all significant r values do not exceed a value of 0.70 (Mueller, 1996; Pallant, 2007).

It is also found that the results of the study are supported by the previous study but in conventional Entrepreneurship Orientation findings by Fairoz et al. (2010), Yang (2006), Amran Awang (2006), and Kreiser (2004). The results of a study by Fairoz et al. (2010) and Yang (2006) found that there was a significant relationship between Firm Performance with each of the Entrepreneurship Orientation variables that were positively correlated but at a moderate level. Whereas a study by Kreiser (2004) found that performance (sales rate, sales growth, and gross profit) was positively correlated low and significant with innovation, proactive-ness, and risk-taking. However, the results of Amran Awang (2006) study found that none of the Entrepreneurship Orientation variables were significantly correlated with performance (return on sales, return on property and return on capital). Therefore, based on the previous findings, the study believed that environmental factors such as hostility, complexity, and dynamism affected firm performance resulting the moderation in the firm's feedback (Sila, I., 2010). In this case, the firm which responded to the study provided the three years consecutive performance report but was affected by the Covid-19 pandemic effect and the control movement order that restricted firms' activities (Fabeil, N. F., et al., 2020).

Table 4.3

Correlations Between Halal Logistics Values Creation and Firm Performance

		Firm Performance	Packaging	Warehousing	Transportation	Management Sys.
Pearson Correlation	Firm Performance	1.000	-.066	.121	.225	.260
	Packaging	-.066	1.000	.029	.085	.009
	Warehousing	.121	.029	1.000	.535	.645
	Transportation	.225	.085	.535	1.000	.637
	Management Sys.	.260	.009	.645	.637	1.000

It is found that the relationship between Firm Performance with each HLVC's independent variable constructs has a small r positive correlation of different magnitude, except for the packaging construct where no correlation was performed at any of both interactions which correlation scores show r<-0.10 and r<0.10. The finding reflected by phenomenon factor in industry nature as explained by Roll and Ross (1994) and Sanchez, B., and Maroney, N. (2015). The result may cause by the choice of "wrong" indices that make true expected returns not represented by true betas which produced zero correlation or 'no correlation' between variables. This is believed, the index lies within a set of basic parameters expected returns, and covariance, including producing significantly different cross-sectional slopes, positive, negative, or zero (Sanchez, B., & Maroney, N., 2015). Therefore, the sensitivity of nature and phenomena surrounding the industry will affect the correlation interaction. In this case, the halal packaging construct may be relevant to Logistics Service Provider (LSP) as an indicator but not severely affected the food and beverage industry nature. However, the correlation between other HLVC constructs with Firm Performance which a value of r is more than 0.5 occurred within the warehousing ($r = 0.121$, $p < 0.05$), transportation ($r = 0.225$, $p < 0.05$) and management system ($r = 0.260$, $p < 0.05$) constructs. It shows only a small interaction between the independent and dependent but positively correlated. Correlation analysis has also demonstrated the interrelationship of each HLVC construct is free of the multicollinearity effect when all significant r values do not exceed a value of 0.70 (Mueller, 1996; Pallant, 2007).

Next, multiple regression analysis was conducted to answer the first to five hypotheses, namely to determine the relationship between the variable's constructs of innovativeness, proactive-ness, risk-taking, and socialness also the Social

Entrepreneurship Orientation on Firm Performance. Table 4.4 and Table 4.5 show the analysis results for the multiple regression analysis between the Social Entrepreneurship Orientation variable with Firm Performance.

Table 4.4

Multiple Regression Between Social Entrepreneurship Orientation on Firm Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.413[a]	.171	.157	.40964	.171	12.510	4	243	.000

The results showed that the multiple regression coefficients for independent variables of Social Entrepreneurship Orientation on Firm Performance are R = 0.413 and R^2 = 0.171. These results mean that the four constructs of the Social Entrepreneurship Orientation variable (innovativeness, proactive-ness, risk-taking, and socialness) studied unidimensionally can explain a relatively small 17.1 percent of the variation that occurs in Firm Performance. Bramante, R., et al. (2015) in their study confirming that the high R^2 is a measurement for variable fit efficiency but other scholars proved vice versa. The R^2 also provides low efficiency in variable fit even if the analysis produces a large R^2. Morck et al. (2000) and Durnev et al. (2003) stressed that the low R^2 is believed caused by greater incorporation of firm-specific information (other factors) yet, is still contributes to important variance in the analysis and a meaningful interaction factor. Therefore, based on the above analysis, R^2 was significant with an F value = 12.510 and a significant stage value at $p <0.0001$.

Therefore, hypothesis 1a: Social Entrepreneurship Orientation is significantly toward firm performance is **supported**.

Table 4.5

Multiple Regression of Each Item in Social Entrepreneurship Orientation

Model		Unstandardized Coefficients		Standardized Coefficients	Statistic	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.117	.239		8.850	.000
	Innovativeness	.145	.058	.182	2.489	.013*
	Proactive-ness	-.034	.064	-.041	-.532	.595
	Risk Taking	.029	.055	.042	.536	.593
	Socialness	.237	.067	.285	3.541	.000*

a. Dependent Variable: Firm Performance
b. Significant level: *p<0.05

Table 4.5, the results of the study show in detail all four items in the variables (innovativeness, proactive-ness, risk-taking, and socialness) significance towards Firm Performance. It was found that the innovation construct has a significant positive relationship with Firm Performance ($\beta = 0.145$) with a value of $t = 2.489$ and a value of $p = 0.013$ indicating that the innovation construct has a significant relationship with Firm Performance at $p < 0.05$. Thus, hypothesis 1b: innovativeness is significantly related to Firm Performance is **supported**. The results of this study are in line with the findings of Davis (2007), Yang (2006), Amran Awang (2006), and Kreiser et al. (2002). Specifically, in social entrepreneurship research, Halberstadt et al., (2020) prove that both start-ups and establish social-based firms confirm the significance of social innovation in business performance. All of these findings have proven that innovative firms have the potential to improve Firm Performance.

The results of the analysis also found that the proactive-ness construct has a negative relationship with Firm Performance (β = -0.034). A value of t = -0.532 and a value of p = 0.595 indicate that the proactive construct has no significant relationship with Firm Performance at $p < 0.05$. The negative values in beta (β) indicate the presence of suppression resulting from the negative beta weight multiplied by a near-zero correlation, therefore the construct did not directly contribute to the regression effect (Nathans, L. L., et al., 2012). Thus, hypothesis 1c: proactive is significantly related to Firm Performance is **not supported**. The results of this study are not consistent with the results of studies by Davis (2007), Yang (2006), Amran Awang (2006), Covin et al. (2006), Kreiser (2004), Kreiser et al. (2002) and Lumpkin and Dess (2001) who also found that the proactive attitude practiced among firms can improve the performance of firms. But, as shown by Halberstadt et al., (2020), social proactive becomes irrelevant when social innovativeness and socialness come together. This is because, the firm must take steps to improvise every decision based on the situation faced in real time to fulfill the social cause (Halberstadt et al., 2020).

The results also found that even the risk-taking construct has a positive relationship with Firm Performance (β = 0.029) with a value of t = 0.536, but a value of p = 0.593 indicating that the risk-taking construct has no significant relationship with Firm Performance at $p < 0.05$. Thus, hypothesis 1d: risk-taking is significantly related to Firm Performance is **not supported**. The findings of this study provide a diverse picture when compared to previous studies. Findings from a study by Davis (2007) and Covin et al. (2006) show a significant relationship between the variables, while the findings from the studies of Amran Awang (2006), Coulthard (2007), and Lindsay (2003) are different because all their study results have a significant negative relationship with independent variables. The results of this study also differ from the findings of the study by Kreiser et al. (2002) who found that there was an Inverse-U shaped relationship between performance level; a nonlinear relationship between the construct and the dependent variable (Kreiser et al., 2013). Halberstadt et al., (2020) also provide inconsistent significance between social risk-taking toward start-ups and established firm performance. This is because start-ups might focus on specific goals and not invest in diverse areas. Therefore, this study was in line with Yang (2006) which also did not show any significant relationship between risk-taking variables and Firm Performance.

Finally, the results for the socialness construct found that it has the strongest positive relationship with Firm Performance ($\beta = 0.237$) with a value of $t = 3.541$ and a value of $p = 0.000$ indicating that the socialness construct has a significant relationship with Firm Performance at $p < 0.05$. Thus, hypothesis 1e: socialness is significantly related to Firm Performance is **supported**. The findings of this study provide a diverse picture when compared to previous studies especially the influent of social mission on industry players. The finding from the study is aligned with Halberstadt et al., (2020) which shows that socialness is important as compared to the other three items, especially for established firms and start-ups, and shaping the firm performance, especially toward a social cause. According to Zikmund (2000), by analyzing the magnitude of the coefficients, the variable with the largest absolute value (unstandardized beta); (regardless of positive or negative relationship) is the one with the largest description of variation or influence on the dependent variable.

Therefore, taking into account the other variables as constants, it is found that the socialness variable is a large illuminating or influential variable with a non-standardized beta value = 0.237. Followed by the innovation variable with a non-standardized beta value = 0.145. Proactive-ness and risk-taking variables provide a non-standardized beta value of -0.039 and 0.029, showing the variation or influence on the dependent variables is small. This result shows different from the results of the study by Halberstadt et al., (2020) which found that all items are important variables to improve Firm Performance but differ in the firm's category, especially for start-ups and established firms. But since the nature of respondents in this study is limited to the food and beverage sector, it is considered a new finding solely for the industry involved.

4.4.2 Objective 2: The Relationship between Halal-Logistics Value Creation Variables and Firm Performance

To explain the multivariate relationship between the construct's variable of halal packaging, halal warehousing, halal transportation, halal management system, andHalal-Logistics Values Creation variable with Firm Performance, the second objectiveof this study will analyze five main hypotheses (H2a, H2b, H2c, H2d, and H2e). Multiple regression analysis was used to answer all five hypotheses. Pearson Coefficient Correlation analysis has already been performed to determine the directionand strength of the relationship between the dependent variable with each independentvariable (Pallant, 2007; Meyers et al., 2006). Therefore, the multiple regression performed on Halal-Logistics Values Creation (HLVC) results as below;

Table 4.6

Multiple Regression Between Halal-Logistics Value Creation on Firm Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.292[a]	.085	.070	.43024	.085	5.663	4	243	.000

a. Predictors: (Constant), H. Packaging, H. Warehouse, H. Transportation, H. Management System

b. Dependent Variable: Firm Performance

The results showed that the multiple regression coefficients for independent variables of Halal-Logistics Values Creation and Firm Performance are R = 0.292 and R^2 = 0.085. These results mean that the four constructs (halal packaging, halal warehouse, halal transportation, and halal management system) in HLVC in the study explain the value of R^2 relatively small at only 8.5 percent of the variation that occurs in Firm Performance. As stated in the explanation by Morck et al. (2000) and Durnev et al. (2003), the low R^2 is not related to the insignificant of the variable's interaction, but rather to the degree of acceptance variance between the variables. Therefore, R^2 was significant with an F value = 5.663 and a significant stage value at $p < 0.0001$. Therefore, hypothesis 2a: Halal-Logistics Values Creation is significantly toward firm performance is **supported**.

Table 4.7:

Multiple Regression of Each Item in Halal-Logistics Values Creation

Model		Unstandardized Coefficients		Standardized Coefficients	Statistics t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.048	.370		8.229	.000
	Halal Packaging	-.057	.046	-.076	-1.240	.216
	Halal Warehouse	-.109	.085	-.104	-1.272	.205
	Halal Transportation	.102	.064	.131	1.607	.109
	Halal Management System	.211	.078	.244	2.704	.007

a. Dependent Variable: Firm Performance

Refers to Table 4.7, Halal-Logistics Values Creation is represented by four main constructs namely halal packaging, halal warehousing, halal transportation, and halal management systems. Fortunately, the outcome of the study shows that only oneitem in the variables has a significant relationship with Firm Performance. The result of the analysis is shown below;

The halal packaging construct has the smallest interaction score on Firm Performance (β=-0.057) with a value of $t = -1.240$ and a value of $p = 0.216$ indicating that the halal packaging variable has no significant relationship with Firm Performance at $p <0.05$. Thus, hypothesis 2b: halal packaging is significantly related to Firm Performance is **not supported**. The results of this study contradicted Mohamed et al. (2016) who provide exploratory findings that confirm the importance of packaging to maintain the contamination of non-halal element substances along the supply chain. But the study solely focused on the logistics service provider which happens to provide sufficient halal compliance services to stakeholders. Mohamed Syazwan et al., (2012) for instance, in their exploratory study, confirmed that food-based manufacturers are only concerned with halal ingredient certification more than just relying on packaging and repackaging issues especially involving the third-party service provider. This includes the firm commitment to their readiness to adopt halal logistics (Azmi, 2019).

The results of the analysis also found that the halal warehouse construct has a negative variation in Firm Performance ($\beta = -0.109$). A value of $t = -1.272$ and a value of $p = 0.205$ indicate that the halal warehouse construct has also no significant relationship with Firm Performance at $p < 0.05$. Thus, hypothesis 2c: the halal warehouse is significantly related to Firm Performance is **not supported**. The results of this study are not consistent with the study by Zailani et al., (2015) which found that storage as part of a halal orientation strategy contributes to best practice among SME firms and average improve the firm performance. Even the warehouse activities are important to provide wholesomeness along the supply chain, Ngah et al., (2013) proved that financial constraints and the absence of law enforcement made it difficult to manufacturers to comply with the halal best practices. This also impacts on manufacturer's commitment to halal integrity.

The halal transportation construct results show a positive variation in Firm Performance ($\beta = 0.102$) with a value of $t = 1.607$ and a value of $p = 0.109$ indicating that the halal transportation construct has no significant relationship with Firm Performance at $p < 0.05$. Thus, hypothesis 2d: halal transportation is significantly related to Firm Performance is **not supported**. The findings of this study provide a diverse picture when compared to previous studies. Zailani et al., (2015) for instance, prove the importance of transportation in halal orientation strategy to improve firm performance even if it is only with average attainment. Ngah et al., (2013) in another way round, based on exploratory research found that manufacturer lack of awareness, no urgency to provide halal transportation, and financial constraints to fulfill halal transport requirements are part of the decision difficulties faced by the firm.

Lastly, the results for the halal management system construct found that it has the strongest positive variation on Firm Performance ($\beta = 0.211$) with a value of $t = 2.704$ and a value of $p = 0.007$ indicating that the halal management system construct has a significant relationship with Firm Performance at $p < 0.05$. Thus, hypothesis 2e: the halal management system is significantly related to Firm Performance is **supported**. The previous study shows that food-based manufacturers are concerned with ensuring the integrity of halal food to avoid issues in halal food chains including external service providers. This is since, any harm caused at any chain of supply will surely damage the brand and company's reputation (Azmi, 2019). The previous study also stressed that the majority of Malaysian food manufacturers are willing to adopt a halal logistics system, whereby both small enterprises and large companies have a higher willingness to invest in halal logistics than medium-sized firms (Tieman & van Nistelrooy, 2014). On another hand, in micro-enterprises, the majority of the study respondent is believed to be motivated by food safety management system in a way to penetrate the external market through exportation (Basir et al., 2018). This is due to massive scandals faced by the food industry in terms of halal integrity, and food manufacturers also encourage by Malaysia External Trade Development Corporation to use technology to enhance the productivity and quality of their products (Bernama, 2017).

4.4.3 Influence of Moderating Variables on the Relationship Between Independent Variable and Dependent Variable

Hierarchical regression analysis was used to examine the influence or impact of moderating variables on the relationship between each independent variable with the dependent variable. The results of the study will answer the objectives of the third objective involving 5 hypotheses (H3a, H3b, H3c; H3d, H3e). The use of this hierarchical regression analysis is consistent with the recommendations by Cohen and Cohen (1983), Baron and Kenny (1986) Anderson (1996), Lumpkin (1996), and Overton (2001), who agreed on the analysis to identify the effect or influence of moderating variables on the relationship between two variables (Frazier et al., 2004). Whereas according to Wiklund and Shepherd (2005), Schoonhoven (1981), Darrow and Kahl (1982), and Chadwick (1998), the hierarchical regression analysis is well suited to be used to test hypotheses involving contingency relationships. The hierarchical regression analysis involved 3 steps, where in Step 1, all four independent variables were included in the equation. Next in Step 2, the moderating variables are included in the equation and finally, the interactions between each moderating variable with the independent variables are included in the hierarchical regression analysis equation. In this study, three confidence levels (90 percent, 95 percent, and 99 percent) were used to examine the influence of the moderating variables on the relationship between each independent variable with Firm Performance. The use of this confidence level of up to 90 percent is consistent with previous studies such as the study by Fairoz et al. (2010), Covin et al. (2006), Chow (2006), Wiklund and Shepherd (2005), Kreiser et al. (2002), and Lumpkin and Dess (2001) who studied the effect of moderating variables on the relationship between conventional Entrepreneurship Orientation variables and performance.

4.4.3.1 Objective 3: The Influence of Halal-Logistics Values Creation as Moderating Variables on Relationship Between Social Entrepreneurship Orientation and Firm Performance

This section attempts to answer five hypotheses from the third objective of this study. Table 4.8 shows the results from a hierarchical regression analysis that examines the moderating effect of halal-logistics value creation on the relationship between each of the innovation, proactive, risk-taking, and socialness in Social Entrepreneurship Orientation variables on Firm Performance.

Table 4.8

Halal-Logistics Values Creation Moderating Effect on Relationship Between Social Entrepreneurship Orientation Toward Firm Performance

Variables	Step 1	Step 2	Step 3
	Unstandardized Coefficients Beta		
Innovativeness	.145	.144	
Proactive-ness	-.034	-.034	
Risk Taking	.029	.029	
Socialness	.237	.235	
Halal Logistics Value Creation (HLVC)		.009	-.365
HLVC x Innovativeness			.287
HLVC x Proactive-ness			-.069
HLVC x Risk Taking			.058
HLVC x Socialness			.471
R^2	.171	.171	.171
Adjusted R^2	.157	.154	.154
R^2 Change	.171	.000	.131
Sig. F Change	.000	.911	.000

Step 1 in hierarchical regression analysis is to include the variables of innovation, proactive-ness, risk-taking, and socialness into the equation. As a result, these four variables together could explain 17.1 percent of the variation that occurred in Firm Performance as discussed in Section 4.6.1 previously. After the Halal-Logistics Values Creation variable was included in the equation for Step 2, it was found that the amount of variation that could explain Firm Performance was stagnant at 17.1 percent (F = 0.013, sig. F = 0.911) and R^2 Change = 0.000. Analysis results confirmed that Halal-Logistics Value Creation had no significant interaction with Social Entrepreneurship Orientation on Firm Performance (β= 0.009, p >0.10). Thus, hypothesis 3a: the relationship between Social Entrepreneurship Orientation and Firm Performance moderated by Halal Logistics Values Creation are significant is **not supported**. This relationship proves Halal-Logistics Values Creation is not a predictor that can serve to improve Social Entrepreneurship Orientation as a unidimensional variable in the food and beverage Firm Performance sector. This is in line with Zailani et al., (2015) who explained that food and beverage manufacturer might choose an increment in logistics expenditures if profitability is expected. The effect of business benefits will determine the significant and insignificant effects of social responsibility (Zailani et al. 2015).

In Step 3, the Halal-Logistics Values Creation interactions with each Social Entrepreneurship Orientation variable's constructs were included in the equation to see the influence of the moderating variable on the relationship between each construct in the independent variable on Firm Performance. As a result, it was found that these four interactions can explain the total variation in Firm Performance of 17.1 percent (F = 9.522, sig. F = 0.000) but with explicit R^2 Change = 0.131. Referring to Table 4.15, the

$R^2 = 0.171$ as if no re-parametrization provide by moderating variable. Therefore, as discussed by Rousson, V., and Goşoniu, N. F. (2007), adjusted $R^2 = 0.152$ can be referred to as part of the parameter since it informs on the variance explained by the true model (not by the fitted one as required by R^2).

Thus, even the fitted model for prediction shows a static percentage in variance, but based on the true model, the adjusted R^2 still provides the prediction of the relationship between halal management system through innovativeness and socialness toward firm performance. This model has shown that there is a significant effect of Halal Logistics Values Creation on the relationship between Social Entrepreneurship Orientation as multidimensional variables on Firm Performance at a confidence level of 99 percent. It was found that only two interaction coefficients were significantly related to Firm Performance, namely the interaction between Halal Logistics Values Creation with innovativeness and socialness. These findings also prove that Halal Logistics Values Creation serves as a quasi-type moderator for this study.

Table 4.9

Halal-Logistics Values Creation Hierarchical Analysis on Relationship Between Social Entrepreneurship Orientation Constructs on Firm Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.569	.345		7.455	.000
	HLVC	.242	.075	.201	3.214	.001
2	(Constant)	2.090	.339		6.158	.000
	HLVC	-.365	.125	-.303	-2.911	.004
	HLVC x Innovativeness	.287	.117	.251	2.448	.015
	HLVC x Proactiveness	-.069	.128	-.058	-.536	.592
	HLVC x Risk Management	.058	.110	.055	.529	.597
	HLVC x Socialness	.471	.139	.410	3.394	.001

a. Dependent Variable: Firm Performance

Based on Table 4.9, the results of hierarchical analysis have shown that the moderating variables of Halal Logistics Values Creation interact positively with the relationship between the innovativeness construct with Firm Performance ($\beta = 0.287$, $p = 0.015$). The analysis indicated that there is significant interaction between the Halal Logistics Values Creation variable and the innovativeness construct on Firm Performance. As a result, the use of Halal Logistics Values Creation will reinforce the innovative attitude to increase the level of Firm Performance to a higher level. Thus, hypothesis 3b: the relationship between innovativeness and Firm Performance moderated by Halal Logistics Values Creation is significant and is **supported**. Thus, these findings have proven that Halal Logistics Values Creation variables serve as a moderator in the relationship between innovation variables and Firm Performance.

Furthermore, the results of the study also found that the moderating variables of Halal Logistics Values Creation also interact positively with the relationship between socialness construct with Firm Performance ($\beta = 0.471$, $p = 0.001$). The finding explained the relationship between socialness and Firm Performance is also influenced by the Halal Logistics Values Creation in food and beverage firms. Therefore, a socialness attitude increased the level of Firm Performance even higher when MSME firms adopt a Halal Logistics Value Creation in their organizations. Thus, hypothesis 3e: the relationship between socialness construct and Firm Performance moderated by Halal Logistics Values Creation is significant, and is **supported**. These findings have proven that Halal Logistics Value Creation variables have influenced the relationship between Socialness variables with Firm Performance.

Furtherly, the results of this study have found that the Halal Logistics Values Creation moderating variable did not show a significant relationship between the relationship between proactive-ness construct on Firm Performance ($\beta = -0.069$, $p = 0.592$) and risk-taking construct on firm performance ($\beta =0.058$, $p = 0.597$). These findings proved that a firm's adoption of Halal Logistics Values Creation is not significant in the relationship between proactive-ness and risk-taking constructs on Firm Performance. Therefore, hypothesis 3c: the relationship between proactive-ness, and hypothesis d: the relationship between risk-taking with Firm Performance moderated by Halal Logistics Values Creation are significant **not supported.** Thus, the hypotheses of the findings provide as below;

Table 4.10

Summary of Hypotheses Research Finding

Hypothesis	Statement	Support/ Not Support
Hypothesis 1a:	*Social Entrepreneurship Orientation is significantly related to firm performance.*	Support
Hypothesis 1b:	*Innovativeness is significantly related to firm performance.*	Support
Hypothesis 1c:	*Proactiveness is significantly related to firm performance.*	Not Support
Hypothesis 1d:	*Risk management is significantly related to firm performance.*	Not Support
Hypothesis 1e:	*Socialness is significantly related to firm performance.*	Support
Hypothesis 2a:	*Halal-Logistics Values Creation is significantly related to firm performance.*	Support
Hypothesis 2b:	*Halal Packaging is significantly related to firm performance.*	Not Support
Hypothesis 2c:	*Halal Warehousing is significantly related to firm performance.*	Not Support
Hypothesis 2d:	*Halal Transportation is significantly related to firm performance.*	Not Support
Hypothesis 2e:	*Halal Management System is significantly related to firm performance.*	Support
Hypothesis 3a:	*The relationship between Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Not Support
Hypothesis 3b:	*The relationship between innovativeness in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Support
Hypothesis 3c:	*The relationship between proactive-ness in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Not Support
Hypothesis 3d:	*The relationship between risk-taking in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Not Support
Hypothesis 3e:	*The relationship between socialness in Social Entrepreneurship Orientation and firm performance is significantly moderated by Halal Logistics Values Creation.*	Support

4.5 Conclusion

From the multiple regression analysis conducted, it was found that three of the five hypotheses for the first objective were supported. The results show that the constructs of innovativeness and socialness have a significant positive relationship with firm performance. The results also include Social Entrepreneurship Orientation as a unidimensional variable that is also significantly positive with firm performance. For the second objective of the study, it was found that only the halal management system has a positive relationship with firm performance. In addition, Halal Logistics Values Creation also shows a positive relationship as unidimensional with firm performance. Furthermore, the results of multiple hierarchical regression analysis show that Social Entrepreneurship Orientation constructs such as innovativeness and socialness show a significant positive relationship to firm performance if moderated by Halal Logistics Values Creation. These findings answered the third objective of the study. The next chapter will provide an overview and discuss the findings of this study. The researcher will also discuss the implications of the findings of this study from a theoretical and management point of view. Some of the limitations of the study encountered while conducting the study as well as the future direction of the study will also be discussed in the next chapter.

In Chapter Five, the section provides brief description and discussion on finding of research objectives. Furthermore, the section also describes the contribution of the study, the finding implication, limitation in the study and research recommendations.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter provides an overview of the study, summarizes the findings, and suggests recommendations for the benefit of the stakeholders including Micro, Small, and Medium Enterprises (MSMEs), agencies, policymakers, and future researchers. The chapter is divided into five main sections. The first section discussed the overview of the study briefly. Followed by the second part which discussed the findings of the study in detailed. While the third part is about the implications of the study. Next, the fourth section discussed the limitations of this study. The last part, the fifth part, presented recommendations for future studies.

5.2 Brief Description of the Study

This empirically conducted study seeks answers on the relationship between the Social Entrepreneurship Orientation variables (innovativeness, proactive-ness, risk-taking, and socialness) with firm performance as well as the influence of Halal-Logistics Values Creation (halal packaging, halal warehousing, halal transportation, and halal management system) among food and beverage MSMEs manufacturer in Malaysia, by using a Contingency Theory in the main framework as shown in Figure 2.4: Research Conceptual Framework. Specifically, this study has three main objectives. The first is to determine the relationship between Social Entrepreneurship

Orientation (SEO) variable with Firm Performance (FP) in the food and beverage sector among MSMEs; secondly, is to measure the relationship between Halal Logistics Values Creation on Firm Performance; and the third is to assess the interaction of the Halal Logistics Values Creation on the relationship between Social Entrepreneurship Orientation variable with Firm Performance. Based on the objectives of the study, relevant literature highlights from various management disciplines such as entrepreneurship, social entrepreneurship, halal values creation, green and halal logistics including firm performance were studied and discussed in depth in Chapter 2.

Chapter Three specifically explained the population and sampling techniques, measurement instruments, and interpreting tools for the findings. The orientation of the social entrepreneurship conceptual framework was adapted in Figure 2.3: Social Entrepreneurship Performance Framework, based on the research models by Halberstadt et al., (2020), Dwivedi and Weerawardena (2018); which also was earlier introduced by Kraus et al., (2017). Halberstadt et al., (2020) focused on Social Entrepreneurship Orientation tendency on the economy and social performance within start-up and established firms, while Kraus et al., (2017) introduced 12 dimension's constructs of Social Entrepreneurship Orientation as a catalyst to measure entrepreneur social tendency. Based on Kraus et al., (2017), the study replicate Dwivedi and Weerawardena (2018) instruments with modification on socialness construct. Meanwhile, the direct relationship between Halal Logistic Values Creation (HLVC) in the conceptual framework was a combination of halal value creation pioneer by Karia et al., (2016) and a list of research in green logistics by Q. Gao et al., (2012), X. Ma, (2012), Karia, et.al (2012), and Rose et al., (2018) as shown in Figure 2.4: Halal-Logistics Value Creation Framework. Subsequently, a total of 15 research hypotheses were formed based on the adapted conceptual framework. The literature review was used as a basis for the formation of the 15 hypotheses and conceptual framework.

This study has used food and beverage-based MSME firms as the unit of analysis of the study. The population for this study refers to manufacturing firms (not including agriculture and agro-based) operating in Malaysia and registered with Jabatan Kemajuan Islam Malaysia (JAKIM) with an estimated 5394 companies in Halal Malaysia Directory (https://www.halal.gov.my) specifically listed in 2021. A total of 500 sets of survey questionnaires were posted to selected respondents using simple random sampling techniques in respondent selection. Of these respondent potential numbers, only 248 questionnaires were used in this study.

Factor analysis was conducted on all variables of this study. Factor analysis tests on Social Entrepreneurship Orientation variable have confirmed and proved that each construct (innovativeness, proactive-ness, risk-taking, and socialness) should be examined multidimensionality. Keiser-Mayer-Olkin (KMO) and Bartlett's Test of Sphericity analysis were also performed to confirm the actual number of components for Halal Logistics Value Creation and Firm Performance. The result showed Halal Logistics Value Creation stands as multidimensional for independent variables, and as unidimensional for moderator or intermediaries variables. Firm Performance variables react as unidimensional, in line with previous findings. The results of the comparison show few items in Measure of Sampling Adequacy (MSA) scores less than 50 percent, therefore the original number of components or constructs was different after the analysis. Further analysis of the feedback bias was done to ensure that there were no responses from the biased respondents. While normality, linearity and multicollinearity tests have confirmed that all assumptions have been met and few items dropped after the validity test. To answer the objectives of this study, correlation analysis, multiple regression, and hierarchical regression were used. The findings and discussion of the findings discussed in the next section.

5.3 Discussion of Study Findings

The discussion of this section will be divided into three parts, in relation to the objectives of this study. The first part will discuss the first objective of the study which involves five research hypotheses namely the relationship between the Social Entrepreneurship Orientation variable and each construct (innovativeness, proactive-ness, risk-taking, and socialness) with firm performance. The second section involves a discussion on the influence of the Halal Logistics Values Creation variable and each variable's constructs (halal packaging, halal warehousing, halal transportation, and halal management system) on firm performance. This discussion answered the second objective, which is to examine the variable's direct relationship. Next, the third part will discuss the third objective of this study which is the influence of Halal Logistics Values Creation as moderating variable, on the relationship between the Social Entrepreneurship Orientation variable and each of its constructs with firm performance.

5.3.1 First Objective: The Relationship between Social Entrepreneurship Orientation Variables and Firm Performance

The first objective of this study involved five main hypotheses that were analyzed using Pearson Coefficient Correlation analysis and multiple regression. The findings of the study show that innovativeness is strongly positively correlated with a firm performance at a confidence level of 99 percent. Furthermore, multiple regression analysis showed that there was a significant positive relationship between innovativeness and firm performance ($\beta = 0.347$, $p = 0.000$). These results have supported the H1b hypothesis of the study that the innovativeness variable has a significant relationship with firm performance. These findings have proven that MSME firms place a strong emphasis on looking for new ways to deliver, social outcomes, using an innovative way to market the product, and working together with stakeholders to nurture social mission and fundraising will successfully improve firm performance. The finding aligned with Halberstadt et al., (2020) study which explains the construct positively affected the economic performance of start-up and established firms. Conventional entrepreneurship orientation also confirmed that the innovativeness variable is part of the firm-level entrepreneurial orientation component as suggested by Lumpkin and Dess (1996) and Covin and Slevin (1989, 1991). In the food and beverage industry, innovation refers to either a new product or service or an improved or redesigned manufacturing technique (Kamaruddin N.K et. al., 2009).

The finding also supported the H1e hypothesis relationship between socialness and performance ($\beta = 0.237$, $p = 0.000$) which indicates that the manufacturer emphasizes upholding value in partnering to deliver new services, setting its principal of social purpose, and reinvesting surplus for the social cause. The findings were aligned with a previous study as stated by Kraus et al., (2017) that social entrepreneurs using entrepreneurial approaches will raise dual missions of relationships which between social and financial goals. Previous studies also highlight social entrepreneurial attitude and show that it has a significant impact on firm performance.

In a broader sense, it may be stated that social entrepreneurial activity is increased due to an entrepreneur's tendency to benefit the less fortunate. As a consequence, the community that benefits from the industry will give back to the organization, resulting in increased brand loyalty. The study found that the situation is similar for Bumiputera SMEs in Malaysia and that the effect of social entrepreneurship leads to changes in organizational procedures to increase performance (Rahim et al., 2015).

5.3.2 Second Objective: The Relationship between Halal-Logistics Value Creation Variables and Firm Performance

The second objective of this study also involved five main hypotheses that were analyzed using Pearson Coefficient Correlation analysis and multiple regression. The findings of the study show that warehousing, transportation, and halal management system are relatively correlated at medium effect with a firm performance at a confidence of more than 90 percent except of packaging. Fortunately, multiple regression analysis showed that the Halal management system construct was significantly positive with firm performance ($\beta = 0.211$, $p = 0.007$) while other constructs show an insignificant relationship toward firm performance. The construct indirectly influences the multiple regression analysis on the Halal Logistic Values Creation variable with R2=0.085, Sig. F=0.000, whereby Anova analysis F=5.663, p=0.000.

The finding is believed a majority of the respondent among the micro-enterprises consist of 63 percent of them having a sales turnover of less than RM300,000.00 a year and 52 percent hired employees less than 5. Small scales business is believed to be more sensible when allocating finances for operation and production to secure firm sustainability and profit. Therefore, implementing or outsourcing halal logistics allocation can increase spending in operations but is not worth comparing to the nature and size of the firm. Logically, the allocation for, storage pre- and post-packaging, warehouse, and transportation seems to benefit more small and medium firms compare to micro-entrepreneur. Furthermore, challenges for food and beverage manufacturers include the requirement of halal goods to fulfill the standards of the whole halal logistics chain, which, of course, cannot be verified without a particular application of halal transit between activities (Ngah, Ramayah, et al., 2019). Nonetheless, previous research has failed to demonstrate that halal logistics integration has a favorable influence on halal warehousing and transportation (Karia, 2019). However solely for the halal management system, significantly all entrepreneurs are aware of the sensitivity of tracking and tracing halalness. This is since the integrity of halal will be determined by the firm ability to preserve the wholesomeness of the product and production. Halal management system stressed the hygienic working environment, cleanliness of the storage/warehouse, traceability, advancement in information system, and adequate training to enhance employee knowledge on halal integrity.

5.3.3 Third Objective: The Influence of Halal-Logistics Values Creation Moderating Variables on the Relationship between Social Entrepreneurship Orientation Variables and Firm Performance

The third objective of this study was to examine the influence of Halal-Logistics Values Creation as a moderating variable on the relationship between Social

Entrepreneurship Orientation with firm performance. Hierarchical regression analysis was used to answer each hypothesis for the third objective. The results of the analysis found that only two of the five hypotheses were to show significant results. Finding from the hierarchical regression found that, Halal Logistics Values Creation moderation effect between Social Entrepreneurship Orientation and firm performance (R^2=0.171, sig.F=0.000) which indicates moderation variable significantly moderates the relationship between the independent variables and dependent variable. The significant contribution of the relationship was represented by the direct relationship between Halal-Logistics Values Creation on innovativeness (β=0.287, p=0.015) and socialness (β=0.471, p=0.001) toward firm performance which confidence levels of 90 percent. Particularly, the result is believed to reflect the halal management system that is consistent it significant toward firm performance as stated in the second hypothesis discussed above. Manufacturers, particularly Halal producers, perceive a significant requirement in the usage of Halal management systems in operations or production activities to ensure Halal integrity in the process chain, according to Ahmad H. et al., (2019) and Jaafar H.S et al., (2011). Acceptance of innovations and socialness is viewed as a step in the diffusion process that includes evaluating the results of trial usage of both constructs and deciding whether or not to continue utilizing them in the future (Rogres, E.M, 1995). Therefore, the halal management system contribution to Halal-Logistics Value Creation significantly contributes to firm performance.

The finding is supported by the previous study with indicates part of the halal management system also includes the traceability of halal products in the logistics chain and the halal status only can be confirmed by systematic production and systematic process information (Jaafar H.S. et. al., 2013). This research finding believed other constructs such as packaging, warehousing, and transportation are not directly significant to the industry firm's performance because the process is not directly represented by operational activities on the ground. Most likely, those activities were outsourced to the logistics service provider. By doing this, the firm will be able to reduce insignificant operational costs in maintaining and creating more profit for a social cause or improving logistical facilities. This support by Jaafar H.S et al., (2013) finding express that food industry players in Malaysia are aware of additional cost in logistics, and the expected standard of halal in logistics practice is not considered a legal compliance.

5.4 Contribution of the Study

The results of this study are expected to provide benefits and improvements, especially in the scope of management and academia. The contribution and implications of this study can be seen from two perspectives, namely theoretical and practical. Theoretically, this study has contributed added value to the body of knowledge in the field of social entrepreneurship and halal value creation specifically in logistics segmentation among food and beverage manufacturers. The findings challenge the past research outcomes and create a new effort to expand the boundaries of knowledge and build a foundation for future development in social entrepreneurship and halal value creation in logistics. While in practical terms, the implications of this study performed by MSME management, especially in the food and beverage industry will demand more approaches and methods to be an exam on various sectors; whereby open new perspectives for academician, researchers, policymakers, and authorities with an interest in developing MSMEs in Malaysia.

5.4.1 Theoretical Implications

The findings of this study successfully explain the relationship between Social Entrepreneurship Orientation variables namely innovativeness, proactive-ness, risk-taking, and socialness tendency on firm performance as well as the role of moderating variables in the relationship as proposed by Lawrence and Lorsch (1967) in Contingency Theory. It was found that there is a relationship between Halal Logistics Values Creation as a direct relationship on firm performance whereby the halal management system provides a significant relationship toward firm performance, while other constructs are irrelevantly related to firm performance.

The result also reflects hierarchical analysis to check the interaction of Halal Logistics Values Creation as moderating variable in each construct on Social Entrepreneurship Orientation with MSME firm performance in Malaysia. As suggested by Rosenberg (1968) in Contingency Theory, the moderator variable is important to examine the entrepreneurship orientation over firm performance even if it is not directly related to the food and beverage industry. In this case, the results of the study found that Halal Logistics Values Creation variables influence the relationship between innovativeness and socialness with firm performance even though the interaction factor is relatively small.

The halal management system is believed to provide positive interaction between the construct with innovativeness and socialness as discussed in Chapter 4. Both of these relationships were significantly positive. While halal packaging, halal warehouse, and halal transportation show no influence on firm performance neither in a direct relationship nor as moderate variables. These findings are consistent with the Contingency Theory which puts the performance or effectiveness of a firm depending on how the firm manages each factor or variable (Rosenberg, 1968). The use of Halal Logistics Values Creation may be appropriate or necessary in certain situations in an entrepreneurial-oriented organization but will be discriminated against by respective sectors. This finding is also contrary to a few previous studies such as Ngah et. al, (2015) that conclude warehouse and transportation play a vital role in pertaining to halal integrity among industry players.

The theory also admitted after certain strategic, contingent factors may be an iterative process and there are factors selected by the firm, whereas others resulted from prior decisions and external factors. Even firms influence positioning variables frequently, but they have little or even no control over environmental factors. Therefore, the researcher may come to erroneous conclusions if related variables or factors are not included in the analysis instead of if the analysis proves the significant relationship or interaction based on the research objectives (Fisher, J. G., 1998). Nevertheless, it is also taken into the consideration, that the different findings between this study and the previous are based on the respondent demography and sector as discussed in a direct relationship between Halal Logistics and firm performance above.

5.4.2 Practical Implications

The findings of this study show that several things need to be put to attention by the top management/owner of MSME firms in Malaysia, the government as policymakers, non-government organization (NGO) and authority agencies involved in developing MSME firms in Malaysia.

5.4.2.1 Top Management of MSME Firms

The findings of this study have proven to the management of MSME firms, especially among food and beverage industry players, where firms that directly or indirectly practice or intend to practice Social Entrepreneurship Orientation strategies at the firm level limited to innovativeness, and socialness, will have a competitive advantage to improve firm performance. According to Bruderl and Preisendorfer (2000), creativity and innovativeness activities are key to firm growth. Therefore, entrepreneurs continue the effort to keep updated with new technology and approach to improve their firm performance, especially in the support activity, enhancing ideas, and engaging in research and creativity processes that may result in a new product, service, or process. According to Kuratko and Hodgetts (2007), firms that innovate will always be ahead of the competition. In addition to creativity and innovativeness, entrepreneurs also need to be the first to be proactive in seizing opportunities that exist in new or existing markets that have been identified and creating value other than secure loyalty. Next, entrepreneurs must also have the courage to take financial or non-financial risks that have been identified or taken into account when developing new products, services, or processes as well as when entering new markets or industries. Micro entrepreneurs for instance, progressively need to tap into any grant, financial and non-financial assistance provided by government agencies, and a private philanthropist. As stated in Chapter 1, local food products not just contribute to Malaysia GDP's, but also penetrate the international market as the demand keeps increasing.

Moreover, the finding also shows the majority of the firm's respondents are micro-enterprises by Bumiputera which have a high awareness of halal integrity not just in the production process but also in logistics and supply chain. This is aligned withthe finding that respondents show their tendency toward halal management systems which function to provide wholesomeness in line with the process, especially intraining, logistics, and environmental protection based on sharia compliance. Despite that, the industry player shows insignificant responses on other constructs in halal valuecreation on logistics such as packaging, warehousing, and transportation since it is considered as non-core activities or outsourcing services which out of the firm's responsibility. Therefore, as the previous finding by Mahidin, et al., (2016), the study also encourages the Bumiputera firm's management to put more concern on the supplyand logistics chain impact on the circle of production.

5.4.2.2 The Government and its Agencies

Digitalization, blockchain technology, the Internet of Things, and other leading technology-knowledge-based facilities and tools will also drive the need for effectiveness and efficiency to ease firm activities and operations. Optimization of this benefit will create sustainability in the economy, environment, and socially with maximization of limited resources and fulfilling demand. According to Ramzi et al., (2019), the tendency of innovation in manufacturing processes such as smart manufacturing applications helps to restore the image of the country affected by the cross-pollution scandal in the food industry in Malaysia.

The findings of this study clearly show that the government's involvement in securing assurance in the halal value chain of the food sector is critical, and it must be taken seriously to improve the country's position as a global halal hub. This encompasses logistical issues as well as planning, development, execution, regulation, promotion, and strengthening of halal industry actors in the halal market (Zulfakar et. al. 2014). Government assistance, according to Zulfakar et al., (2014), may manage the industry as a whole and encourage industry stakeholders to re-evaluate production and logistical operations to ensure that halal credentials are maintained. This involves making Malaysian Halal Certification the most trustworthy standard (Muhammad et al., 2009) and making it required in accordance with current halal requirements, such as in the supply chain and logistics. This is critical for food producers since it strengthens the Halal market, draws customer attention, and increases profitability for the firm (S. A. Baharuddin et al., 2018). The auspicious outcome that can be expected from the effort above is the creation of halal value on products and branding.

Therefore, government and its agencies as policymakers must be sensitive to the needs of MSME firms in Malaysia and in line with current technology and skill development, especially in today's difficult situation when pandemics change our normal way of doing firm. These efforts involve the government’s inclination to policy, regulation, and empower government agencies for enforcement, monitoring, auditing, and financial planning and infrastructure that supports food industry participation toward a sustainable and reliable food industry (Gunasekaran & Ngai, 2003). Issues of bureaucracy and duplication of functions by various government agencies need to be resolved to facilitate the distribution of assistance programs to targeted entrepreneurs. The formulation of policies and programs related to entrepreneurship and their implementation must also be in line with the latest social entrepreneurship orientation strategy. Among the suggestions for improvement for the government and its agencies are;

i. Provide and promote integrated training modules related to the areas of social entrepreneurial orientation, effectiveness logistics, and halal value creation on the firm performance of MSME firms in Malaysia to nurture a sustainable economic landscape. The training module must take into account the findings from current studies related to the field of the MSME sector, especially in Malaysia. Survey via the official website of SME Corp. Malaysia (www.smecorp.gov.my), found that SME Corp. Malaysia only provides entrepreneur development programs related to firm start-up guidance, marketing and promotion, product and technology development, human resource skills upgrading, financial and banking guidance as well as financial financing (SME Corp. Malaysia, 2020) to SMEs in Malaysia. It is found that this information is still limited and insufficient as outlined in the main functions of SME Corp. Malaysia as discussed in the chapter.

ii. For the continuity of encouraging academics to publish textbooks or references, especially in the field of social entrepreneurial orientation, sustainable logistics, and halal management from the perspective of the firm landscape in Malaysia, and to be used as teaching subjects at the school and tertiary level. There are very few textbooks and articles that touch on this field specifically, especially in Malay as stated by Amran Awang (2006).

For instance, Malaysia Global Innovation and Creativity Centre (MaGIC) puts much effort to develop social entrepreneurs, especially in a non-profit organization and fully-based social mission enterprise by offering grants and financial assistance. The recognition of the effort can be described as performed by Jidi, M. M., et al., (2021) in the article “Strategy To Enhance Social Entrepreneurship Through The Use Of New Media Within Malaysia Global Innovation And Creative Centre (MaGIC)”. The MaGIC strategy in the food and beverage industry has not yet been explored and the study is believed to provide novelty findings. In the future, those efforts can be benefited to develop and assist the food and beverage industry and encourage those industries to empower the Sustainable Development Goals (SDG) elements by offering social desire, providing responsible consumption and production with halal and wholesomeness, also clean energy especially in using green and sustainable logistics. Moreover, even SDG 12: Responsible Consumption and Production shows a tendency for effective consumption and production patterns (including the movement and all sources, of financial and technical assistance to innovative sustainable capacities) (Franco, 2020), but this study provides a rigor foundation of halal integrity on sustainable logistics operates by the food and beverage industry even the finding shows low involvement of the industry in this segmentation.

5.4.3 Forth Objective: The Development of Research Conceptual Framework

Theories are developed to explain, forecast, and comprehend occurrences as well as, frequently, question and advance current knowledge while staying within the bounds of crucial limiting assumptions. The structure that may retain or support a research study's hypothesis provides a contribution or novelty to the theoretical framework. Using the Contingency Theory as an underpinning supposition, the study is aware of there is no best way to organize an organization, lead a firm, or make decisions other than the "*fit*" organizational form and structure. Therefore, this study constructed research questions and research objectives based on the literature review's problem statement to provide the latest finding in a specific area as discussed in Chapter 1. The findings provided by the study contribute to the uniqueness of the research framework proposed based on literature reviews in Chapter Two. Few restructuring on fundamental issues in the research outcomes framework designed as described in section 1.5. Research Objective 4: To propose a framework of Social Entrepreneurship Orientation (SEO) and Halal Logistics Values Creation (HLVC) on Firm Performance, as follows;

5.4.3.1 The Conceptual Framework of Social Entrepreneurship Orientation (SEO) on Micro, Small, and Medium Enterprises (MSME) Food and Beverage Firm Performance in Malaysia

This thesis provides insights into SEO, particularly for MSMEs in food and beverage manufacturers over social mission tendency. It brings new definitions of firm social self-efficacy and outcome expectation into the specific context of social entrepreneurship encompassed respective firms in Malaysia. Systematic reviews on social entrepreneurship orientation literature provide the pre-emptive effort by Krauss et al. (2017) on the development of SEO's four measurement scales consisting of social innovativeness, social proactiveness, social risk-taking, and socialness. Using the Delphi Technique, the SEO scales contribute to exploring the acceptance of social entrepreneurship orientation scales but are limited to entrepreneurs and social scholars as respondents. Later, Dwivedi and Weerawardena (2018) enhance the SEO scales by combining the entrepreneurship orientation measurement scales consisting of innovativeness, proactiveness, risk management, and effectuation theory which produces four social-based scales called the effectual orientation, social mission orientation, and sustainability orientation. The scales were dedicated to analyzing social purpose organization and as the result, except for sustainability orientation, other scales are considered as important to measure the social entrepreneurship orientation.

The preliminary study on industrial firm managers and owners involved in the social entrepreneurship orientation context was performed by Halberstadt et al. (2020) but focused on startup and established firms. They implemented Krauss et al (2017) measurement scales in the study. The finding of the study found that all SEO scales influence a firm's performance but at different degrees of acceptance. Based onthorough inspection, this study maintains four measurement scales which are innovativeness, proactiveness, risk-taking, and socialness as SEO constructs. Thefinding show MSME food and beverage manufacturers in Malaysia's SEO trend is only limited to innovativeness and socialness. Practically, the respondents tend to (1) looksfor new ways of delivering social outcomes, (2) look for innovative ways of marketing products/services, (3) work with stakeholders like government agencies, businesses, or other non-profits, and (4) seeks novel ways of fundraising. The finding confirmed that firms believe innovation in providing spaces for social outcomes including in marketing, working with stakeholders, and encouraging ways of fundraising able also affected the firm’s financial objectives such as profit and assets/investment, but also the non-financial objectives such as social mission, employment growth, sustainable resources, reduction on operational cost and overall performance.

On the other hand, socialness also shows a strong relationship with firm performance, particularly for profit-based businesses. This includes (1) the firm initiating the partnering value with beneficiaries to deliver new (social) services, (2) the firm's philosophy trait in decision-making, and (3) the surplus funds are re-invested for a social cause. Four other socialness constructs such as (1) firm readiness to face potential losses for high social impact, (2) shaping future generation destiny, (3) undertaking a pilot project for a full social-based program, (4) achieving the social mission purpose in program planning, and (5) commitment in creating social value. This concludes that the socialness portrait by MSME food and beverage manufacturers in Malaysia shows entrepreneur's propensities on cooperating with beneficiaries to culture the social services. They also internally developed intention on the importance of social cause and were ready to reinvest the firm's additional incomes to support the social mission. Thus, this study re-affirms Malaysia's MSME food and beverage Social Entrepreneurship Performance as follows;

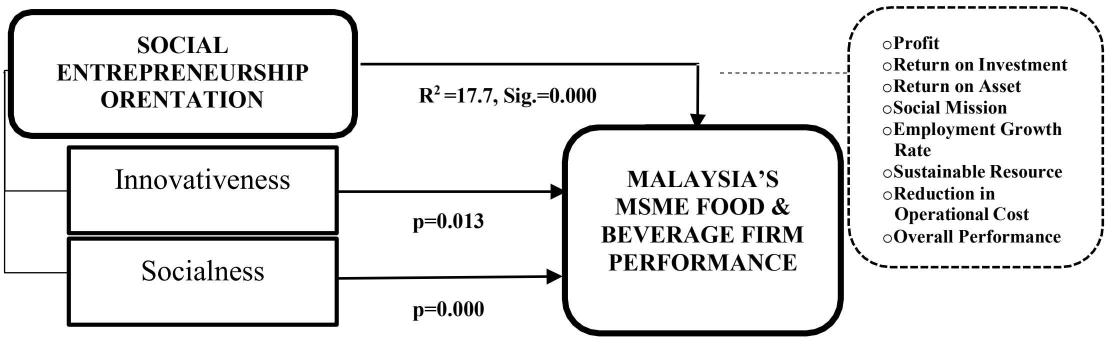

Figure 5.1

Social Entrepreneurship Orientation relationship on MSME food and beverage Firm Performance in Malaysia

Even though the finding did not support the relationship between proactiveness and risk-taking in SEO on firm performance, this study believes both constructs are important, but the items stressed in both constructs narrowed to social purpose organization and social-based enterprise. The conventional-based social constructs need to be explored for future research.

5.4.3.2 The Conceptual Framework of Halal Logistics Values Creation (HLVC) on Micro, Small, and Medium Enterprises (MSME) Food and Beverage Firm Performance in Malaysia

This thesis also provides insights on HLVC, particularly for MSMEs in food and beverage manufacturers over halal integrity along the firm's logistics processes and activities to promote value creation. This study proposed the combination of conceptual framework between Halal Value Creation developed by Karia et al. (2016) and Green Logistics by Rose et al. (2017). Halal Logistics Values Creation (HLVC) is a new conceptual framework purposely to examine non-logistics firm's tendency over halal integrity and logistics sustainability over the firm performance. This study is aware of the existence of halal logistics literature provided by previous researchers which purely discussed Sharia compliance purposely in logistics operations, but the matter concern on this study specifically on the non-logistics players which supposedly values creation constructed by halal logistics preferred by MSME become the core analysis to be explored and not the logistics pure operation by the logistics players. This is in line with Krauss et al. (2017) findings which explained, social entrepreneurship orientation does not address green entrepreneurship behavior; or sustainable entrepreneurship, even though it is admitted that an ecological issue has an impact on societal problems and vice versa. On the other hand, halal integrity plays the most crucial role to maintain the wholesomeness and hygiene logistics chain including avoiding harm not only to human health but also to the environment. This was stressed by Karia et al. (2016) in Halal Value Creation which consists of value maximization in price, product, people, and the planet which focused on minimizing cost and hardship. The value created supposedly benefited the customers and also the firms by creating loyalty and strengthening the brand. In this case, MSME is a halal-certified food and beverage business in Malaysia, even though logistics is not the main operation involved in business activities, the logistics contamination will jeopardize the company's reputation and halalness integrity. As an outcome, the HLVC research framework introduced the combination of halal value creation and green logistics to provide four constructs such as halal packaging, halal warehouse, halal transportation, and halal management systems.

Therefore, this study intends to examine the HLVC on MSME food and beverage manufacturer's firm performance in Malaysia. The finding produces by the analysis is only halal logistics management systems show a strong relationship in improving firm performance. This includes the firm's supported commitment to (1) applying a traceability system, (2) an alert advance information system, and (3) sufficient training in handling halal products/services. It is believed that the insignificant of others constructs such as halal packaging, halal warehouse and halal transportation on MSME firm performance is due to the core business of the firm is not directly connected to logistics service and operation. Most of the respondents believe in putting trust in logistics service provider integrity to retain the halal integrity along the logistics chain. Furthermore, a lack of knowledge of logistics activities and clueless of logistics player's commitment to halal integrity is believed to show insignificant of the constructs towards the firm performance. For instance, logistics since halal certification especially in logistics is not compulsory and requirement for a firm to maintain its halal certification for the brand. Thus, this study re-affirms Malaysia's MSME food and beverage Social Entrepreneurship Performance as follows;

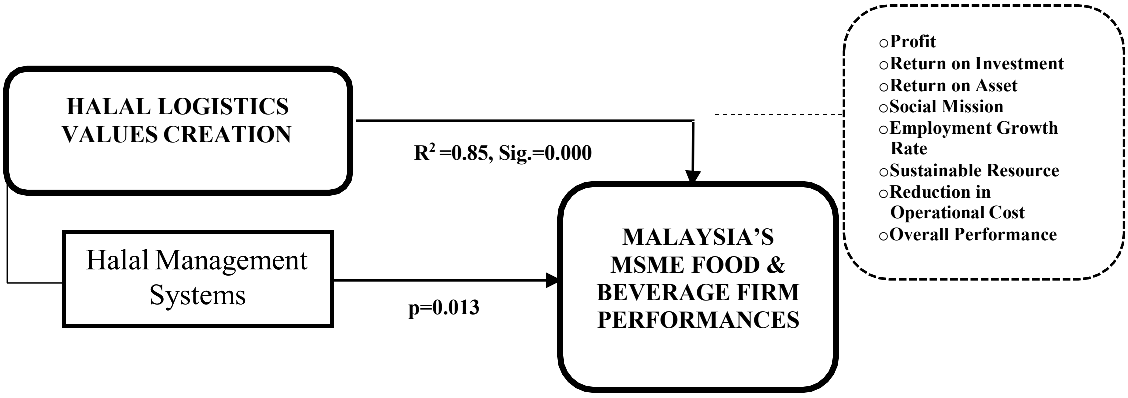

Figure 5.2
Halal Logistics Values Creation relationship on MSME food and beverage Firm Performance in Malaysia

To conclude, this study believed halal packaging, halal warehouse, and halal transportation play important roles in maintaining the integrity of halalness and sustainability of the logistics chain and operations, but did not directly relate to respondent core business which is limited to manufacturing in food and beverage compare to the halal management systems which consist of monitoring, tracing, and trekking issues in risk of logistics chain contamination and environmental pollution.

5.4.3.3 The Conceptual Framework of Social Entrepreneurship Orientation (SEO) on Micro, Small, and Medium Enterprises (MSME) Food and Beverage Firm Performance in Malaysia, Moderated by Halal Logistics Values Creation (HLVC)

The HLVC role as a unidimensional construct was proven positively significant to firm performance as an intermediary's variable. Nonetheless, as discussed in Chapter Two, HLVC was never examined as a moderator variable except for other halal and religious variable segmentation. This is considered the first attempt to examine HLVC as a moderator variable since the finding supports the research objective to investigate beyond the two-variable relationship and inclusion provided by the intermediaries. This research believed, the implementation of Halal Assurance Management Systems (HAMS) plays important role in moderator variable contribution in the framework since the construct of multidimensional shows a significant relationship between independent and dependent that moderated by intermediaries. Therefore, the research conceptual framework for research objective number three is as follows;

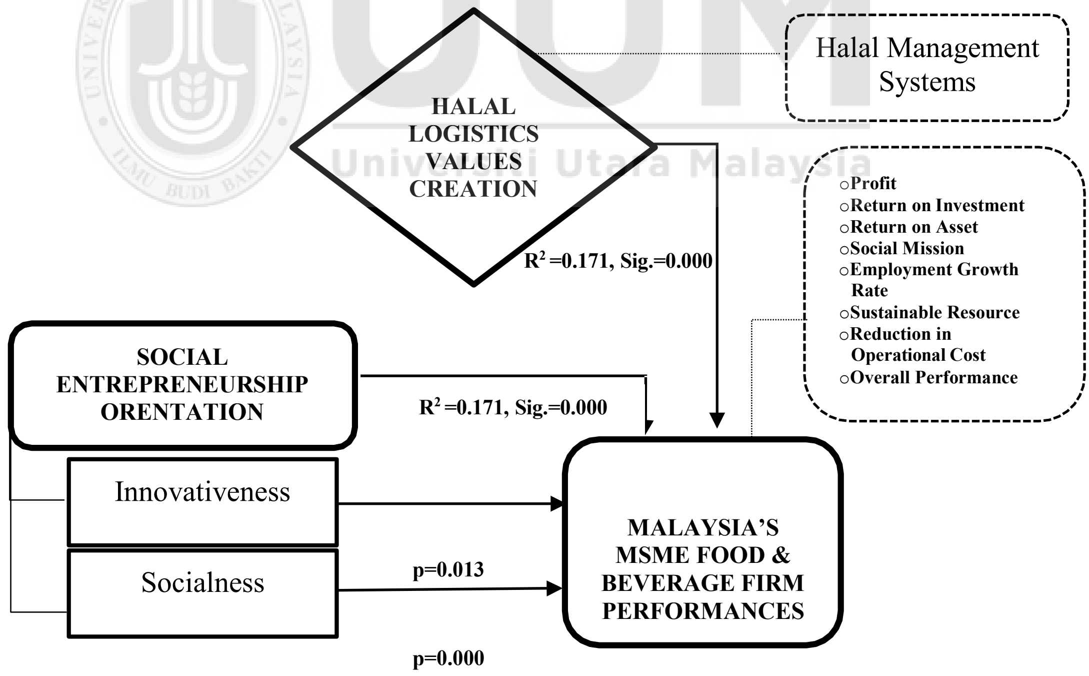

Figure 5.3

Social Entrepreneurship Orientation relationship on MSME food and beverage Firm Performance in Malaysia moderated by Halal Logistics Values Creation.

Based on the finding and framework develop at above, this study proposes an extent study to be continue especially to detail out further outcomes purposely to enhance the ability of social entrepreneurship among industry players and also to explore the halal logistics values creation contribution to strengthen the wholesomeness and sustainability integrity and effort offers by the business players.

5.5 Limitations of the Study

This study faces several limitations that have limited interpretation of its findings. First, this study is limited to the use of data represented by respondents solely from the food and beverage manufacturing sector (not including agro-based and manufacturing-related services operating in Malaysia as well as those registered with SME Corp. Malaysia). The researcher did not take into account respondents from the services and agriculture sectors as well as other SMEs that are not registered and included in the halal directory provided by JAKIM, Malaysia. Therefore, the results of these findings cannot represent the views of all MSMEs in Malaysia.

Second, the sample size for this study can be considered relatively sufficient at 65 percent compared to the total population as suggested by Krejcie and Morgan (1970). The difficulty in obtaining a large sample size was due to the reluctance of MSME firms to be involved in this study, redundant firm data in the list provided in thedirectory, closing operations of a few companies because of the pandemic Covid-19 impact, and late response by a firm which just decided to provide the data after the finaldeadline. Limited-time periods, as well as financial factors, are also obstacles for researchers to obtain a high number of samples and holistic-based research (Cresswell & Cresswell, 2018). The researcher also faced difficulties to approach a few companiesfor face to face since the movement restriction order was enforced by the Malaysian government and company policy.

Third, the measurement of the dependent variable which is firm performance only uses subjective financial data or self-reporting techniques without taking into account the actual financial data to measure firm performance. Therefore, it is likely that these findings do not provide a true picture of the performance of the SMEs studied. Therefore, the use of measurement tools such as economic value added (EVA), market value added (MVA) and balanced scorecard as proposed by Amran Awang (2006), Robbins and Coulter (2007), and Bacidore et al. (1997) may be considered in future studies.

Fourth, this study uses a quantitative approach in the design and analysis of the data obtained. The quantitative approach has its drawbacks especially in translating respondents 'feelings or perceptions based on numbers. However, tests of the validity and reliability of each subjective research instrument have shown that it is acceptable. In time future, the use of qualitative methods or a combination of these two approaches may be able to solve this shortcoming.

5.6 Recommendation

The results of this study show research question areas that can and should be done in the future to refine the field of this study. The recommendation is as follows:

5.6.1 There are four variables of Social Entrepreneurship Orientation that were used in this study namely innovativeness, proactive-ness, risk-taking, and socialness. Lumpkin and Dess (1996) have proposed the variables of autonomy and aggressive competition as additional variables for measuring entrepreneurial orientation. It is suggested that in the future, researchers should take into account these two additional variables as part of the social entrepreneurial orientation variable.

5.6.2 In addition, Dwivedi & Weerawardena (2018) also examine socialness from a broader perspective. Socialness based on their study can be recognized in three separate constructs namely effectual orientation, sustainable orientation, and social mission. Even though the purpose of their study was to measure social performance within the social-based company, it is believed that based on this study, the non-social industry is also willing to contribute to a social cause.

5.6.3 This study has also measured Social Entrepreneurial Orientation in a multidimensional manner where each variable of innovativeness, proactiveness, risk-taking and socialness will be considered unique and independent of each other. However, there are past researchers such as Covin and Slevin (1989) who haveproposed a unidimensional measurement of entrepreneurial orientation. It is suggestedthat future studies should take into account both of these approaches. It is good to measure entrepreneurial orientation from unidimensional and multidimensional aspects simultaneously in one study to compare the results of the study between the two aspects.

5.6.4 The findings of this study show that the moderating variables of the halal management system as quasi moderators that can act as independent or moderating variables. Therefore, it is suggested that the variables of halal packaging, halal warehousing, and halal transportation in Halal-Logistics Values Creation variables as independent variables to examine their relationship with firm performance in many more size of company and industries, especially among Logistics Service providers.

5.6.5 It is proposed that in a future study, the Social Entrepreneurship Orientation variable acts as a moderating variable to examine its influence on the relationship of halal logistics; acting as an independent variable with firm performance within Logistics Service providers. This is because, other than the industry play important role in the economy, the firm’s social attitude will provide more information on industry readiness and attention to innovativeness, proactive-ness, risk-taking, and socialness preferences.

5.6.6 It is found that this study only measures the variables of Halal-Logistics Value Creation in a unidimensional approach when analyzing its influence as a moderator. It is suggested that in the future it is necessary to examine each dimension of these constructs in a multidimensional manner. It is also suggested that future researchers take into account both unidimensional and multidimensional approaches simultaneously when examining variables to compare the results of the study obtained.

5.6.7 It is found that this study has used a quantitative approach to examine each relationship between the variables involved. Proposed in the future a qualitative approach is used to get more feedback in the field.

5.6.8 The measurement of the dependent variable for this study i.e. firm performance is subjective or self-report. It is concerned that the information reported by the respondents is inaccurate compared to that found in the records. Accordingly, the use of the financial or accounting firm objective measurement approach is proposed to be used in the future to ensure that financial or accounting data obtained are representative of the firm's actual performance. Objective-shaped data will give different study results from the results of this study.

5.6.9 The sample of this study only involves manufacturing firms in the food and beverage industry, operating in Malaysia and registered in the Halal Directory. Future research samples should take into account SMEs from the agriculture production and services sectors which affect the halal integrity. Taking into account the latter, these two sectors, are likely to produce different results.

5.6.10 In the design of this study, the cross-sectional method was used. Therefore, this study was unable to measure the long-term effects of the variables of Social Entrepreneurial Orientation and Halal Logistics Values Creation on MSME firm performance. It is suggested that future studies should study the long-term effects of these variables by using a longitudinal research approach.

Based on the findings of this study, MSME firms in Malaysia need to give due emphasis or attention to the use of firm-level entrepreneurship orientation strategies that are innovative, proactive, risk-taking, and socialness approaches that have been taken into account to improve firm performance. The study also found that the use of halal value creation in logistics has influenced firm performance in a very unique way. Therefore, the top management of MSME firms must be more sensitive to the type of logistics based on the firm's capacity so that it is appropriate to the situation or problem faced. Thus, wisdom in using logistics wise-facilities and being prepared to operate in an uncertain firm environment will help entrepreneurial orientation strategies to improve the firm performance of SME firms. Furthermore, the discussion in this chapter can conclude that with the limitations of the study that exist, this study has contributed important findings to the field of knowledge and practice. In addition to strengthening past findings, this study has also presented several new findings. It is hoped that recommendations for future studies can help further strengthen this area of study.

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APPENDIX 1: INDEPENDENT T-TEST ANALYSIS (BIAS ANALYSIS)

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Innovativeness	.108	1	246	.742
Proactive-ness	.201	1	246	.654
Risk Taking	1.245	1	246	.266
Socialness	.448	1	246	.504
Packaging	.543	1	246	.462
Warehousing	.037	1	246	.847
Transportation	1.201	1	246	.274
Management System	1.988	1	246	.160
Firm Performance	.008	1	246	.930

APPENDIX 2: DESCRIPTIVE ANALYSIS

Variables Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Innovativeness	248	2.00	5.00	4.1018	.56282
Proactive-ness	248	3.00	5.00	4.1114	.48926
Risk Taking	248	2.50	5.00	4.1532	.53822
Socialness	248	3.00	5.00	4.1618	.51616
H. Packaging	248	1.00	5.00	4.6492	.59323
H. Warehousing	248	3.25	5.00	4.7157	.42066
H. Transportation	248	1.00	5.00	4.5343	.52598
H. Management System	248	2.80	5.00	4.5258	.47783
Firm Performance	248	2.63	5.00	3.6517	.45172
Valid N (listwise)	248				

APPENDIX 3: RELIABILITY ANALYSIS

Innovativeness Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.749	4

Inter-Item Correlation Matrix

	Innovativeness1	Innovativeness2	Innovativeness3	Innovativeness4
Innovativeness1	1.000	.613	.415	.460
Innovativeness2	.613	1.000	.338	.338
Innovativeness3	.415	.338	1.000	.402
Innovativeness4	.460	.338	.402	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Innovativeness1	12.2177	3.078	.641	.468	.623
Innovativeness2	12.0524	3.337	.532	.386	.682
Innovativeness3	12.4919	2.874	.481	.236	.720
Innovativeness4	12.4597	3.108	.504	.268	.695

Proactive-ness Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.802	.803	4

Inter-Item Correlation Matrix

	Proactiveness1	Proactiveness2	Proactiveness3	Proactiveness4
Proactiveness1	1.000	.579	.400	.417
Proactiveness2	.579	1.000	.530	.533
Proactiveness3	.400	.530	1.000	.571
Proactiveness4	.417	.533	.571	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Proactiveness1	12.3810	2.284	.559	.356	.782
Proactiveness2	12.4194	2.196	.685	.475	.717
Proactiveness3	12.2883	2.339	.606	.401	.756
Proactiveness4	12.2480	2.368	.617	.408	.752

Risk Taking Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.798	4

Inter-Item Correlation Matrix

	Risk Taking1	Risk Taking2	Risk Taking3	Risk Taking4
Risk Taking 1	1.000	.436	.427	.460
Risk Taking 2	.436	1.000	.481	.527
Risk Taking 3	.427	.481	1.000	.646
Risk Taking 4	.460	.527	.646	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Risk Taking 1	12.6613	2.727	.527	.279	.775
Risk Taking 2	12.3992	2.613	.584	.346	.744
Risk Taking 3	12.4153	2.964	.632	.457	.722
Risk Taking 4	12.3629	2.864	.674	.497	.702

Socialness Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.906	8

Inter-Item Correlation Matrix

	Socialness1	Socialness2	Socialness3	Socialness4	Socialness5	Socialness6	Socialness7	Socialness8
Socialness1	1.000	.651	.568	.498	.532	.587	.533	.447
Socialness2	.651	1.000	.621	.528	.485	.518	.553	.441
Socialness3	.568	.621	1.000	.647	.553	.542	.556	.437
Socialness4	.498	.528	.647	1.000	.586	.536	.601	.457
Socialness5	.532	.485	.553	.586	1.000	.585	.611	.449
Socialness6	.587	.518	.542	.536	.585	1.000	.706	.538
Socialness7	.533	.553	.556	.601	.611	.706	1.000	.556
Socialness8	.447	.441	.437	.457	.449	.538	.556	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Socialness1	29.0363	13.493	.694	.536	.892
Socialness2	28.9435	13.600	.691	.541	.893
Socialness3	29.1613	12.865	.715	.560	.890
Socialness4	29.2339	13.257	.705	.536	.891

Socialness5	29.1210	13.354	.693	.501	.892
Socialness6	29.1371	13.001	.737	.591	.888
Socialness7	29.0524	13.111	.760	.619	.887
Socialness8	29.3750	13.183	.597	.378	.903

Halal Packaging Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.873	3

Inter-Item Correlation Matrix

	Halal Packaging1	Halal Packaging2	Halal Packaging3
Halal Packaging1	1.000	.742	.654
Halal Packaging2	.742	1.000	.693
Halal Packaging3	.654	.693	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Halal Packaging1	9.2661	1.459	.760	.588	.818
Halal Packaging2	9.3306	1.421	.790	.626	.790

Halal Packaging3	9.2984	1.611	.722	.524	.852

Halal Warehouse Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.908	4

Inter-Item Correlation Matrix

	Halal Warehouse1	Halal Warehouse2	Halal Warehouse3	Halal Warehouse4
Halal Warehouse1	1.000	.854	.757	.580
Halal Warehouse2	.854	1.000	.759	.613
Halal Warehouse3	.757	.759	1.000	.710
Halal Warehouse4	.580	.613	.710	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Halal Warehouse1	14.1048	1.689	.809	.757	.868
Halal Warehouse2	14.0887	1.717	.829	.763	.864
Halal Warehouse3	14.1855	1.520	.836	.700	.857
Halal Warehouse4	14.2097	1.648	.689	.517	.914

Halal Transportation Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.850	.851	4

Inter-Item Correlation Matrix

	Halal Transport1	Halal Transport2	Halal Transport3	Halal Transport4
Halal Transport1	1.000	.617	.574	.508
Halal Transport2	.617	1.000	.666	.526
Halal Transport3	.574	.666	1.000	.635
Halal Transport4	.508	.526	.635	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Halal Transport1	13.4758	2.744	.661	.446	.821
Halal Transport2	13.5968	2.387	.713	.531	.801
Halal Transport3	13.6532	2.568	.748	.570	.784
Halal Transport4	13.6855	2.759	.642	.439	.828

Management System Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.850	5

Inter-Item Correlation Matrix

	Halal Management System1	Halal Management System2	Halal Management System3	Halal Management System4	Halal Management System5
Halal Management System1	1.000	.546	.540	.535	.535
Halal Management System2	.546	1.000	.463	.521	.436
Halal Management System3	.540	.463	1.000	.538	.652
Halal Management System4	.535	.521	.538	1.000	.547
Halal Management System5	.535	.436	.652	.547	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Halal Management System1	18.0565	3.827	.671	.454	.813
Halal Management System2	18.2379	3.834	.603	.385	.831
Halal Management System3	17.9516	3.925	.683	.505	.811
Halal Management System4	18.2016	3.554	.666	.445	.815
Halal Management System5	18.0685	3.821	.672	.502	.813

Firm Performance Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.872	8

Inter-Item Correlation Matrix

	Profit	ROI	ROA	Social Mission Growth	Employee Growth	Sustainable Growth	Operational Cost	Overall Performance
Profit	1.000	.514	.490	.420	.367	.287	.348	.424
ROI	.514	1.000	.756	.508	.535	.330	.517	.520
ROA	.490	.756	1.000	.466	.535	.344	.441	.530
Social Mission Growth	.420	.508	.466	1.000	.540	.392	.457	.509
Employee Growth	.367	.535	.535	.540	1.000	.445	.481	.529
Sustainable Growth	.287	.330	.344	.392	.445	1.000	.300	.437
Operational Cost	.348	.517	.441	.457	.481	.300	1.000	.456
Overall Performance	.424	.520	.530	.509	.529	.437	.456	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Profit	25.4113	10.648	.547	.328	.865
ROI	25.7056	9.755	.730	.644	.845
ROA	25.7258	9.973	.704	.615	.848
Social Mission Growth	25.5605	10.239	.644	.426	.855
Employee Growth	25.6613	9.893	.675	.475	.851
Sustainable Grwoth	25.2056	10.731	.482	.270	.872
Operational Cost	25.7661	10.180	.581	.361	.862
Overall Performance	25.4597	10.031	.669	.451	.852

FACTOR ANALYSIS

APPENDIX 4: SOCIAL ENTREPRENEURSHIP ORIENTATION

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	1149.906
	Df	78
	Sig.	.000

Anti-image Matrices

		Innovative 1	Innovative 2	Innovative 3	Innovative 4	Proactiveness1	Proactiveness3	Proactiveness4	Risk Mgmnt1	Risk Mgmnt2	Risk Mgmnt3	Socialness 2	Socialness5	Socialness 8
Anti-image Covariance	Innovative 1	.505	-.241	-.097	-.116	-.001	-.056	.008	-.020	.008	-.037	.006	.032	-.072
	Innovative 2	-.241	.522	-.031	-.020	-.006	.040	-.055	-.030	-.048	.047	-.024	-.139	.055
	Innovative 3	-.097	-.031	.733	-.149	9.545E-5	-.016	-.019	-.076	-.046	-.006	-.017	.023	.005
	Innovative 4	-.116	-.020	-.149	.666	-.105	-.044	.007	.019	.003	-.064	.012	.020	-.068
	Proactive 1	-.001	-.006	9.545E-5	-.105	.649	-.091	-.053	-.075	-.089	.033	-.029	-.006	-.120
	Proactive 3	-.056	.040	-.016	-.044	-.091	.589	-.219	-.006	.036	-.074	.024	-.084	.044

	Proactive 4	.008	-.055	-.019	.007	-.053	-.219	.536	-.055	-.015	-.028	-.105	.001	-.037
	Risk Mgmnt 1	-.020	-.030	-.076	.019	-.075	-.006	-.055	.601	-.100	-.043	.019	-.130	-.040
	Risk Mgmnt 2	.008	-.048	-.046	.003	-.089	.036	-.015	-.100	.628	-.133	-.116	-.032	.070
	Risk Mgmnt 3	-.037	.047	-.006	-.064	.033	-.074	-.028	-.043	-.133	.538	-.120	-.066	-.087
	Socialness 2	.006	-.024	-.017	.012	-.029	.024	-.105	.019	-.116	-.120	.559	-.076	-.096
	Socialness 5	.032	-.139	.023	.020	-.006	-.084	.001	-.130	-.032	-.066	-.076	.518	-.105
	Socialness 8	-.072	.055	.005	-.068	-.120	.044	-.037	-.040	.070	-.087	-.096	-.105	.629
Anti-image Correlation	Innovative 1	.850[a]	-.469	-.159	-.200	-.003	-.102	.014	-.036	.014	-.070	.011	.062	-.127
	Innovative 2	-.469	.832[a]	-.050	-.035	-.010	.073	-.104	-.054	-.084	.089	-.044	-.267	.095
	Innovative 3	-.159	-.050	.922[a]	-.213	.000	-.025	-.031	-.114	-.068	-.010	-.026	.038	.008
	Innovative 4	-.200	-.035	-.213	.906[a]	-.159	-.070	.011	.030	.005	-.107	.020	.034	-.105
	Proactive 1	-.003	-.010	.000	-.159	.925[a]	-.147	-.090	-.120	-.140	.056	-.048	-.011	-.188
	Proactive 3	-.102	.073	-.025	-.070	-.147	.867[a]	-.389	-.010	.059	-.132	.042	-.153	.072

	Proactive 4	.014	-.104	-.031	.011	-.090	-.389	.898[a]	-.096	-.025	-.051	-.192	.001	-.064
	Risk Mgmnt 1	-.036	-.054	-.114	.030	-.120	-.010	-.096	.933[a]	-.163	-.075	.032	-.232	-.065
	Risk Mgmnt 2	.014	-.084	-.068	.005	-.140	.059	-.025	-.163	.903[a]	-.228	-.196	-.056	.112
	Risk Mgmnt 3	-.070	.089	-.010	-.107	.056	-.132	-.051	-.075	-.228	.914[a]	-.219	-.124	-.149
	Socialness 2	.011	-.044	-.026	.020	-.048	.042	-.192	.032	-.196	-.219	.915[a]	-.141	-.162
	Socialness 5	.062	-.267	.038	.034	-.011	-.153	.001	-.232	-.056	-.124	-.141	.903[a]	-.183
	Socialness 8	-.127	.095	.008	-.105	-.188	.072	-.064	-.065	.112	-.149	-.162	-.183	.897[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
Innovativeness1	1.000	.697
Innovativeness2	1.000	.556
Innovativeness3	1.000	.507
Innovativeness4	1.000	.520
Proactiveness1	1.000	.410
Proactiveness3	1.000	.406
Proactiveness4	1.000	.520
Risk Mgmnt1	1.000	.471
Risk Mgmnt2	1.000	.432

Risk Mgmnt3	1.000	.565
Socialness2	1.000	.570
Socialness5	1.000	.551
Socialness8	1.000	.412

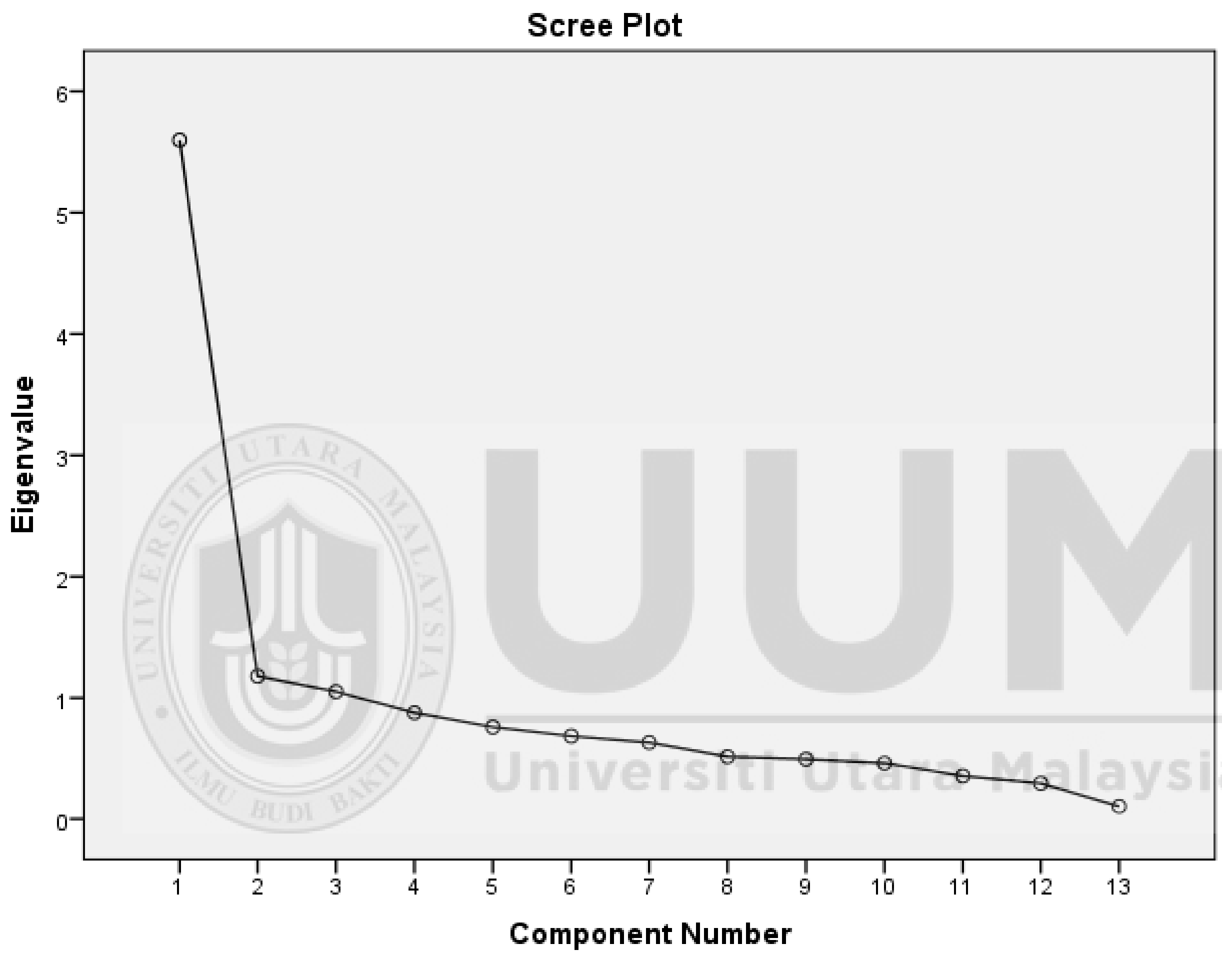
Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	5.457	41.978	41.978	5.457	41.978	41.978	5.116
2	1.160	8.923	50.901	1.160	8.923	50.901	3.797
3	.905	6.963	57.864				
4	.822	6.320	64.184				
5	.765	5.884	70.069				
6	.689	5.300	75.368				
7	.632	4.861	80.229				
8	.565	4.343	84.572				
9	.473	3.638	88.211				
10	.456	3.508	91.719				
11	.408	3.139	94.858				
12	.369	2.842	97.699				
13	.299	2.301	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.


Scree Plot
Eigenvalue
Component Number
0
1
2
3
4
5
6
1
2
3
4
5
6
7
8
9
10
11
12
13

APPENDIX 5: HALAL LOGISTICS VALUE CREATION

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.828
Bartlett's Test of Sphericity	Approx. Chi-Square	795.333
	df	36
	Sig.	.000

Anti-image Matrices

		Halal Packaging1	Halal Packaging3	Halal Warehouse1	Halal Warehouse4	Halal Transport2	Halal Transport4	Halal Mgmnt System2	Halal Mgmnt System4	Halal Mgmnt System5
Anti-image Covariance	Halal Packaging1	.567	-.370	-.023	.016	-.031	.000	.016	.001	.028
	Halal Packaging3	-.370	.569	-.003	-.003	-.002	-.021	-.010	.001	1.320E-5
	Halal Warehouse1	-.023	-.003	.563	-.182	-.088	-.009	-.051	-.007	-.126
	Halal Warehouse4	.016	-.003	-.182	.538	-.021	-.049	-.014	-.077	-.128
	Halal Transport2	-.031	-.002	-.088	-.021	.646	-.175	-.039	-.080	-.014
	Halal Transport4	.000	-.021	-.009	-.049	-.175	.541	-.159	-.047	-.086
	Halal Mgmnt System2	.016	-.010	-.051	-.014	-.039	-.159	.608	-.154	-.024
	Halal Mgmnt System4	.001	.001	-.007	-.077	-.080	-.047	-.154	.559	-.128
	Halal Mgmnt System5	.028	1.320E-5	-.126	-.128	-.014	-.086	-.024	-.128	.506
Anti-image Correlation	Halal Packaging1	.503[a]	-.652	-.040	.029	-.052	.001	.027	.001	.052
	Halal Packaging3	-.652	.512[a]	-.004	-.006	-.004	-.038	-.017	.002	2.460E-5
	Halal Warehouse1	-.040	-.004	.872[a]	-.330	-.146	-.017	-.087	-.013	-.236
	Halal Warehouse4	.029	-.006	-.330	.875[a]	-.036	-.091	-.024	-.141	-.246
	Halal Transport2	-.052	-.004	-.146	-.036	.892[a]	-.296	-.063	-.133	-.024

Halal Transport4	.001	-.038	-.017	-.091	-.296	.872[a]	-.277	-.086	-.164
Halal Mgmnt System2	.027	-.017	-.087	-.024	-.063	-.277	.883[a]	-.264	-.044
Halal Mgmnt System4	.001	.002	-.013	-.141	-.133	-.086	-.264	.891[a]	-.241
Halal Mgmnt System5	.052	2.460E-5	-.236	-.246	-.024	-.164	-.044	-.241	.881[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

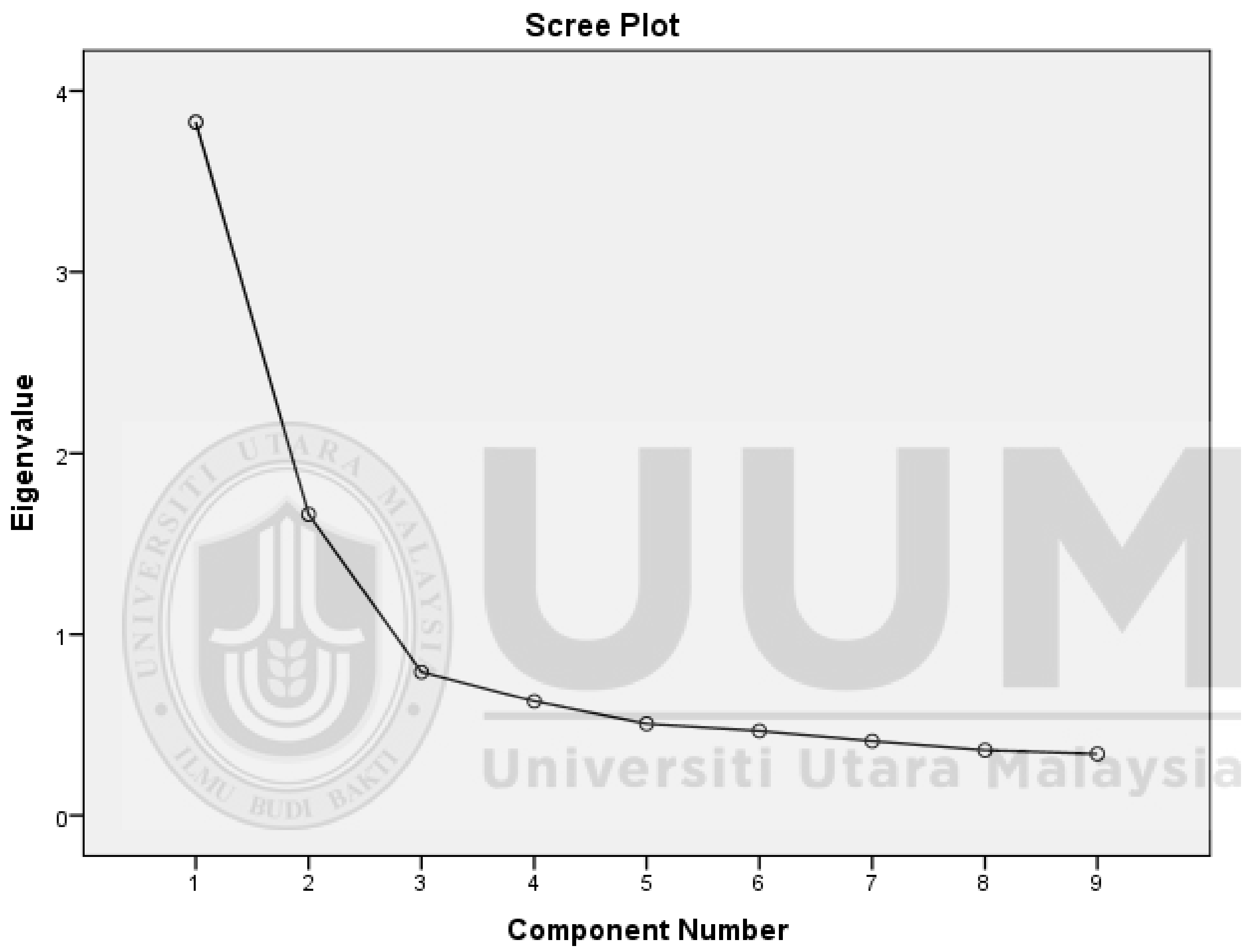
	Initial	Extraction
Halal Packaging1	1.000	.826
Halal Packaging3	1.000	.821
Halal Warehouse1	1.000	.537
Halal Warehouse4	1.000	.568
Halal Transport2	1.000	.471
Halal Transport4	1.000	.575
Halal Mgmnt System2	1.000	.502
Halal Mgmnt System4	1.000	.572
Halal Mgmnt System5	1.000	.620

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.829	42.540	42.540	3.829	42.540	42.540
2	1.663	18.473	61.013	1.663	18.473	61.013
3	.793	8.808	69.821			
4	.631	7.013	76.834			
5	.506	5.619	82.453			
6	.467	5.188	87.641			
7	.411	4.562	92.203			
8	.361	4.012	96.215			
9	.341	3.785	100.000			

Extraction Method: Principal Component Analysis.


Scree Plot
Eigenvalue
0
1
2
3
4
1
2
3
4
5
6
7
8
9
Component Number

APPENDIX 6: FIRM PERFORMANCE

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	572.059
	df	21
	Sig.	.000

Anti-image Matrices

		Profit	ROA	Employee Growth	Operational Cost	Overall Performance	Social Mission Growth	Sustainable Grwoth
Anti-image Covariance	Profit	.692	-.167	.003	-.046	-.074	-.098	-.030
	ROA	-.167	.557	-.125	-.073	-.114	-.044	-.013
	Employee Growth	.003	-.125	.529	-.109	-.084	-.127	-.123
	Operational Cost	-.046	-.073	-.109	.666	-.087	-.101	-.005
	Overall Performance	-.074	-.114	-.084	-.087	.550	-.093	-.119
	Social Mission Growth	-.098	-.044	-.127	-.101	-.093	.581	-.072
	Sustainable Growth	-.030	-.013	-.123	-.005	-.119	-.072	.731
Anti-image Correlation	Profit	.889[a]	-.269	.005	-.067	-.119	-.154	-.043
	ROA	-.269	.877[a]	-.230	-.120	-.205	-.077	-.020
	Employee Growth	.005	-.230	.875[a]	-.184	-.156	-.229	-.197
	Operational Cost	-.067	-.120	-.184	.913[a]	-.143	-.163	-.007
	Overall Performance	-.119	-.205	-.156	-.143	.895[a]	-.164	-.188
	Social Mission Growth	-.154	-.077	-.229	-.163	-.164	.899[a]	-.111
	Sustainable Growth	-.043	-.020	-.197	-.007	-.188	-.111	.904[a]

a. Measures of Sampling Adequacy(MSA)

Communalities

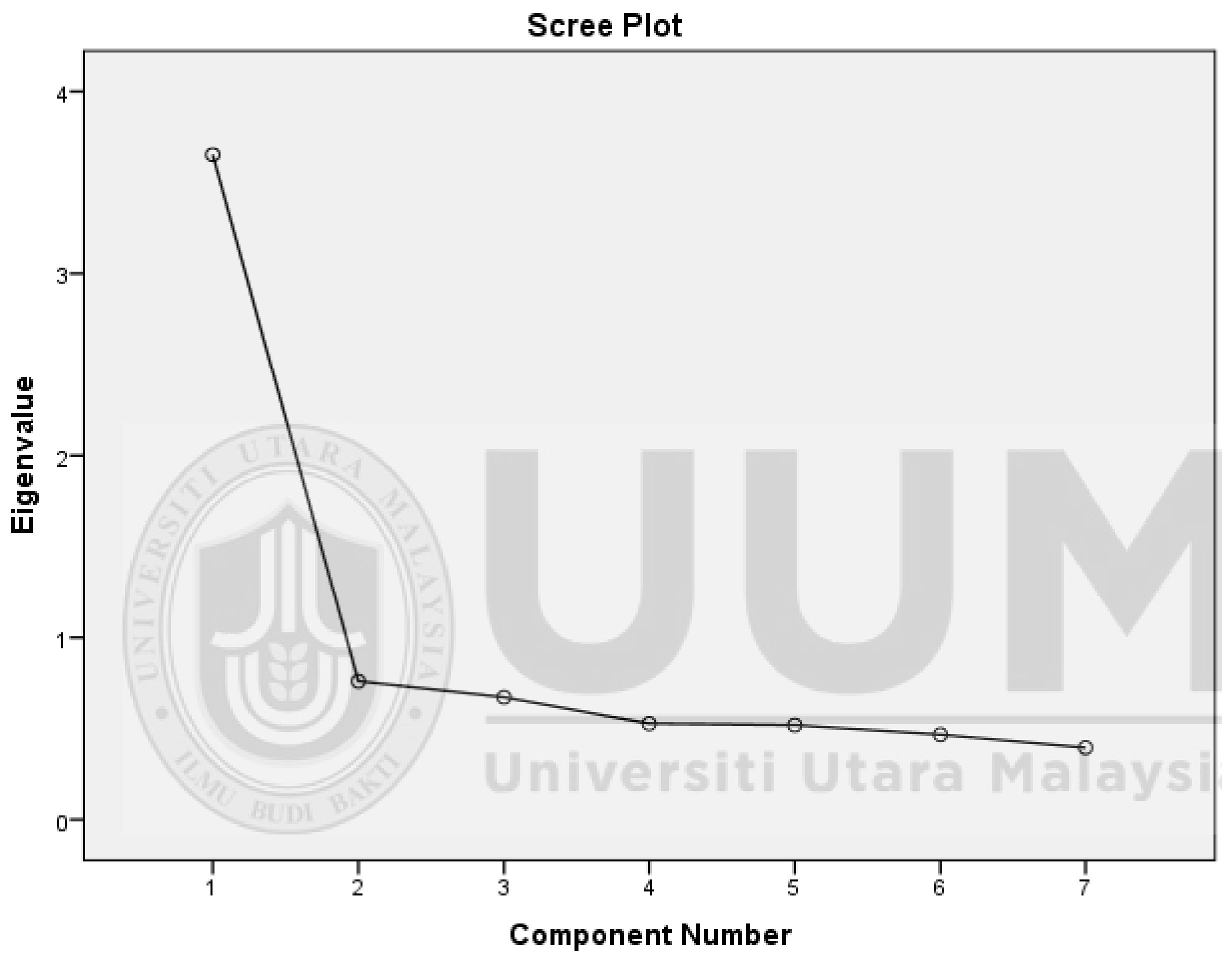
	Initial	Extraction
Profit	1.000	.424
ROA	1.000	.580
Employee Growth	1.000	.612
Operational Cost	1.000	.474
Overall Performance	1.000	.606
Social Mission Growth	1.000	.572
Sustainable Grwoth	1.000	.383

Extraction Method: Principal Component Analysis.

Total Variance Explained

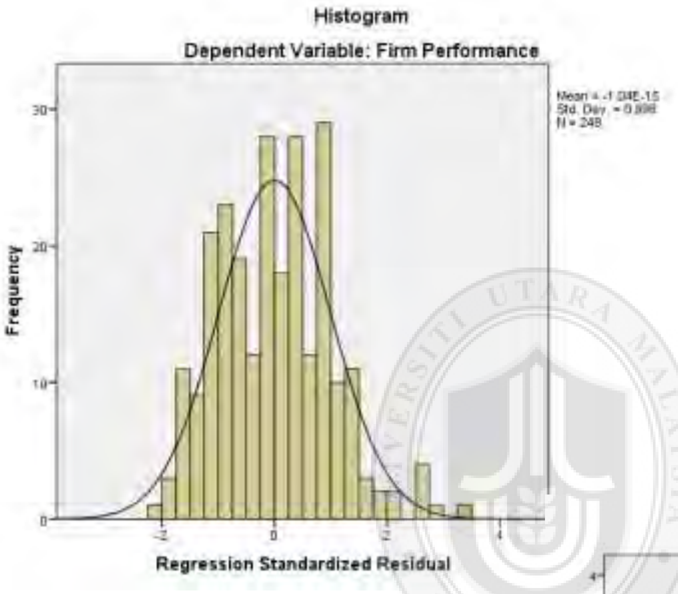
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.651	52.157	52.157	3.651	52.157	52.157
2	.761	10.876	63.032			
3	.674	9.625	72.657			
4	.528	7.549	80.206			
5	.520	7.428	87.634			
6	.468	6.688	94.322			
7	.397	5.678	100.000			

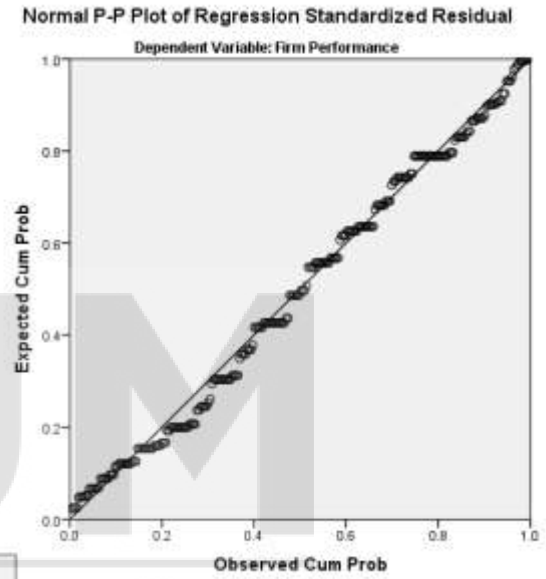
Extraction Method: Principal Component Analysis.

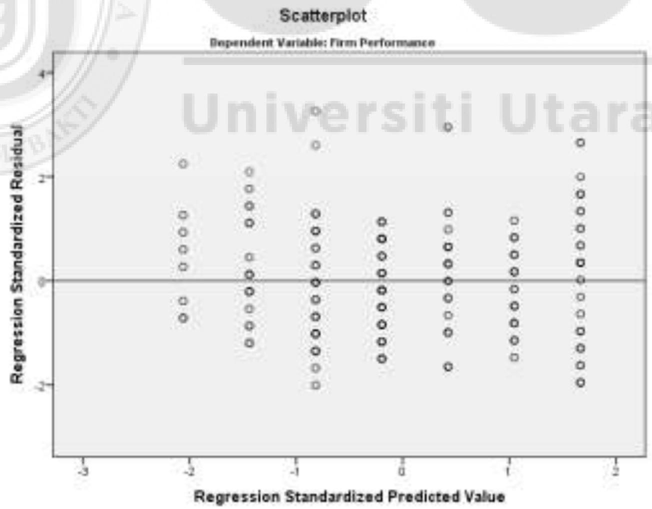

Scree Plot
Eigenvalue
Component Number
0
1
2
3
4
1
2
3
4
5
6
7

MULTIVARIATE ASSUMPTION PLOT

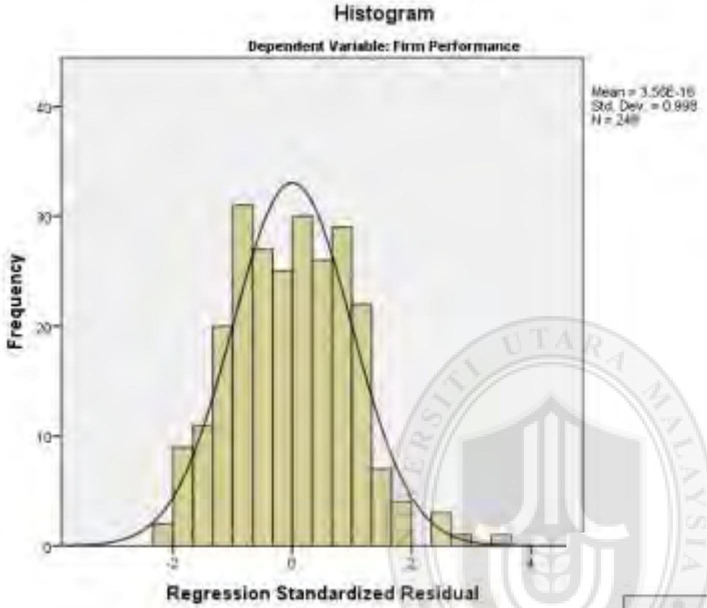
APPENDIX 7: RELATIONSHIP BETWEEN PROACTIVENESS AND FIRM PERFORMANCE

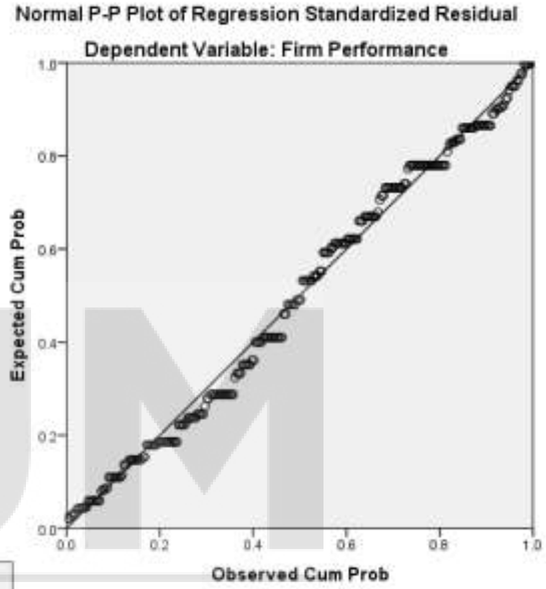


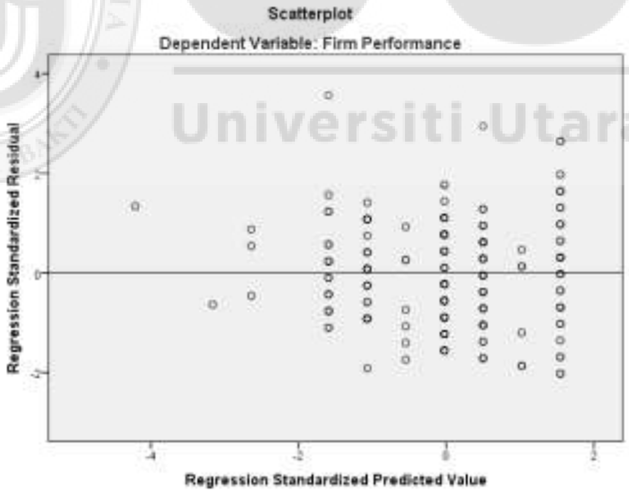




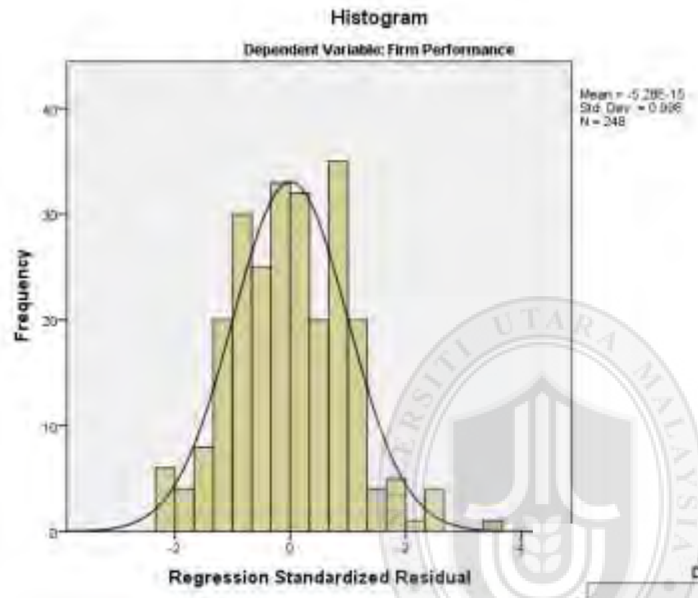
APPENDIX 8: RELATIONSHIP BETWEEN RISK TAKING AND FIRM PERFORMANCE

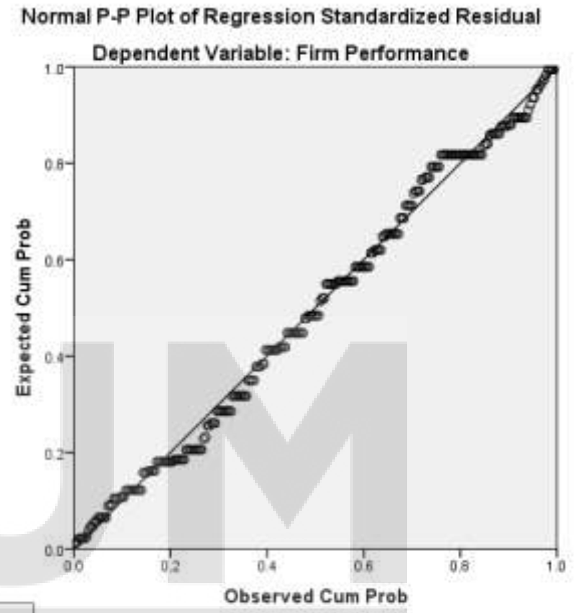


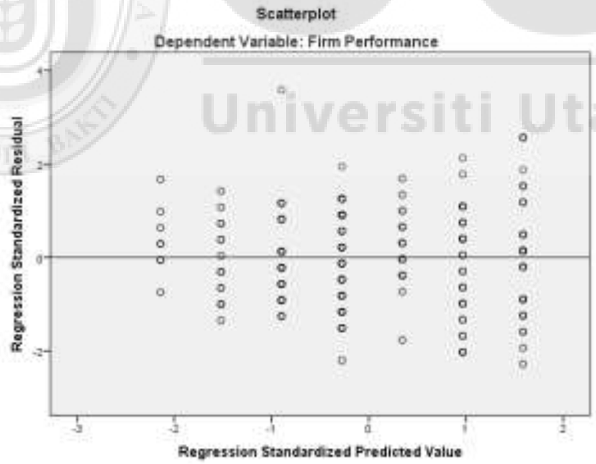




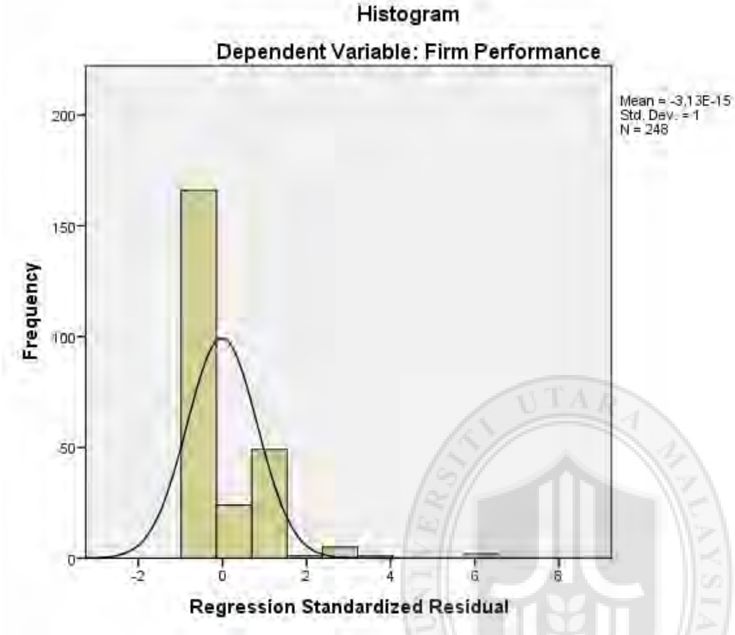
APPENDIX 9: RELATIONSHIP BETWEEN SOCIALNESS AND FIRM PERFORMANCE

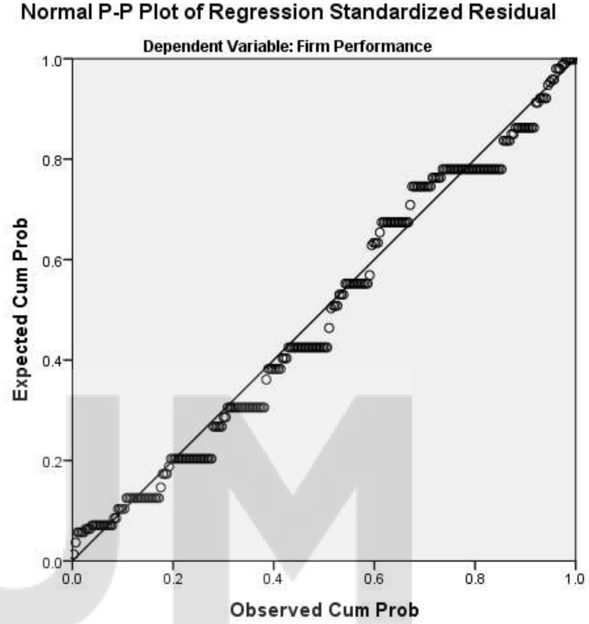


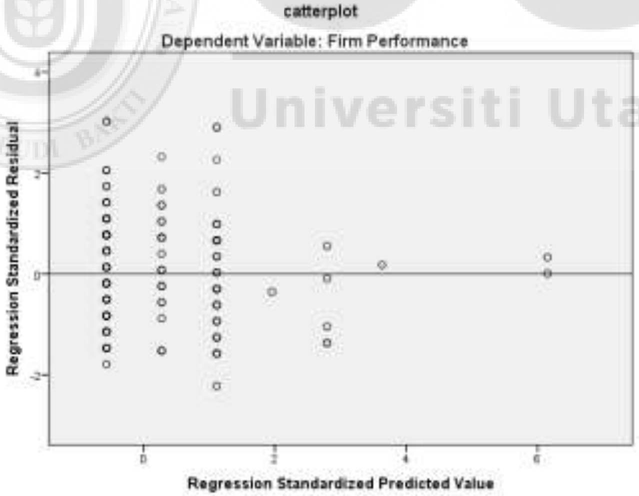




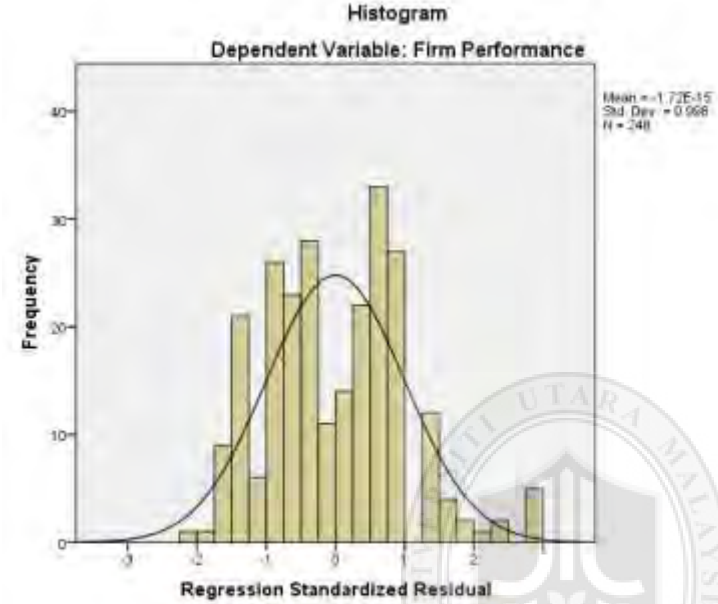
APPENDIX 10: RELATIONSHIP BETWEEN PACKAGING AND FIRM PERFORMANCE

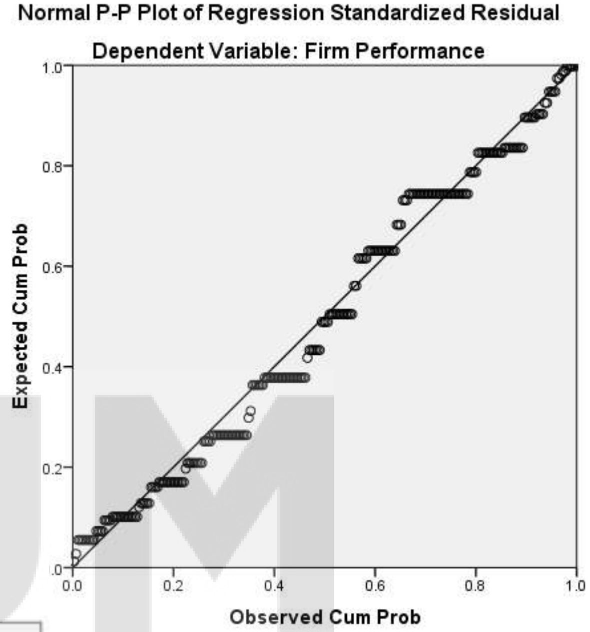


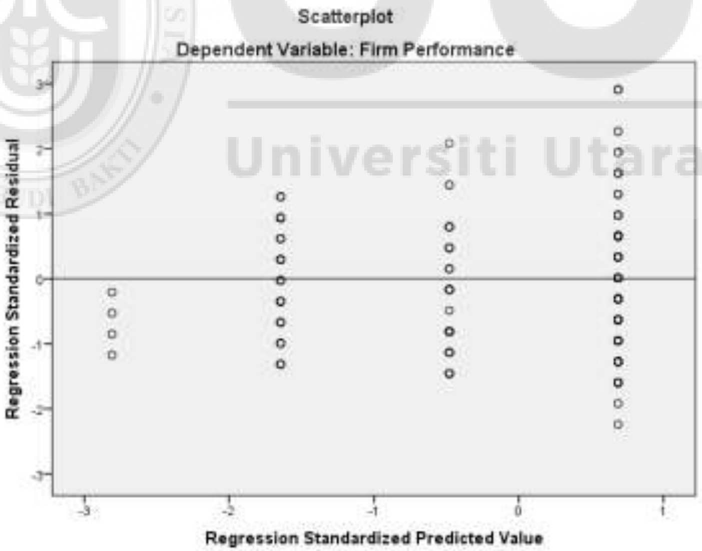




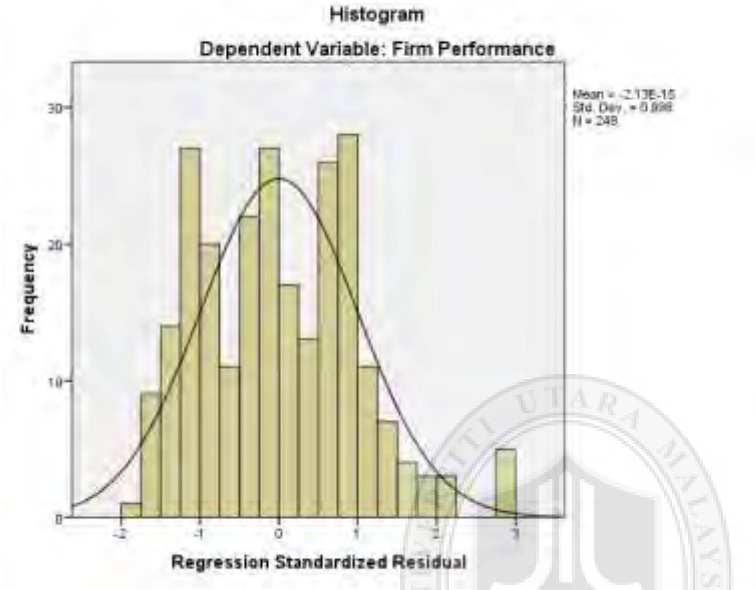
APPENDIX 11: RELATIONSHIP BETWEEN WAREHOUSING AND FIRM PERFORMANCE

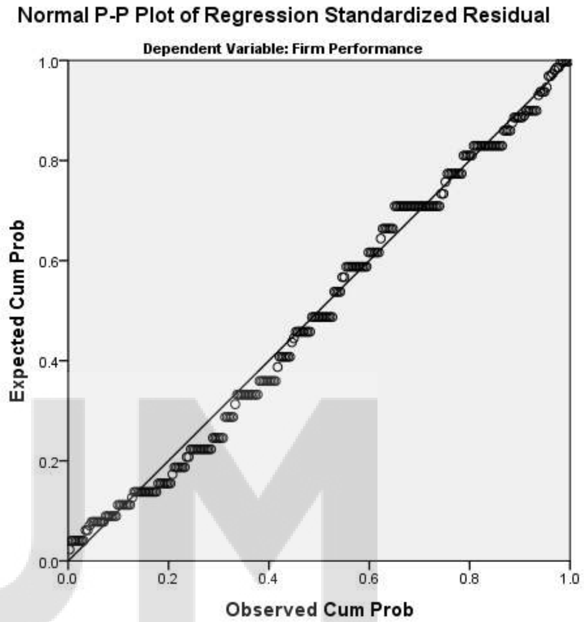


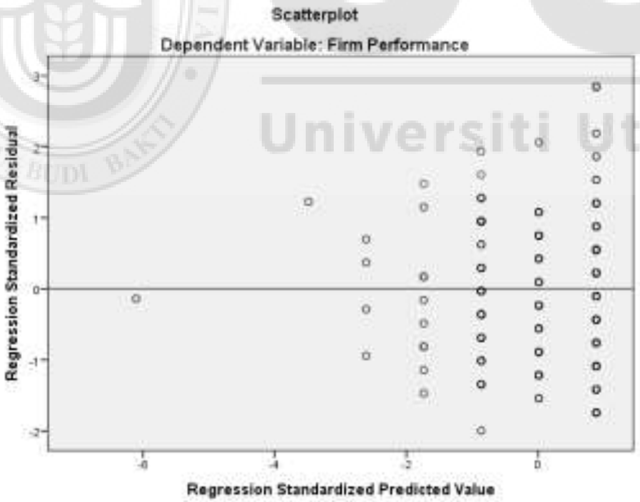




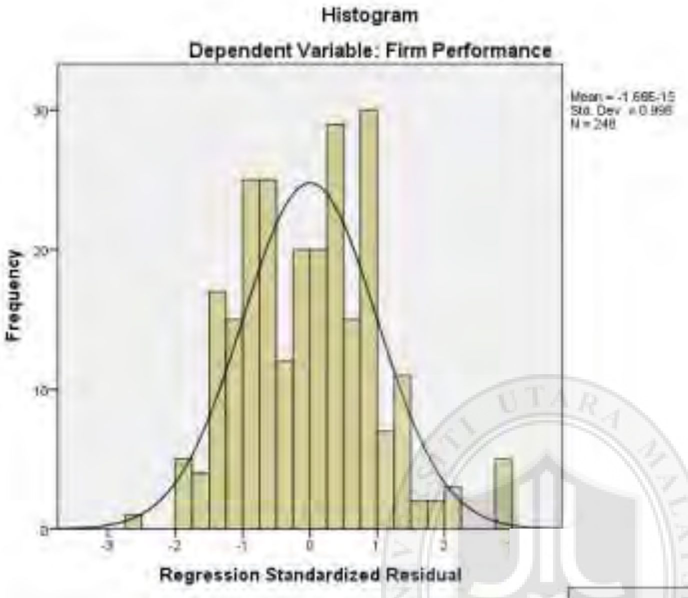
APPENDIX 12: RELATIONSHIP BETWEEN TRANSPORTATION AND FIRM PERFORMANCE

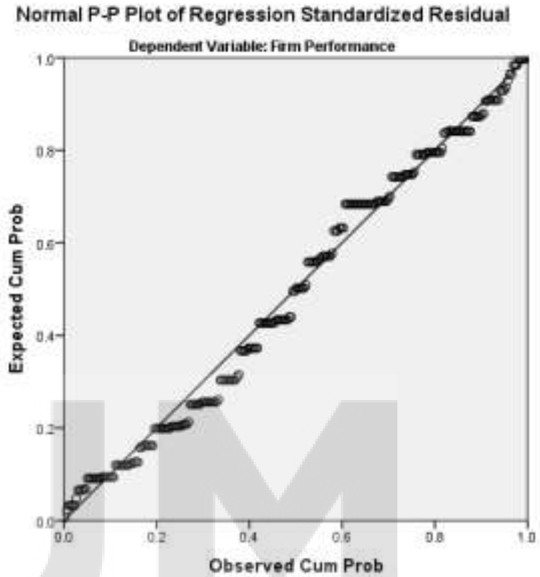


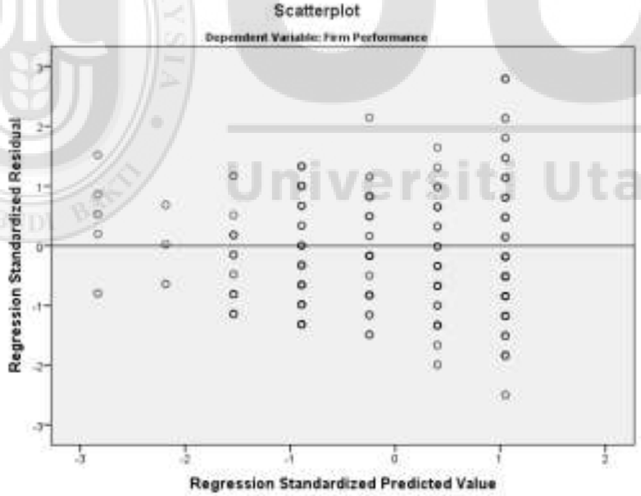




APPENDIX 13: RELATIONSHIP BETWEEN HALAL MANAGEMENT SYSTEM AND FIRM PERFORMANCE







REGRESSION ANALYSIS

APPENDIX 14: RELATIONSHIP BETWEEN SOCIAL ENTREPRENEURSHIP ORIENTATION ON FIRM PERFORMANCE

Correlations

		Performance Com	INNOVATIVENESS3	PROACTIVE-NESS	RISK TAKING	SOCIALNESS
Pearson Correlation	Firm Performance	1.000	.330	.238	.283	.381
	Innovativeness	.330	1.000	.507	.506	.516
	Proactive-ness	.238	.507	1.000	.532	.575
	Risk Taking	.283	.506	.532	1.000	.598
	Socialness	.381	.516	.575	.598	1.000
Sig. (1-tailed)	Firm Performance	.	.000	.000	.000	.000
	Innovativeness	.000	.	.000	.000	.000
	Proactive-ness	.000	.000	.	.000	.000
	Risk Taking	.000	.000	.000	.	.000
	Socialness	.000	.000	.000	.000	.
N	Firm Performance	248	248	248	248	248
	Innovativeness	248	248	248	248	248
	Proactive-ness	248	248	248	248	248
	Risk Taking	248	248	248	248	248
	Socialness	248	248	248	248	248

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.413[a]	.171	.157	.40964	.171	12.510	4	243	.000	1.695

A. Predictors: (Constant), Socialness, Innovativeness, Proactive-ness, Risk Taking

B. Dependent Variable: Firm Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.397	4	2.099	12.510	.000[b]
	Residual	40.777	243	.168		
	Total	49.174	247			

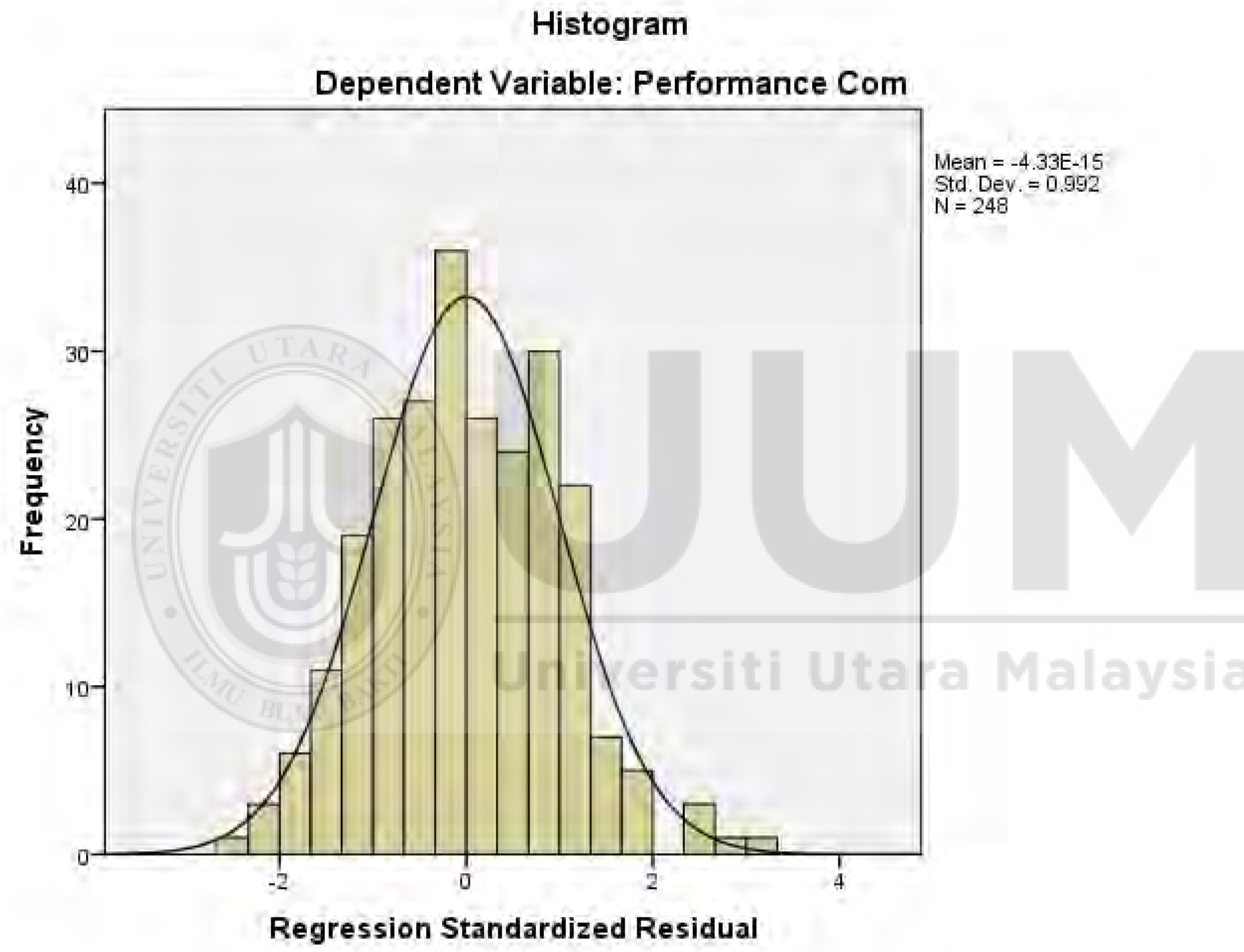
a. Dependent Variable: Firm Performance

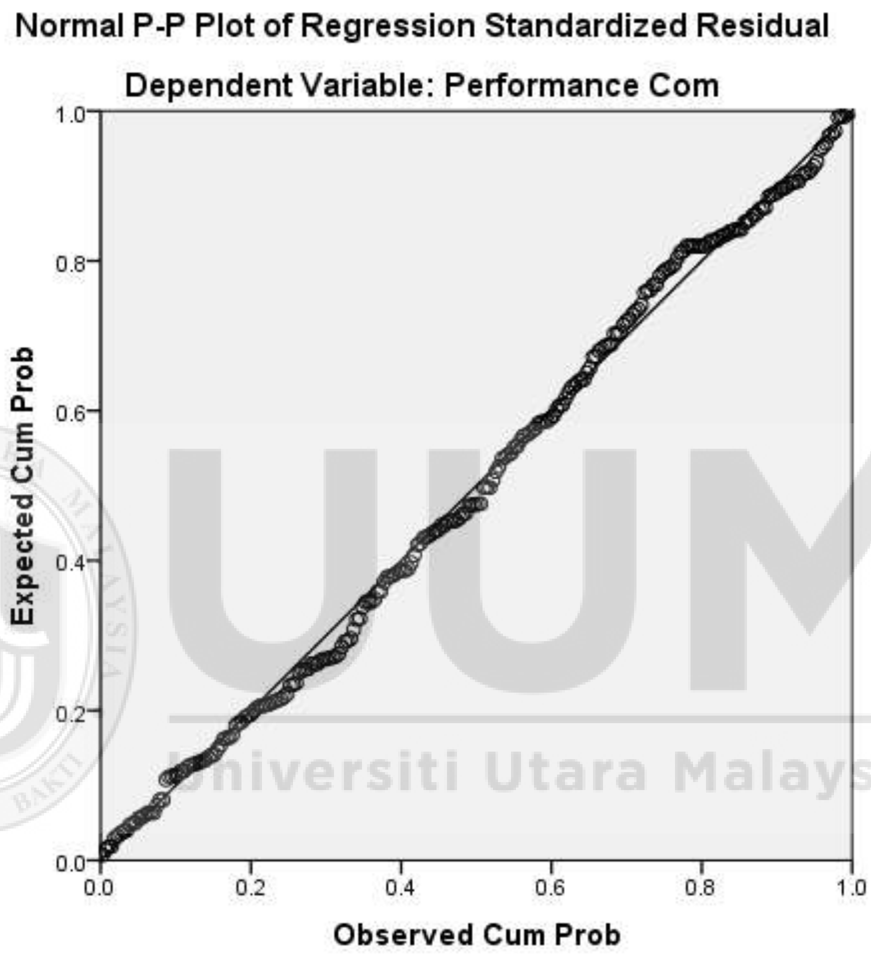
B. Predictors: (Constant), Socialness, Innovativeness, Proactive-ness, Risk Taking

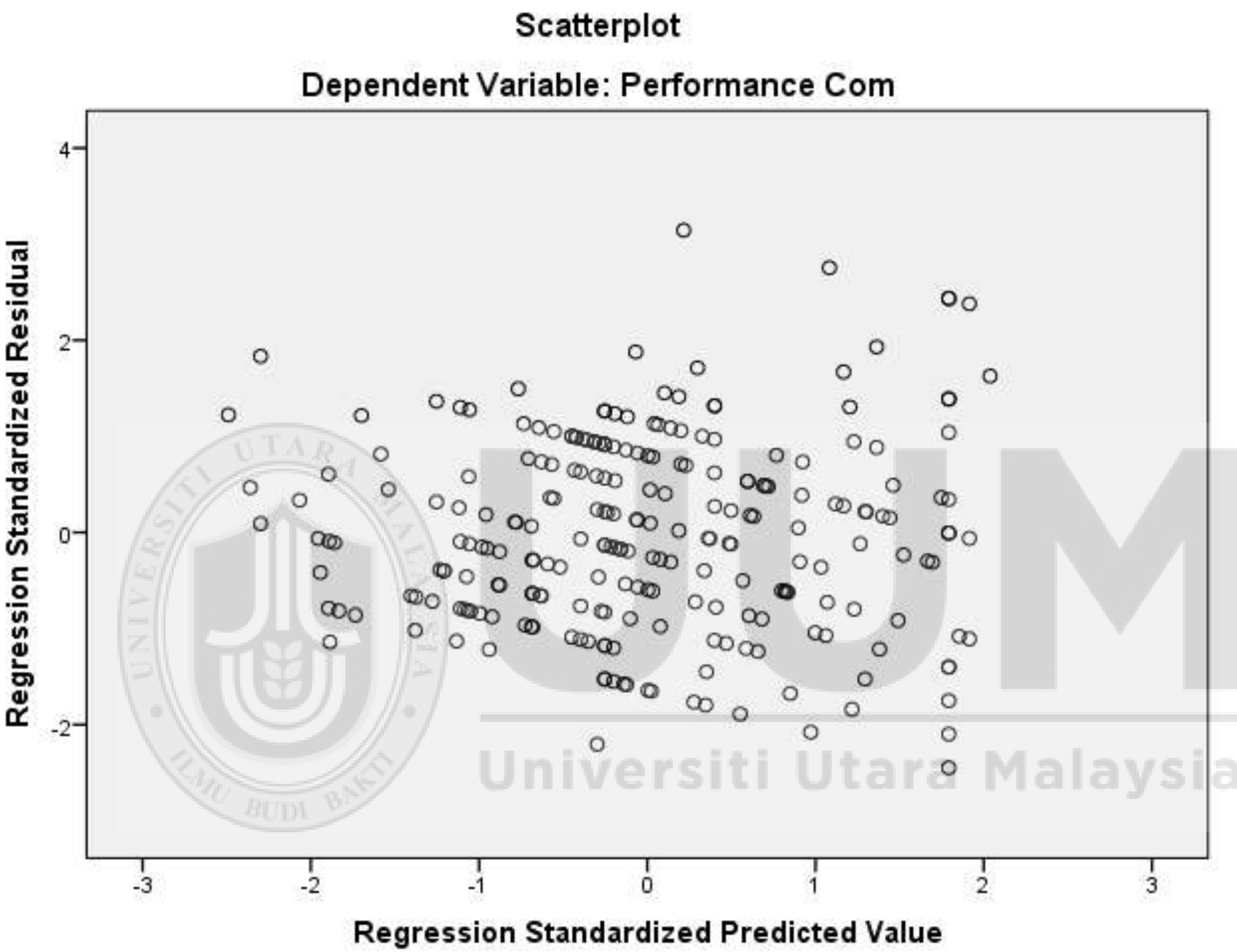
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.117	.239		8.850	.000					
	Innovativeness	.145	.058	.182	2.489	.013	.330	.158	.145	.636	1.573
	Proactiveness	-.034	.064	-.041	-.532	.595	.238	-.034	-.031	.580	1.725
	Risk Taking	.029	.055	.042	.536	.593	.283	.034	.031	.561	1.783
	Socialness	.237	.067	.285	3.541	.000	.381	.221	.207	.526	1.900

a. Dependent Variable: Firm Performance




Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Performance Com
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: Performance Com
Regression Standardized Residual
4
2
0
-2
-3
-2
-1
0
1
2
3
Regression Standardized Predicted Value

APPENDIX 15: RELATIONSHIP BETWEEN HALAL LOGISTICS VALUE CREATION ON FIRM PERFORMANCE

Correlations

		Firm Performance	Packaging	Warehouse	Transportation	Manage System
Pearson Correlation	Firm Performance	1.000	-.066	.121	.225	.260
	Packaging	-.066	1.000	.029	.085	.009
	Warehouse	.121	.029	1.000	.535	.645
	Transportation	.225	.085	.535	1.000	.637
	Management System	.260	.009	.645	.637	1.000
Sig. (1-tailed)	Firm Performance	.	.150	.029	.000	.000
	Packaging	.150	.	.326	.091	.446
	Warehouse	.029	.326	.	.000	.000
	Transportation	.000	.091	.000	.	.000
	Management System	.000	.446	.000	.000	.
N	Firm Performance	248	248	248	248	248
	Packaging	248	248	248	248	248
	Warehouse	248	248	248	248	248
	Transportation	248	248	248	248	248
	Management System	248	248	248	248	248

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.292[a]	.085	.070	.43024	.085	5.663	4	243	.000	1.756

a. Predictors: (Constant), Management System, Packaging, Transportation, Warehouse

b. Dependent Variable: Firm Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.193	4	1.048	5.663	.000[b]
	Residual	44.980	243	.185		
	Total	49.174	247			

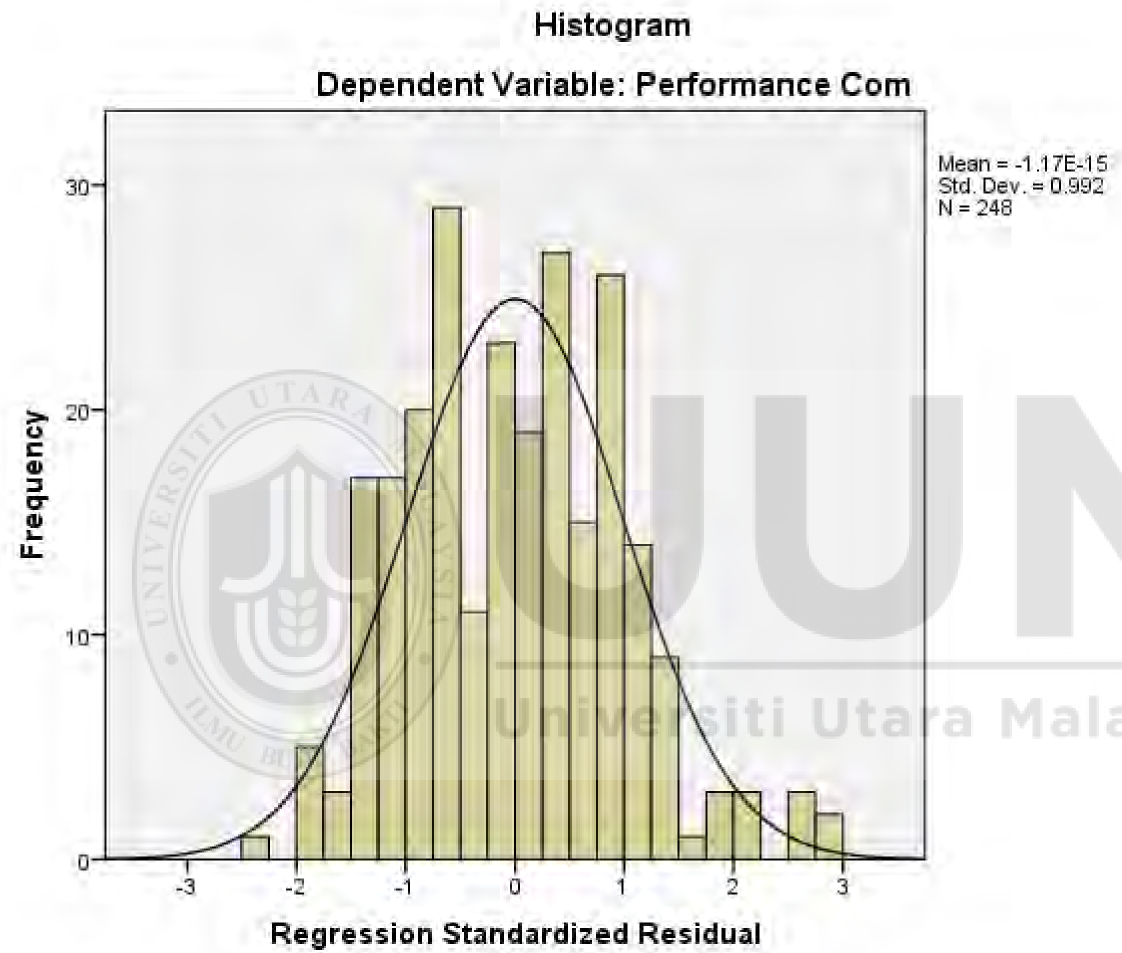
a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Management System, Packaging, Transportation, Warehouse

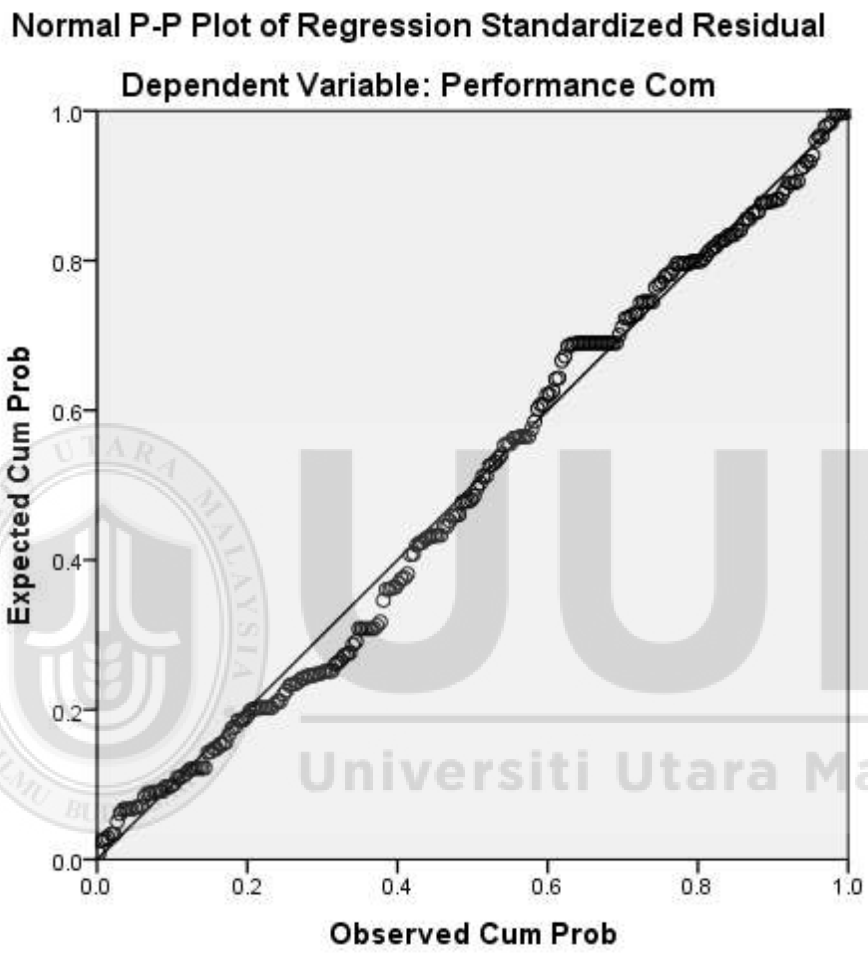
Coefficients[a]

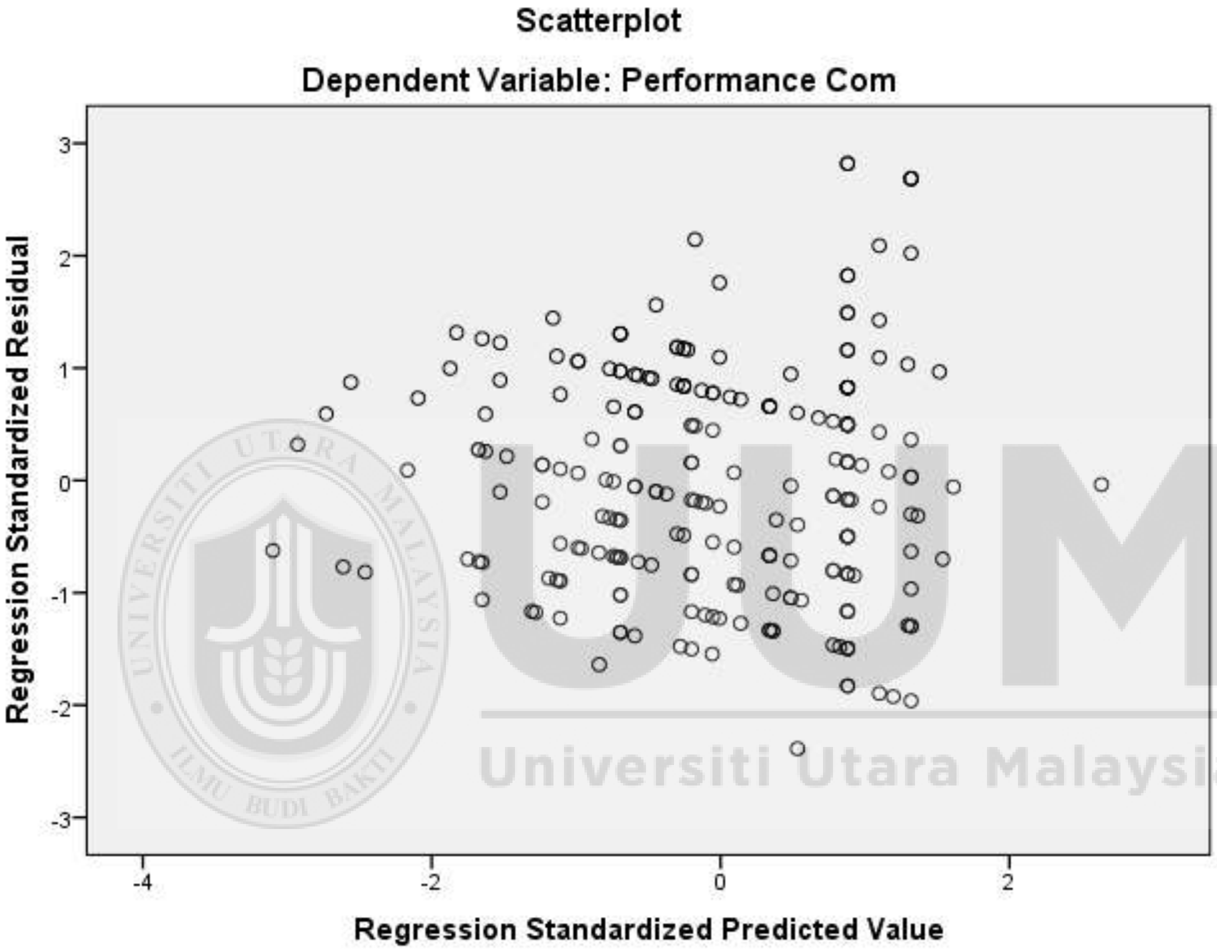
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.048	.370		8.229	.000					
	Packaging	-.057	.046	-.076	-1.240	.216	-.066	-.079	-.076	.989	1.011
	Warehouse	-.109	.085	-.104	-1.272	.205	.121	-.081	-.078	.559	1.790
	Transportation	.102	.064	.131	1.607	.109	.225	.103	.099	.562	1.779
	Management System	.211	.078	.244	2.704	.007	.260	.171	.166	.463	2.160

a. Dependent Variable: Firm Performance



Histogram
Dependent Variable: Performance Com
Mean = -1.17E-15
Std. Dev. = 0.992
N = 248
Frequency
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Performance Com
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0


Scatterplot
Dependent Variable: Performance Com
Regression Standardized Residual
3
2
1
0
-1
-2
-3
-4
-2
0
2
Regression Standardized Predicted Value

APPENDIX 16: RELATIONSHIP BETWEEN SOCIAL ENTREPRENEURSHIP ORIENTATION ON FIRM PERFORMANCE MODERATED BY HALAL LOGISTICS VALUE CREATION

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.413[a]	.171	.157	.40964	.171	12.510	4	243	.000	
2	.413[b]	.171	.154	.41048	.000	.013	1	242	.911	1.696

A. Predictors: (Constant), Socialness, Innovativeness, Proactive-ness, Risk Taking

B. Predictors: (Constant), Socialness, Innovativeness, Proactive-ness, Risk Taking, Halal Logistics Value Creation

c. Dependent Variable: Firm Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.397	4	2.099	12.510	.000[b]
	Residual	40.777	243	.168		
	Total	49.174	247			
2	Regression	8.399	5	1.680	9.969	.000[c]
	Residual	40.775	242	.168		
	Total	49.174	247			

a. Dependent Variable: Performance Com

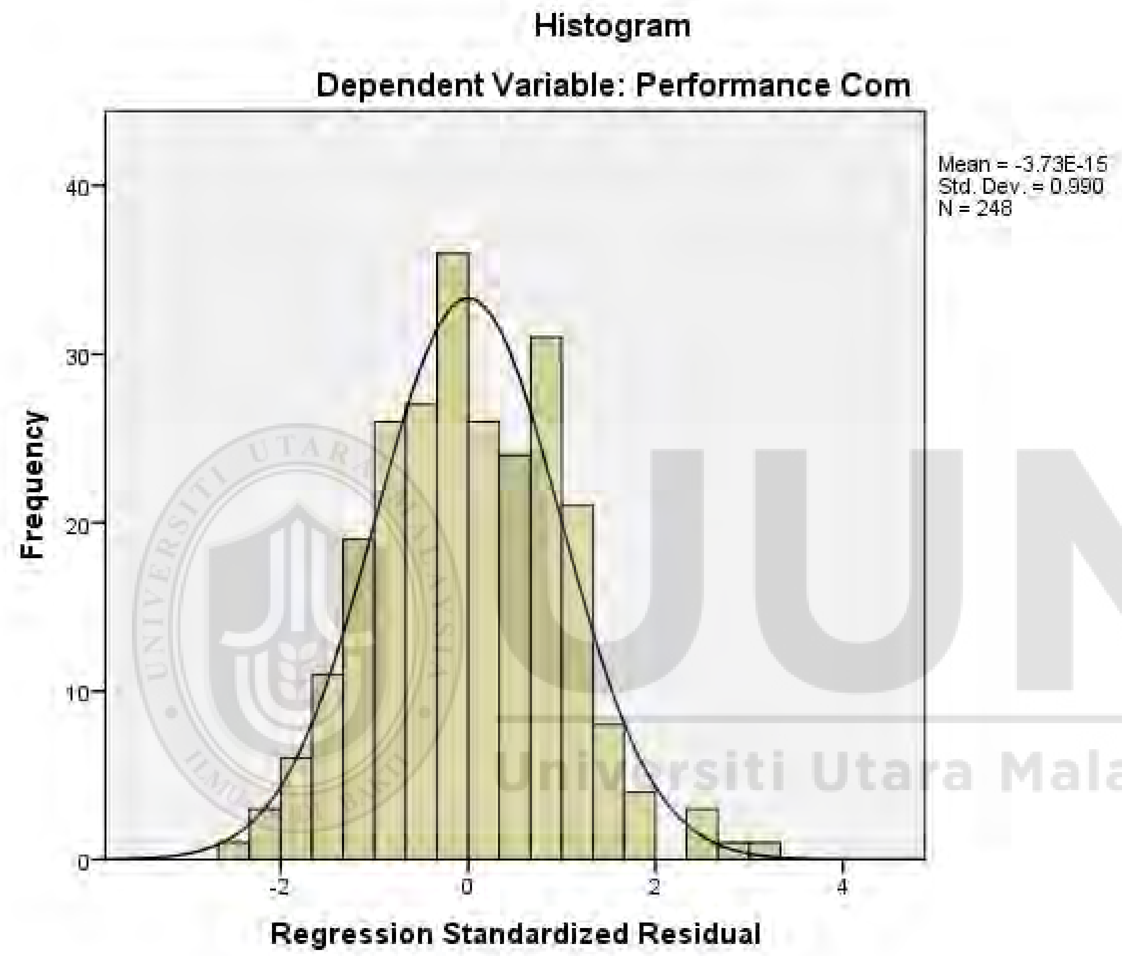
b. Predictors: (Constant), Socialness, Innovativeness, Proactive-ness, Risk Taking

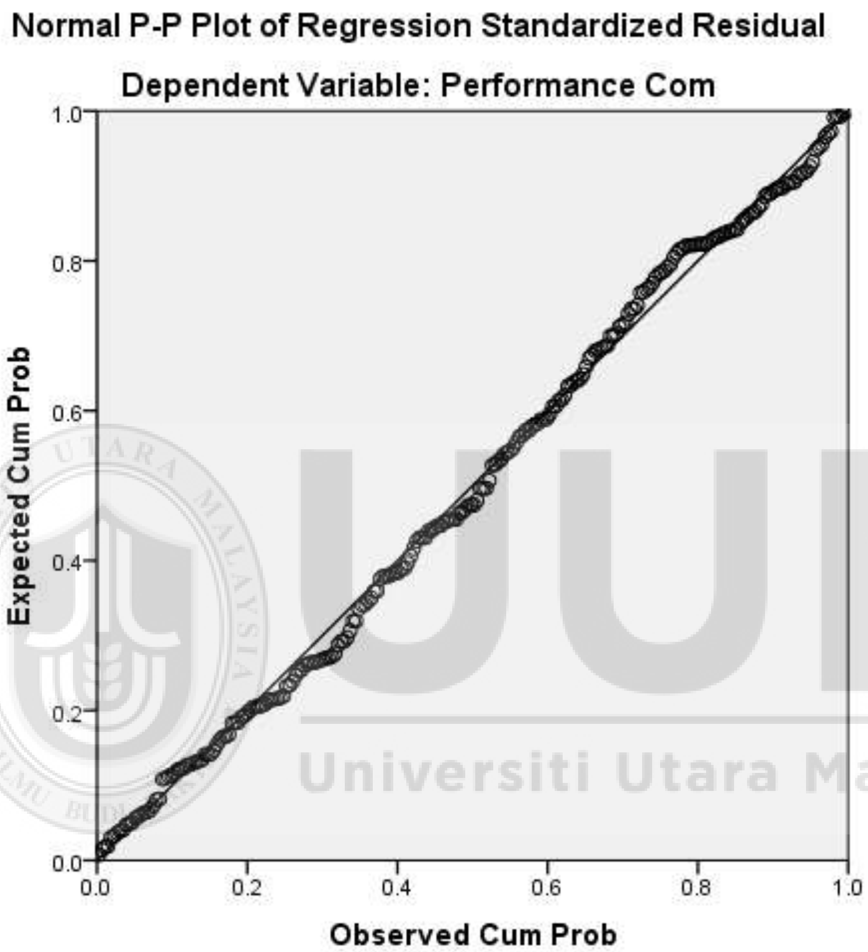
c. Predictors: (Constant), Socialness, Innovativeness, Proactive-ness, Risk Taking, Halal Logistics Value Creation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.117	.239		8.850	.000					
	Innovativeness	.145	.058	.182	2.489	.013	.330	.158	.145	.636	1.573
	Proactiveness	-.034	.064	-.041	-.532	.595	.238	-.034	-.031	.580	1.725
	Risk Taking	.029	.055	.042	.536	.593	.283	.034	.031	.561	1.783
	Socialness	.237	.067	.285	3.541	.000	.381	.221	.207	.526	1.900
2	(Constant)	2.090	.339		6.158	.000					
	Innovativeness	.144	.059	.181	2.448	.015	.330	.155	.143	.625	1.600
	Proactive-ness	-.034	.064	-.041	-.536	.592	.238	-.034	-.031	.578	1.730
	Risk Taking	.029	.055	.041	.529	.597	.283	.034	.031	.560	1.786
	Socialness	.235	.069	.283	3.394	.001	.381	.213	.199	.493	2.027
	Halal Logistics Value Creation	.009	.080	.007	.112	.911	.201	.007	.007	.769	1.301

a. Dependent Variable: Firm Performance


Histogram
Dependent Variable: Performance Com
Mean = -3.73E-15
Std. Dev. = 0.990
N = 248
Frequency
Regression Standardized Residual
40
30
20
10
0
-2
0
2
4


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Performance Com
Expected Cum Prob
Observed Cum Prob
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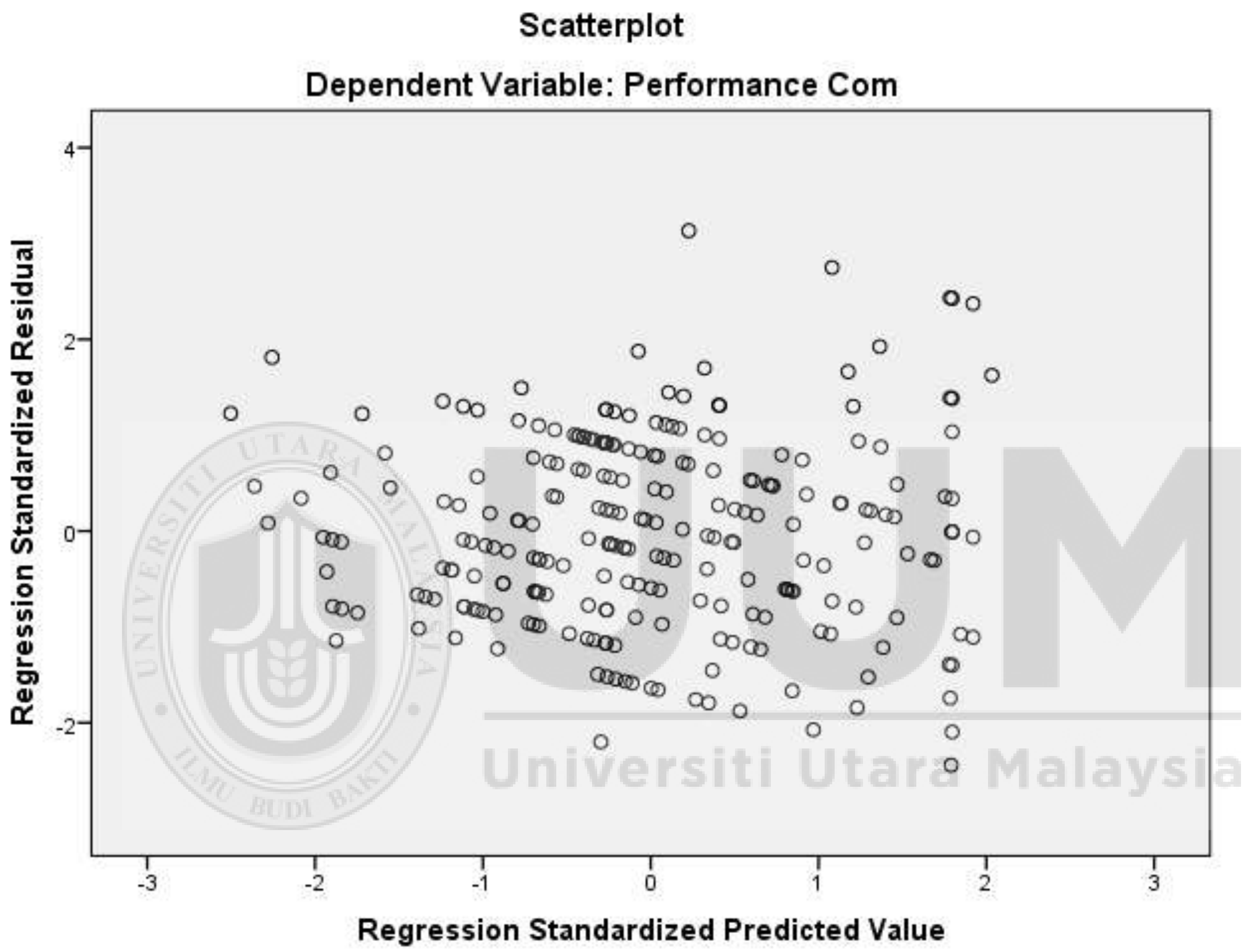
0.2
0.4
0.6
0.8
1.0



Scatterplot
Dependent Variable: Performance Com
Regression Standardized Residual
Regression Standardized Predicted Value
4
2
0
-2
-3
-2
-1
0
1
2
3

APPENDIX 17: RELATIONSHIP BETWEEN SOCIAL ENTREPRENEURSHIP ORIENTATION'S CONSTRUCT ON FIRM PERFORMANCE MODERATED BY HALAL LOGISTICS VALUE CREATION

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.377[a]	.142	.128	.41674	.142	10.035	4	243	.000	
2	.413[b]	.171	.154	.41048	.029	8.472	1	242	.004	1.696

a. Predictors: (Constant), HLVCxSocialness, HLVCxInnovativeness, HLVCxRiskManagement, HLVCxProactiveness

b. Predictors: (Constant), HLVCxSocialness, HLVCxInnovativeness, HLVCxRiskManagement, HLVCxProactiveness, HLVC

c. Dependent Variable: Firm Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.971	4	1.743	10.035	.000[b]
	Residual	42.202	243	.174		
	Total	49.174	247			
2	Regression	8.399	5	1.680	9.969	.000[c]
	Residual	40.775	242	.168		
	Total	49.174	247			

a. Dependent Variable: Firm Performance

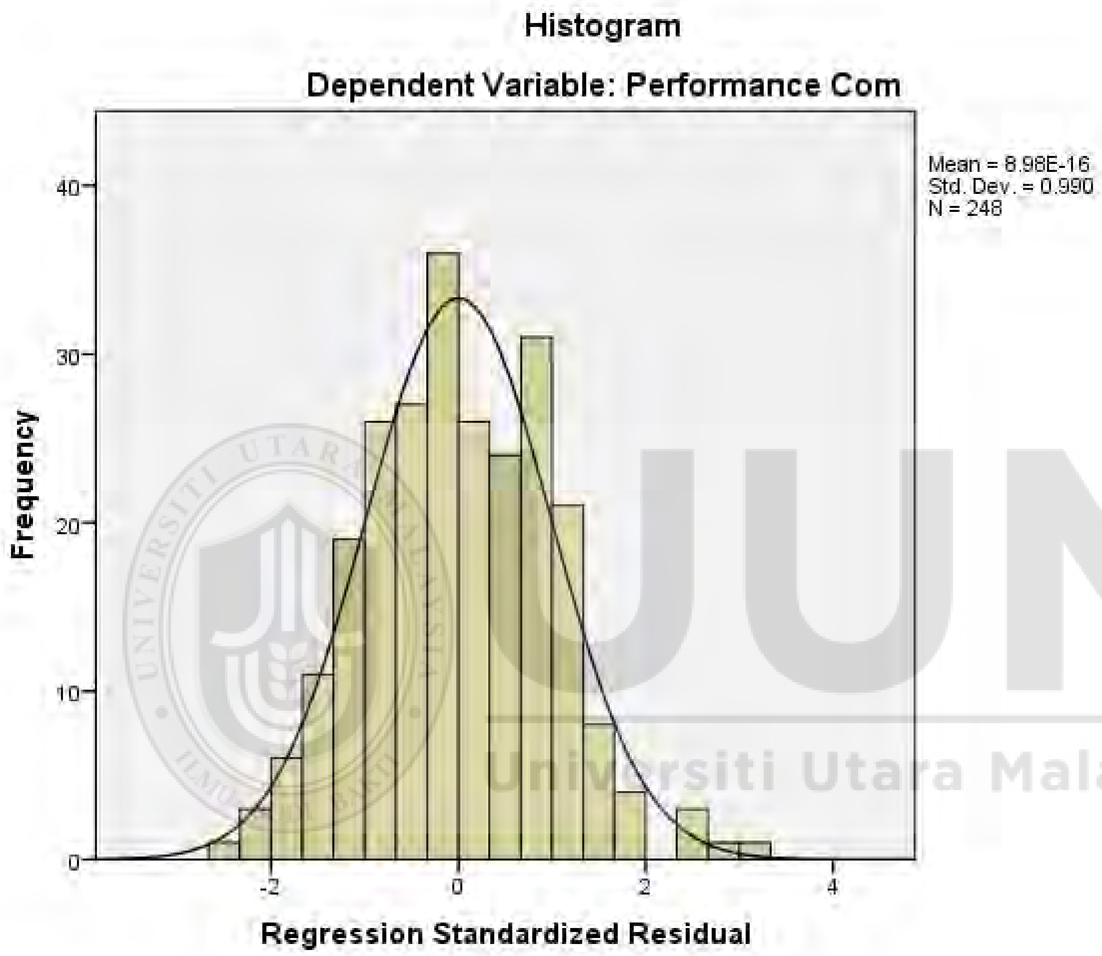
b. Predictors: (Constant), HLVCxSocialness, HLVCxInnovativeness, HLVCxRiskManagement, HLVCxProactiveness

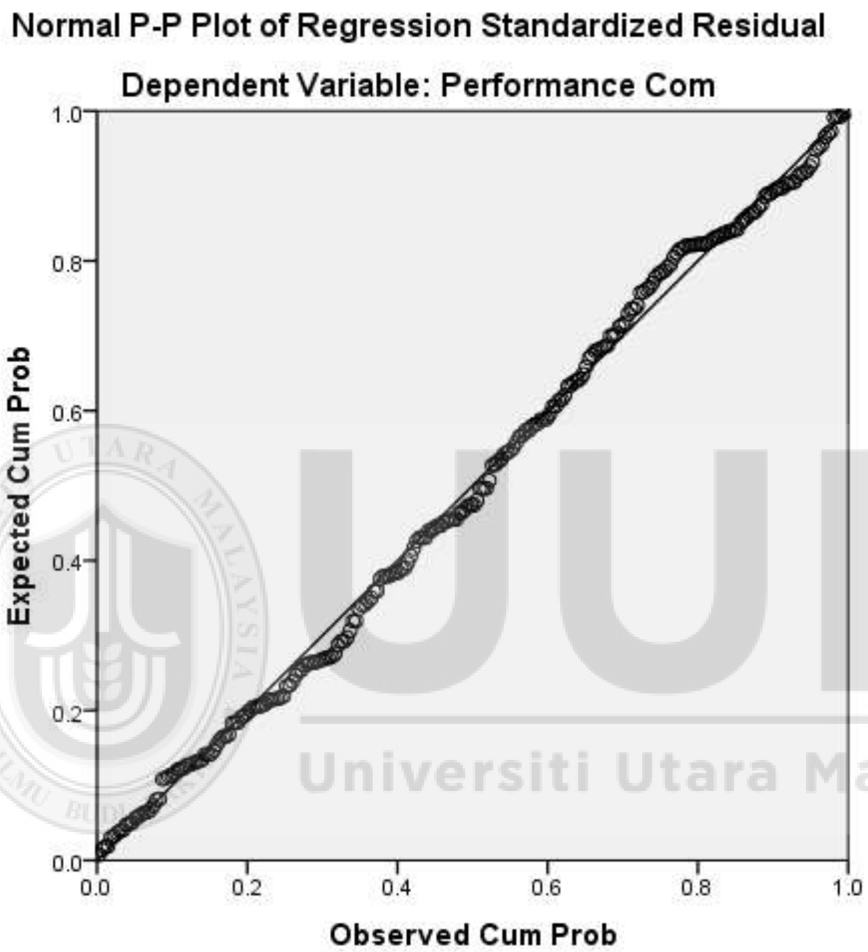
c. Predictors: (Constant), HLVCxSocialness, HLVCxInnovativeness, HLVCxRiskManagement, HLVCxProactiveness, HLVC

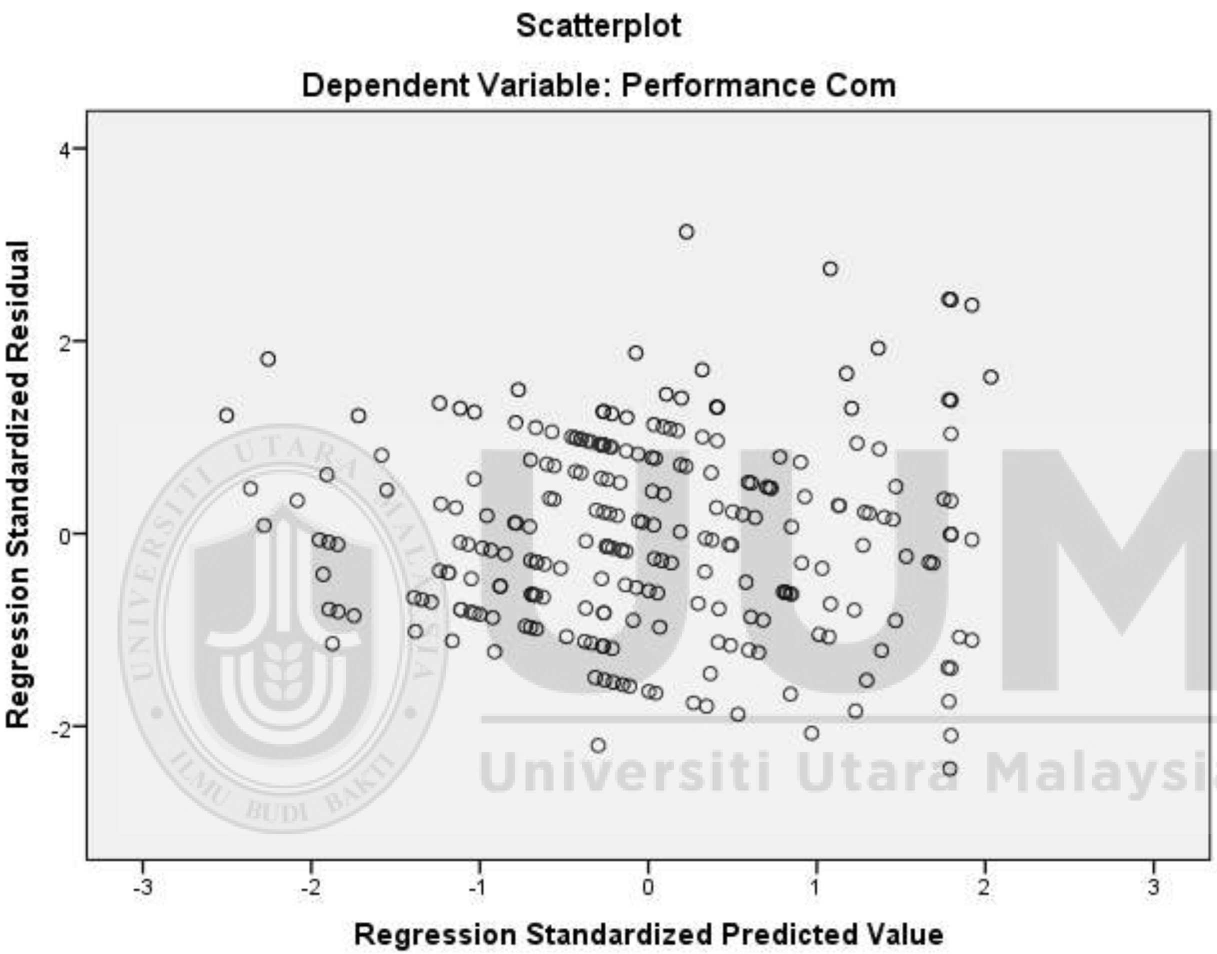
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.791	.328		5.453	.000					
	HLVCxInnovativeness	.203	.115	.177	1.756	.080	.334	.112	.104	.349	2.868
	HLVCxProactiveness	-.139	.128	-.116	-1.085	.279	.270	-.069	-.064	.307	3.256
	HLVCxRiskManagement	.036	.111	.034	.324	.746	.303	.021	.019	.324	3.087
	HLVCxSocialness	.333	.132	.290	2.514	.013	.358	.159	.149	.266	3.762
2	(Constant)	2.090	.339		6.158	.000					
	HLVCxInnovativeness	.287	.117	.251	2.448	.015	.334	.155	.143	.327	3.056
	HLVCxProactiveness	-.069	.128	-.058	-.536	.592	.270	-.034	-.031	.296	3.374
	HLVCxRiskManagement	.058	.110	.055	.529	.597	.303	.034	.031	.322	3.102
	HLVCxSocialness	.471	.139	.410	3.394	.001	.358	.213	.199	.235	4.261
	HLVC	-.365	.125	-.303	-2.911	.004	.201	-.184	-.170	.316	3.163

a. Dependent Variable: Firm Performance


Histogram
Dependent Variable: Performance Com
Mean = 8.98E-16
Std. Dev. = 0.990
N = 248
Frequency
40
30
20
10
0
-2
0
2
4
Regression Standardized Residual


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Performance Com
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0



Scatterplot
Dependent Variable: Performance Com
Regression Standardized Residual
4
2
0
-2
-3
-2
-1
0
1
2
3
Regression Standardized Predicted Value

APPENDIX 18: HALAL-LOGISTICS VALUE CREATION MODERATING EFFECT ON RELATIONSHIP BETWEEN SOCIAL ENTREPRENEURSHIP ORIENTATION ON FIRM PERFORMANCE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.117	.239		8.850	.000
	Innovativeness	.145	.058	.182	2.489	.013
	Proactive-ness	-.034	.064	-.041	-.532	.595
	Risk Taking	.029	.055	.042	.536	.593
	Socialness	.237	.067	.285	3.541	.000
2	(Constant)	2.090	.339		6.158	.000
	Innovativeness	.144	.059	.181	2.448	.015
	Proactive-ness	-.034	.064	-.041	-.536	.592
	Risk Taking	.029	.055	.041	.529	.597
	Socialness	.235	.069	.283	3.394	.001
	HLVC	.009	.080	.007	.112	.911
3	(Constant)	2.090	.339		6.158	.000
	HLVC x Innovativeness	.287	.117	.251	2.448	.015
	HLVC x Proactive-ness	-.069	.128	-.058	-.536	.592
	HLVC x Risk Taking	.058	.110	.055	.529	.597
	HLVC x Socialness	.471	.139	.410	3.394	.001
	HLVC	-.365	.125	-.303	-2.911	.004

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

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Faks (Fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

UUM/OYAGSB/R-4/4/1
11 October 2020

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **HASRUL BIN HASHOM (Matric No: 904325)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia persuing his Doctor of Philosophy (PhD). He is conducting a research entitled ***"Halal-Logistics Value Creation Impact on Social Entrepeneurship Performance"*** under the supervision of Dr. Rohafiz binti Sabar and Dr. Ahmad Shabudin Ariffin.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SERVING THE NATION"
"KNOWLEDGE VIRTUE SERVICE"

Yours faithfully

ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
- Student's File (904325)

HASRUL HASHOM <hasrul@kuips.edu.my>

PERMOHONAN PENGGUNAAN DATA DALAM TALIAN JAKIM BAGI TUJUAN KAJIAN ILMIAH PERINGKAT PHD

2 messages

HASRUL BIN HASHOM <hasrul_hashom2@oyagsb.uum.edu.my> Mon, Jan 3, 2022 at 1:53 PM
To: "pr_halal@islam.gov.my" <pr_halal@islam.gov.my>
Cc: "rohafizsabar@uum.edu.my" <rohafizsabar@uum.edu.my>, "shabudin@kuips.edu.my" <shabudin@kuips.edu.my>, "hasrul@kuips.edu.my" <hasrul@kuips.edu.my>

Assalamualaikum wbt, dan Selamat Sejahtera.

Dengan segala hormat, saya merujuk perkara di atas.

Saya Hasrul Bin Hashom merupakan pelajar PhD di Universiti Utara Malaysia dan sedang menyempurnakan sebuah kajian berkaitan kecenderungan industri PKS di Malaysia terhadap keusahawanan sosial dan implikasi rantaian nilai logistik halal terhadap prestasi syarikat. Kajian ini bermatlamat untuk mengukur kesediaan pengiat industri untuk turut sama menyumbang kepada komuniti dan alam sekitar menerusi keterlibatan syarikat untuk mengamalkan keusahawanan sosial. Selain itu, kajian ini juga ingin mengenalpasti sama ada rantaian nilai logistik halal di firma PKS membantu kepada pengukuhan prestasi syarikat pada masa kini dan akan datang.

Atas tujuan ini, saya memohon jasa baik pihak JAKIM membenarkan penggunaan data dalam talian bagi maklumat berikut;

Populasi : PKS kategori Produk Makanan & Minuman seluruh Malaysia
Link:
https://www.halal.gov.my/v4/index.php?data=ZGlyZWN0b3J5L2luZGV4X2RpcmVjdG9yeTs7Ozs=

Untuk makluman tuan, semua maklumat yang diperolehi diklasifikasikan sebagai sulit dan hasil kajian akan digunakan untuk tujuan akademik semata-mata dan bukan bertujuan komersial. Jasa baik tuan membalas e-mel dan meluluskan permohonan ini kelak dapat membantu mengukuhkan kaedah kajian ini. Saya amat berbesar hati untuk menjawab sebarang kemusykilan jika terdapat sebarang keraguan mengenai kajian ini. Dilampirkan bersama adalah surat pengesahan kutipan data penyelidik daripada pihak Universiti Utara Malaysia

Kerjasama dan jasa baik pihak tuan saya dahului dengan ucapan jutaan terima kasih.

Sekian.

No. untuk dihubungi;

Calon PhD: Hasrul Bin Hashom (Matrix No: 904325) **(012-4777925)** - UUM
Penyelia utama: Dr. Rohafiz Binti Sabar **(012-2553867)** -UUM
Penyelia pembantu: Dr Ahmad Shabudin Bin Ariffin **(019-5467237)** - KUIPs

Letter Of Recommendation-pages-2.pdf
416K

HASRUL BIN HASHOM <hasrul_hashom2@oyagsb.uum.edu.my> Wed, Jan 19, 2022 at 12:36 PM
To: "NORIDAYU BINTI IBRAHIM (ISLAM)" <noridayu@islam.gov.my>
Cc: "hasrul@kuips.edu.my" <hasrul@kuips.edu.my>

Salam puan

Berdasarkan perbincangan kebenaran penggunaan data JAKIM (Halal Directory) dalam perbualan telefon bersama puan yang lalu, saya sertakan laman web (seperti dibawah) untuk rujukan puan.

https://www.halal.gov.my/v4/index.php?data=ZGlyZWN0b3J5L2luZGV4X2RpcmVjdG9yeTs7Ozs=

Halal Malaysian Portal

halal malaysia official portal portal rasmi halal malaysia. eng bm

www.halal.gov.my

Terima kasih.

From: NORIDAYU BINTI IBRAHIM (ISLAM) <noridayu@islam.gov.my>
Sent: Thursday, January 6, 2022 8:45 AM
To: HASRUL BIN HASHOM <hasrul_hashom2@oyagsb.uum.edu.my>; noridayu.halal@gmail.com <noridayu.halal@gmail.com>
Subject: Re: Fw: PERMOHONAN PENGGUNAAN DATA DALAM TALIAN JAKIM BAGI TUJUAN KAJIAN ILMIAH PERINGKAT PHD

Assalamualaikum wrt. wbt.

Tuan,

Untuk tujuan temu bual pegawai kami, puan perlu menghantar butiran berikut agar pihak kami mendapat maklumat yang jelas tentang kajian ini, iaitu:

a. Tajuk dan ringkasan/proposal kajian;

b. Soalan temu bual (jika berkaitan);

c. Surat pengesahan pelajar daripada universiti; dan

d. Borang Maklumat Penyelidik (Researcher Form) yang dilengkapkan (sila rujuk lampiran). - kosongkan di bahagian nama pegawai yg ditemu bual.

Setelah puan mengemukakan kesemua butiran-butiran di atas, kami akan membuat semakan dan mengatur sesi temu bual dengan pegawai kami.

Sekian, terima kasih.*Wassalam.*

“WAWASAN KEMAKMURAN BERSAMA 2030”

"BERKHIDMAT UNTUK NEGARA"

"YAKINI HALAL MALAYSIA"

NORIDAYU BINTI IBRAHIM
Penolong Pengarah Kanan
Sekretariat Majlis Halal Malaysia
Jabatan Kemajuan Islam Malaysia
No.Tel : 0388925001

On Tue, 4 Jan 2022 at 10:43, HASRUL BIN HASHOM <hasrul_hashom2@oyagsb.uum.edu.my> wrote:

Salam puan,

Sepertimana yang telah diajukan menerusi email pr_halal@islam.gov.my, saya diminta untulk memanjangkan permohonan kepada pihak puan. Besar harapan saya agar puan dapat memberi maklumbalas permohonan ini bagi tujuan kaedah penyelidikan saya.

Perhatian dan bantuan pihak puan saya dahului dengan ucapan terima kasih.

From: HASRUL BIN HASHOM <hasrul_hashom2@oyagsb.uum.edu.my>
Sent: Monday, January 3, 2022 1:53 PM
To: pr_halal@islam.gov.my <pr_halal@islam.gov.my>
Cc: rohafizsabar@uum.edu.my <rohafizsabar@uum.edu.my>; shabudin@kuips.edu.my <shabudin@kuips.edu.my>; hasrul@kuips.edu.my <hasrul@kuips.edu.my>
Subject: PERMOHONAN PENGGUNAAN DATA DALAM TALIAN JAKIM BAGI TUJUAN KAJIAN ILMIAH PERINGKAT PHD

Assalamualaikum wbt, dan Selamat Sejahtera.

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Atas tujuan ini, saya memohon jasa baik pihak JAKIM membenarkan penggunaan data dalam talian bagi maklumat berikut;

Populasi : PKS kategori Produk Makanan & Minuman seluruh Malaysia
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https://www.halal.gov.my/v4/index.php?data=ZGlyZWN0b3J5L2luZGV4X2RpcmVjdG9yeTs7Ozs=

Untuk makluman tuan, semua maklumat yang diperolehi diklasifikasikan sebagai sulit dan hasil kajian akan digunakan untuk tujuan akademik semata-mata dan bukan bertujuan komersial. Jasa baik tuan membalas e-mel dan meluluskan permohonan ini kelak dapat membantu mengukuhkan kaedah kajian ini. Saya amat berbesar hati untuk menjawab sebarang kemusykilan jika terdapat sebarang keraguan mengenai kajian ini. Dilampirkan bersama adalah surat pengesahan kutipan data penyelidik daripada pihak Universiti Utara Malaysia

Kerjasama dan jasa baik pihak tuan saya dahului dengan ucapan jutaan terima kasih.

Sekian.

No. untuk dihubungi;

Calon PhD: Hasrul Bin Hashom (Matrix No: 904325) **(012-4777925)** - UUM
Penyelia utama: Dr. Rohafiz Binti Sabar **(012-2553867)** -UUM
Penyelia pembantu: Dr Ahmad Shabudin Bin Ariffin **(019-5467237)** - KUIPs

KAJIAN KECENDERUNGAN SYARIKAT TERHADAP KEUSAHAWANAN SOSIAL & AMALAN LOGISTIK HALAL / "A STUDY ON FIRM'S TENDENCY TOWARDS SOCIAL ENTREPRENEURSHIP & HALAL LOGISTIC".

Greetings and Happy New Year 2022,

This questionnaire consist of;
Section A - (Firm's demograhpy) : 8 questions
Section B - (Social Entrepreneurship Orientation) : 21 questions
Section C - (Halal Logistic Implementation) : 16 questions Section D -
(Firm Performances) : 8 questions
Total questions: 53

Assalamualaikum wbt dan Selamat Tahun Baru 2022,Soal

selidik ini mengandungi;
Seksyen A - (Demografi firma) : 8 soalan
Seksyen B - (Orientasi Keusahawanan Sosial) : 21 soalan
Seksyen C - (Amalan Logistik Halal) : 16 soalan
Seksyen D - (Prestasi Syarikat) : 8 soalan
Jumlah soalan: 53

Jasa baik pihak tuan/puan amat kami hargai. Sebarang pertanyaan atau persoalan berkaitan kajian ini boleh diajukan kepadaHasrul Bin Hashom (0124777925), atau email di hasrul_hashom2@oyagsb.uum.edu.my.

Terima kasih atas penyertaan tuan/puan bagi kajian ini.

* Required

1. Email *

SECTION A: FIRM DEMOGRAPHY (BAHAGIAN A: DEMOGRAFI FIRMA)

This section requires the owner or representative of the firm to provide entrepreneurial category and business demographic.
(Bahagian ini menghendaki pemilik atau wakil firma untuk memberikan maklumat asas untuk tujuan menentukan kategori keusahawanan dan demografi perniagaan.)

2. Company Name / (Nama Syarikat)

____

3. Status of ownership / (Status pemilikan):

Mark only one oval.

- Bumiputera Non-
- bumiputera

4. Numbers of employees / (Jumlah pekerja):

Mark only one oval.

- Less than 5 / (Kurang dari 5 orang)
- Between 5 to 75 / (Antara 5 hingga 75)
- Between 75 to 200 / (Antara 75 hingga 200)
- More than 200 / (Lebih daripada 200 orang)

5. Sales turnover/year / (Pulangan jualan/tahunan);

Mark only one oval.

- Less than RM300,000 / (Kurang daripada RM300,000)
- Between RM300,000 to RM15million / (Antara RM300,00 hingga RM15 juta)
- Between RM15million to RM50million / (Antara RM15 juta hingga RM50 juta)More
- than RM50million / (Lebih daripada RM50 juta)

6. Business sector / (Sektor perniagaan);

Mark only one oval.

- Manufacturing Food and Beverage / Pembuatan Makanan dan Minuman
- Manufacturing Food only / Pembuatan Makanan sahaja
- Manufacturing Beverage only / Pembuatan Minuman sahaja

7. Year of business started / (Tahun mula perniagaan);

Mark only one oval.

- Before 2000 / (Sebelum 2000)
- 2001 - 2005
- 2006-2010
- 2011 - 2015
- 2016 - 2020

8. Business location/Headquaters / (Lokasi Perniagaan/Pusat Perniagaan);

Mark only one oval.

- Perlis
- Kedah
- Pulau Pinang
- Perak Selangor
- Kuala Lumpur
- Putrajaya
- Labuan Melaka
- Negeri SembilanJohor
- Pahang
- Terengganu
- Kelantan Sabah
- Sarawak

9. Business Range of Area / (Rangkuman Area Perniagaan);

Mark only one oval.

- Local / Tempatan International /
- Antarabangsa

10. Logistics activities provide/frequently adopt by firm or outsource to other business partners / (Aktiviti logistik yang disediakan/digunapakai oleh firma anda atau pihak pemberi khidmat luaran kepada firma anda); (*You can mark more than one answer/Anda boleh tanda lebih dari satu jawapan)

Check all that apply.

- [ ] Packaging / (Pembungkusan) Warehousing /
- [ ] (Pengudangan) Transportation /
- [ ] (Pengangkutan) Managing System /
- [ ] (Pengurusan Sistem)

SECTION B: SOCIAL ENTREPRENEURSHIP ORIENTATION / (BAHAGIAN B: ORIENTASI KEUSAHAWANAN SOSIAL)

The following statement best describe the approach to 'decision making' and 'entrepreneurial strategy' that used by your firm. Please answer all items and tick in a circle between 'Strongly Disagree' to 'Strongly Agree' that best represent your firm situation / (Pernyataan berikut paling tepat menerangkan pendekatan untuk 'membuat keputusan' dan 'strategi keusahawanan' yang digunakan oleh firma anda. Sila jawab semua item dan tandakan dalam bulatan antara 'Sangat Tidak Setuju' hingga 'Sangat Setuju' yang paling sesuai dengan situasi firma anda);

Innovativeness (Sifat Inovatif)

This section will measure the level of willingness of respondents on behalf of the firm to implement innovative / (Bahagian ini akan mengukur tahap kesediaan responden bagi pihak firma untuk melaksanakan inovasi)

11. The company looks for new ways of delivering social outcomes./ (Syarikat mencari kaedah baru untuk terus menyumbang kepada dapatan sosial);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

12. The company looks for innovative ways of marketing products/services / (Syarikat mencari kaedah inovatif dalam memasarkan produk/perkhidmatan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

13. The company looks for new ways of working with stakeholders like government agencies, businesses or other non-profits / (Syarikat mencari kaedah baru untuk bekerjasama dengan pemegang taruh seperti agensi kerajaan, perniagaan atau pihak tidak-berasaskan keuntungan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Sangat Setuju)
- Neutral
- Agree / Setuju
- Strongly Agree / (Sangat Setuju)

14. The company seeks novel ways of fundraising / (Syarikat mencari kaedah penjanaan dana yang berbeza dari kebiasaan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

Proactiveness (Sifat Proaktif)

This section will measure the level of willingness of respondents on behalf of the firm to implement proactiveness / (Bahagian ini akan mengukur tahap kesediaan responden bagi pihak firma untuk melaksanakan tindakan proaktif)

15. The company engage in forecasting to reduce risks / (Syarikat terlibat dalam membuat ramalan untuk mengurangkan risiko);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Tidak Setuju)

16. The company consider it is important to be ready for future unexpected events / (Syarikat menganggap penting untuk bersedia menghadapi keadaan yang tidak dijangka di masa hadapan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

17. The company engage in financial modeling to prepare for the future / (Syarikat terlibat dalam pemodelan kewangan untuk persediaan di masa depan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

18. The company is actively monitored external forces affecting the company / (Syarikat secara aktif memantau tekanan luaran yang memberi kesan kepadanya);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

Risk Management (Pengurusan Risiko)

This section will measure the level of willingness of respondents on behalf of the firm to implement risk management / (Bahagian ini akan mengukur tahap kesediaan responden bagi pihak firma untuk melaksanakan pengurusan risiko)

19. The company is always engaged in managing risks associated with its projects / (Syarikat sering terlibat dalam menguruskan risiko yang berkaitan dengan projeknya);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

20. The company will not undertake a project without considering associated costs and benefits / (Syarikat tidak akan melaksanakan projek sebelum mempertimbangkan kos dan faedah yang bersangkutan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

21. The company will commit resources to a project only when assured of funding to cover the cost / (Syarikat akan membekalkan sumber-sumber bagi projek setelah pasti dana untuk kos adalah terjamin);

Mark only one oval.

Strongly Disagree / (Sangat Tidak Setuju)Disagree /
(Tidak Setuju)
Neutral
Agree / (Setuju)
Strongly Agree / (Sangat Setuju)

22. The company have a cautious approach to making resource commitments / (Syarikat mengamalkan pendekatan berhati-hati dalam membuat komitmen ke atas sumber);

Mark only one oval.

Strongly Disagree / (Sangat Tidak Setuju)Disagree /
(Tidak Setuju)
Neutral
Agree / (Setuju)
Strongly Agree / (Sangat Setuju)

Socialness (Sifat Sosial)

This section will measure the level of willingness of respondents on behalf of the firm to implement socialness / (Bahagian ini akan mengukur tahap kesediaan responden bagi pihak firma untuk melaksanakan kesedaran sosial)

23. On high social impact projects, the company take steps so potential losses are affordable / (Bagi projek sosial berimpak tinggi, syarikat mengambil langkah-langkah yang sesuai supaya potensi kerugian dapat ditanggung);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

24. In delivering new services, the company sees the value in partnering with clients/beneficiaries is crucial/ (Dalam menyampaikan perkhidmatan baharu, syarikat melihat kepada nilai kerjasama dengan pelanggan / penerima faedah adalah penting);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

25. The company believe in shaping future generation destiny by using whatever means at its disposal / (Syarikat percaya dalam menentukan halatuju generasi masa hadapan, ia harus menggunakan apa jua yang ada padanya);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

26. The company believe in undertaking pilot projects before fully implementing new programs / (Syarikat percaya keperluan melaksanakan projek perintis sebelum melaksanakan sepenuhnya program baru);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

27. The company philosophy guides everything its do in the organization / (Falsafah syarikat membimbing semua tindakannya dalam organisasi);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

28. The company often be remind - ‘How is this activity achieving the purpose of the organization (social mission)?’, when come to decision making / (Syarikat sering diingatkan - ‘Bagaimana aktiviti ini dapat mencapai tujuan organisasi (misi sosial)?’, ketika membuat keputusan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

29. The company are deeply committed to creating social value / (Syarikat sangat komited untuk mencipta nilai sosial);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (setuju)
- Strongly Agree / (Sangat Setuju)

30. Whatever surplus funds company generate are re-invested towards fulfillment of the social mission / (Segala lebihan dana yang dihasilkan syarikat dilaburkan semula untuk memenuhi misi sosial);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

SECTION C: HALAL-LOGISTICS VALUE CREATION / (BAHAGIAN C: PENCIPTAAN NILAI LOGISTIK HALAL)

The following statement best describe the approach to 'decision making' and 'halal-logistics strategy implementation ' that used by your firm. Please answer all items and tick in a circle between 'Strongly Disagree' to 'Strongly Agree' that best represent your firm situation / (Pernyataan berikut paling tepat menggambarkan pendekatan untuk 'membuat keputusan' dan 'pelaksanaan strategi logistik-halal' yang digunakan oleh syarikat anda. Sila jawab semua item dan tandakan dalam bulatan antara 'Sangat Tidak Setuju' hingga 'Sangat Setuju' yang paling sesuai dengan situasi firma anda);

Halal Packaging / (Pembungkusan Halal)

The subsection refers to firm tendency on halal-based packaging / Sub-bahagian ini merujuk kepada kecenderungan syarikat terhadap pembungkusan berasaskan halal.

31. The company is dedicated to ensure our/outsource products packaging does not contain any non- halal parts of products or animals that is not slaughtered according to Shariah methods or contain alcohol substance / (Syarikat bertekad untuk memastikan pembungkusan produk kami / pihak luar yang menyediakan khidmat pembungkusan untuk kami tidak menggunakan bahagian produk atau haiwan yang tidak halal atau haiwan halal yang tidak disembelih atas menurut kaedah Syariah atau mengandungi bahan alkohol);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

32. The company is committed on safe and not harmful packaging process toward environment / (Syarikat komited dalam proses pembungkusan yang selamat dan tidak berbahaya terhadap persekitaran);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

33. The employees/outsource understand the Islamic requirements in halal product/service in packaging (Pekerja syarikat / pihak luar yang menyediakan perkhidmatan kepada syarikat memahami kehendak Islam dalam produk / perkhidmatan halal dalam pembungkusan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

Halal Warehousing / Halal Storage (Pergudangan Halal / Penstoran Halal)

The subsection refers to firm tendency on halal management standard on warehousing-storage / Sub-bahagian ini merujuk kepada kecenderungan syarikat terhadap pergudangan-penstoran yang memenuhi standard pengurusan halal.

34. The company is committed to ensure the product/service store in place that hygiene, quality and safe / (Syarikat komited untuk memastikan produk / perkhidmatan di tempat yang bersih, berkualiti dan selamat);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

35. The company believed by ensures safe, secure and clean vicinity is important for warehouse / (Syarikat percaya dengan memastikan kawasan yang selamat, terkawal dan bersih adalah penting untuk gudang);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

36. The company is committed on warehouse environment area are clean and follow sanitation schedule to avoid air, water and noise pollution and contamination / (Syarikat komited memastikan kawasan persekitaran gudang adalah bersih dan mengikuti jadual sanitasi untuk mengelakkan pencemaran dan jangkitan berasaskan udara, air dan bunyi);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

37. The employees/outsource understand the procedures of handling halal product/service for storage / (Pekerja syarikat / pihak luar yang menyediakan perkhidmatan kepada kami memahami prosedur pengendalian produk / perkhidmatan halal untuk urusan penyimpanan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

Halal Transportation / (Pengangkutan Halal)

The subsection refers to firm preference on halal management standard on transportation including by air, water and land / Sub-bahagian ini merujuk kepada keutamaan syarikat terhadap pengangkutan udara, air dan darat yang memenuhi standard pengurusan halal.

38. The company is committed to ensure all items stored in a transportation should the halal products only / (Syarikat komited untuk memastikan semua barang yang ditempatkan di dalam kenderaan pengangkutan hanya dari produk yang halal);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree
- Strongly Agree / (Sangat Setuju)

39. The company believed that segregation and strict between halal and non-halal products during halal logistics services will help improve the transportation cost and energy / (Syarikat percaya bahawa pengasingan yang ketat antara produk halal dan tidak halal semasa perkhidmatan logistik halal akan membantu meningkatkan kecekapan kos dan tenaga);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

40. The company believed by emphasizes on strategic plan location will save the cost and energy / (Syarikat percaya bahaw penekanan pada strategi perancangan lokasi akan menjimatkan kos dan tenaga);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

41. The employees/outsource are competent and skillful in carrying out the responsible in transportation / (Pekerja syarikat / pihak luar yang menyediakan perkhidmatan kepada syarikat adalah cekap dan mahir dalam melaksanakan tanggungjawab berkaitan pengangkutan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

Halal Management System / (Sistem Pengurusan Halal)

The subsection refers to firm commitment on halal management system implementation / Sub-bahagian ini merujuk kepada komitment syarikat terhadap sistem pengurusan halal.

42. The company believed by maintains hygienic working environment will enhance profitability / (Syarikat percaya dengan menjaga persekitaran kerja yang bersih akan meningkatkan keuntungan)

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

43. The company believed the company or logistics player should apply traceability system / (Syarikat percaya bahawa syarikat atau pemain logistik harus menggunakan sistem pengesanan);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

44. The company will ensure Shariah ritual cleansing will be done if the warehouse and transportation is found contaminated with material categorized as najs mughallazah (the most filthy excrement) / (Syarikat akan memastikan pembersihan patuh Syariah akan dilakukan sekiranya gudang dan pengangkutan didapati tercemar dengan bahan yang dikategorikan sebagai najs mughallazah (najis berat mengikut Islam);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

45. The company alert on advance information system help to improve the quality of our planet / (Syarikat prihatin mengenai sistem maklumat awal membantu meningkatkan kualiti planet kita);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

46. The employees/outsource provide adequate training given in handling halal product/service / (Pekerja syarikat/ pihak luar yang menyediakan perkhidmatan kepada syarikat juga diberikan latihan yang mencukupi untuk mengendalikan produk / perkhidmatan berasaskan halal);

Mark only one oval.

- Strongly Disagree / (Sangat Tidak Setuju)Disagree /
- (Tidak Setuju)
- Neutral
- Agree / (Setuju)
- Strongly Agree / (Sangat Setuju)

SECTION D: FIRM PERFORMANCE / (BAHAGIAN D: PRESTASI SYARIKAT)

This following statement refers to your "business performance" over the last THREE (3) years. Please answer all items and tick in circle between 'Much Lower' and 'Much Higher', that best represents your firm situations / (Pernyataan berikut merujuk kepada "prestasi perniagaan" anda selama TIGA (3) tahun terakhir. Sila jawab semua item dan tandakan di antara 'Lebih Rendah' dan 'Lebih Tinggi', yang paling sesuai dengan situasi firma anda.)

In this section, firm need honestly to do self report on their company performances based on their yearly achievement, based on their answers on section B and section C commitment / Bahagian ini menghendaki pihak pengurusan secara jujur untuk melapor secara sendiri pencapaian tahunan syarikat mereka berdasarkan kepada komitment mereka dijawapan bahagian B dan bahagian C.

47. The company showed improvement in its profit / (Syarikat menunjukkan peningkatan keuntungannya);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

48. The company showed improvement in the average return on investment (ROI) / (Syarikat menunjukkan dalam purata pulangan pelaburan (ROI);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

49. The company showed improvement in the average return on asset (ROA) / (Syarikat menunjukkan peningkatan dalam purata pulangan aset (ROA);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

50. The company showed improvement in social mission growth / (Syarikat menunjukkan peningkatan dalam perkembangan misi sosial);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

51. The company employment growth rate \ (Kadar pertumbuhan pekerjaan syarikat);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

52. The company will continuously seek for sustainable resources to remain viable / (Syarikat akan terus mencari sumber lestari untuk berdaya maju);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

53. The company showed a reduction in operational costs / (Syarikat menunjukkan pengurangan kos operasi);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

54. The company overall performance / (Prestasi keseluruhan firma ini);

Mark only one oval.

- Lower / (Lebih Rendah)
- Low / (Rendah) Moderate /
- (Sederhana)High / (Tinggi)
- Higher / (Lebih Tinggi)
-

END OF QUESTIONS / SOALAN TAMAT

We would like to express our thanks for your responds and cooperation / Kami mengucapkan jutaan terima kasih di atas maklumbalas dan kerjasama dari pihak anda.