

Exploring Halal Supply Chain Management in Islamic Boarding School: Insight from Pesantren Muhammadiyah

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ABSTRACT

As traditional Islamic educational institutions, Islamic boarding schools are important in building a healthy and sustainable halal ecosystem. Islamic boarding schools must also ensure that the supply chain from upstream and downstream is by Halal Supply Chain Management (HSCM). Several HSCM applications start from supplier selection, production processes, storage, and consumer distribution. This research aims to analyze the application of HSCM and propose an HSCM model in Islamic boarding schools. This research includes qualitative research. Data was collected using interview, observation, and documentation techniques and then analyzed using an inductive approach. This research was conducted at the Al-Furqon Muhammadiyah Islamic Boarding School, Tasikmalaya, taking 12 respondents. Respondents were selected based on their relationship with HSCM in Islamic boarding schools, from Islamic boarding school managers, teachers, and kitchen managers to students. This research shows that the implementation of halal supply chain management at the Al Furqon Muhammadiyah Islamic Boarding School, Tasikmalaya Regency, is quite good, with restrictions and education for proper and halal consumption. Nutritionists, halal food, and a halal warehouse are needed to build a halal ecosystem in Islamic boarding schools. Providing halal-certified raw materials also needs to be considered. Funding through productive waqf can also be done to support the halal ecosystem in Islamic boarding schools.

Keywords: halal supply chain management, islamic boarding school, tasikmalaya

INTRODUCTION

The halal ecosystem within Islamic boarding schools plays a crucial role in ensuring the availability of halal products and services for students, adhering to the fundamental principles of Islam that require the consumption of halal items devoid of haram components (Muhlisin *et al.*, 2022; Suwanto *et al.*, 2021). These institutions, serving as bastions of traditional Islamic education, are pivotal in fostering a sustainable and wholesome halal ecosystem (Limanseto, 2022). As Islamic boarding schools experience exponential growth, particularly evident in Indonesia, their role in cultivating this ecosystem becomes increasingly significant (Musthofa, 2015; Ningsih *et al.*, 2023).

The expansion of Islamic boarding schools is not solely quantitative but qualitative, propelled by growing community interest in comprehensive Islamic education and bolstered by governmental and non-governmental support. For instance, Al-Furqon Muhammadiyah Islamic Boarding School in Tasikmalaya has been prolific in generating educational cohorts, from middle school to advanced levels. The students, as well as the teachers and administrators of the Islamic boarding school, live there. The institution provides daily consumption for the Islamic boarding school academic community. Therefore, the Islamic boarding school provides all the necessary needs and facilities, such as a kitchen that provides morning, afternoon, and evening food. The students will take food cooked by employees in the kitchen and will also be assisted by senior students. Apart from that, students can also buy snacks or other things at the school mini-market. When there is a big event, the Islamic boarding school provides food bazaars by inviting various outside sellers trusted by the boarding school, such as meatballs, drinks, and others. Not only that, the existence of *Badan Usaha Milik Pesantren* (BUMP) or Islamic Boarding School-Owned Business Entities in the form of Syrikah or Santri Cooperatives is already underway (Al-Furqon, 2023). However, despite this growth, the implementation of Halal Supply Chain Management (HSCM) remains a crucial aspect that requires attention, particularly concerning the consumption of students, faculty, staff, and management within these institutions.

HSCM, encompassing activities from upstream to downstream along the supply chain, aims to ensure compliance with Islamic principles throughout procurement, production, storage, and distribution (Tieman *et al.*, 2012). To uphold the integrity of halal products until their purchase by consumers, robust principles within HSCM are indispensable. While logistics primarily focuses on efficient product movement, supply chain management incorporates broader strategic coordination and collaboration (Wijaya *et al.*, 2021). Islamic teachings delineate halal (permitted), haram (prohibited), and subhat (doubtful) items, guiding ethical consumption (Sukoso *et al.*, 2020; Waskito, 2015). The Quran recommends halal and haram items, underscoring the importance of maintaining purity and ethical conduct (Hussain *et al.*, 2016). Halal certification, endorsed by regulatory bodies, attests to a product's adherence to halal standards, safeguarding consumer interests (Aziz & Chok, 2013). In Indonesia, halal certification is overseen by the Halal Product Guarantee Organizing Agency (BPJPH), ensuring compliance with Islamic dietary laws (Peraturan Pemerintah Republik Indonesia Nomor 31 Tahun 2019 Tentang Peraturan Pelaksanaan Undang-Undang Nomor 33 Tahun 2014 Tentang Jaminan Produk Halal, 2019).

The imminent requirement for halal certification of all products underscores the necessity for robust HSCM practices (Muhtadi, 2023). Collaboration between companies and governmental bodies is pivotal in elevating halal certification standards (Mutmainah, 2018). Islamic boarding schools must also align with these standards to fortify Indonesia's halal ecosystem (Fawa'id, 2022). Thus, the independence of Islamic boarding schools can be supported by several interrelated supporting ecosystems, namely the digital ecosystem, the MSME ecosystem, and the halal ecosystem that could become one of the centers of the national economy.

Research on HSCM, particularly within Islamic boarding schools like Al-Furqon Tasikmalaya, aims to analyze its implementation and propose models for enhancement (Fadhilah & Syamsuri, 2022; Muhlisin *et al.*, 2022; Mumfarida & Dzikrulloh, 2021; Romli, 2022; Wildan Fawa, 2022). This research endeavors to scrutinize HSCM practices, dissect its food supply chain model, and propose improvements tailored to Islamic boarding school contexts. By fortifying the halal ecosystem, these institutions can bolster their credibility and foster stakeholder trust, contributing to societal development. Islamic boarding schools hold immense potential in nurturing a robust halal ecosystem, necessitating rigorous HSCM practices. Research aimed at refining these practices is imperative to ensure compliance with Islamic principles and enhance the credibility of these institutions. Islamic boarding schools can emerge as exemplars of ethical consumption through strategic collaboration and adherence to halal standards, enriching the broader halal ecosystem and fostering societal progress.

MATERIALS AND METHODS

Research Methods

This research includes qualitative research that focuses on analyzing the implementation and development of the Halal Supply Chain Management model in the Islamic boarding school environment. Sukmadinata (2012) Qualitative research involves describing and analyzing occurrences, events, social activities, perceptions, and thoughts of individuals and groups. The research stages are briefly described in the figure 1 below:

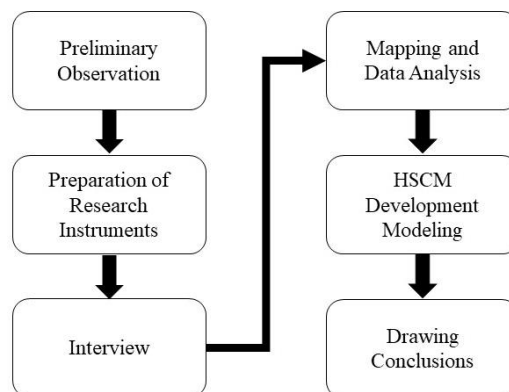


Figure 1. Research Stages

The location used in this research is the Al-Furqon Muhammadiyah Islamic Boarding School environment which is located at Jl. Raya Barat No. 21 A, Cikunten Village, Singaparna District, Tasikmalaya Regency, West Java Province. Al-Furqon Muhammadiyah Islamic Boarding School is one of the well-known Islamic boarding schools in Tasikmalaya which was founded in 1992 and currently has thousands of students. Respondents in this study were selected based on certain criteria to produce valid information and data related to the implementation of Halal Supply Chain Management in Islamic boarding schools.

Some of the criteria used are: 1) Parties related to HSCM, especially regarding upstream and downstream processes in the food and beverage sector for Islamic boarding school residents; 2) Have worked or collaborated or studied at an Islamic boarding school for at least 1 year; 3) Have insight into the production, distribution and consumption processes that occur in the Islamic boarding school environment.

Research data was collected using three methods, including interviews, observation and documentation. Interviews were conducted through structured interviews face-to-face or using the telephone (Sugiyono, 2015). Interviews were conducted based on questions

prepared previously and asked in detail to respondents. Observations are carried out by observing and recording all real conditions that occur, including symptoms that occur at the research location. Documentation is carried out by tracing data and information sourced from books, archives, reports and other documents that support research (Sugiyono, 2015).

The supporting document for HSCM data sources at the Al Furqon Tasikmalaya Islamic Boarding School is an internal policy that outlines procedures related to the procurement, production, storage and distribution of goods or services that adhere to HSCM principles. In addition, production documentation, including records of raw material usage, production methods, and quality control measures relevant to HSCM. Furthermore, a survey or evaluation from Islamic boarding school students is to measure the level of satisfaction with the products or services provided by the Islamic boarding school, including halal aspects, as well as to contribute to insight into the implementation of HSCM at the Al Furqon Tasikmalaya Islamic Boarding School.

Data analysis in this research uses an inductive approach based on the data obtained, developed into a hypothesis, then confirmed the hypothesis, and finally a conclusion is produced. The data analysis technique used in this research has several stages (Hesse-Biber *et al.*, 2011) including: preparation of data for analysis, exploration stage, data reduction phase, establish an analytical framework, and data interpretation.

RESULTS AND DISCUSSIONS

Implementation of Halal Supply Chain Management at the Al-Furqon Tasikmalaya Islamic Boarding School

Halal Supply Chain Management Policy

The Halal Supply Chain policy in Islamic boarding schools is very important in maintaining the halal value chain. This shows that Islamic boarding schools do not only focus on aspects of religious education, but also create halal awareness by practicing Islamic values in everyday life. (Ardiantono *et al.*, 2021) explains the importance of determining policies in maintaining HSCM. The existence of policies related to Halal Supply Chain in Islamic boarding schools in particular can build a halal ecosystem by consistently implementing a halal lifestyle, so that Islamic boarding schools have a competitive advantage.

Based on the results of the interview with R01, the following is the implementation of the Halal Supply Chain Management Policy at the Al-Furqon Muhammadiyah Islamic Boarding School. First, Policies regarding student consumption limits (Halal Consumption). The daily catering menu is provided by the Islamic boarding school, starting from supplier selection to the production process to maintained halal and *thayyib*. Safe food is food that does not harm consumers if it is prepared and/or eaten according to its intended purpose (Nor *et al.*, 2016) and limits on food and drinks that students are allowed to bring. Students are only allowed to bring halal and *thayyib* food and snacks from home with the *riayah* (santri supervisors) monitoring.

Second, establish cooperation with trusted suppliers regarding the procurement of halal raw materials (Halal Procurement) Like halal raw materials, food ingredients originating from animals are guaranteed to be slaughtered in the name of Allah (preparation based), in the process they are not contaminated with haram substances. Third, Policy in selecting and providing daily catering menus that are halal and *thayyib* (Halal Procurement). Forth, Daily catering production process policy (production process based) which is maintained halal (Halal Manufacturing).

Fifth, Policies in the distribution of halal food and drinks (Halal Distributions) (R01, R04, R05) suppliers immediately send raw materials immediately every day so that the distribution process can be maintained halal and not contaminated with non-halal substances and *thayyib*.

Sixth, Policies related to the Islamic boarding school's commitment not to use funds from conventional banks (Halal Finance) to manage the institution's operations including HSCM process. Thus, it have to be integrated in building a halal ecosystem (Ismail *et al.*, 2013).

According to R02 and R03, maintaining halal consumption is very important and is closely related to the impact of the intake consumed by students. If they do not think about halal, both in terms of legality, it will have a big impact, especially in the learning process at the boarding school, it will affect the daily lives of the students such as students' behavior as well as achievements, such as ease of Al-Quran memorization or tahfidz, etc.

Halal Logistic Management

One of the important aspects in HSCM is the warehouse or storage warehouse (Firdaus *et al.*, 2016; Ngah *et al.*, 2010). Since the Islamic boarding school carries out the production process in the kitchen every day, it does not implement a warehouse or storage space procurement policy for daily catering raw materials or ready-made food. The students are not allowed to cook themselves (except instant noodles, they are assisted by kitchen staff in providing hot water) as a commitment to maintaining the halal supply chain environment (R06; R07; R08; R09). The purpose of not having a warehouse in Islamic boarding schools are Maintaining catering raw materials for the daily menu of the students and boarding school managers, are fresher and thayyib because they are cooked directly before meal times, avoid contamination of raw materials and finished food with bad and haram substances so that their halal status is maintained, makes it easier to monitor the production process for managers to monitor the entire series of production processes from preparation to direct presentation, minimize tabdzir or waste from excessive production processes or damage to raw materials and finished food due to stock being stored in the warehouse for too long because raw materials or food are prepared according to needs (Mawardi *et al.*, 2022), time and cost efficiency because managers can minimize the energy required; the costs incurred can be lower, because they do not have human resources as part of the warehouse management. It is important for the boarding school to always carry out regular monitoring and evaluation.

Halal Supply Chain Business Process

Business processes refer to a series of steps and activities carried out by an organization or company to achieve its business goals (Setiawan, 2019). Variations in business processes can occur between one organization and another, depending on the type of business being pursued and the targets to be achieved (Zaenudin, 2018). The Al-Furqon Tasikmalaya Islamic Boarding School has a business unit, namely the Islamic Boarding School-Owned Business Entity or what is abbreviated as BUMP. Regarding its business processes, the Al-Furqon Tasikmalaya Islamic Boarding School has four main activities in its halal supply chain business process, including the planning process, organizing goods, implementation and supervision.

Planning is the process of making plans, in this case related to plans for procurement of goods at BUMP. Based on its objectives, the establishment of BUMP is targeted at meeting the needs of the students boarding there so that the goods sold there are intended for the students (Fauzi & Arif, 2020). Based on an interview conducted with R05, treasurer of the BUMP Canteen, it was said that product procurement was carried out internally first. BUMP exists to facilitate and encourage economic empowerment in and around the Islamic boarding school environment so that the ultimate goal is the welfare of the people. So far, BUMP does not have its own Standard Operational Procerdures (SOP), but its management is well organized, such as a 15% commission from product suppliers for the canteen.

Organizing is part of the management function which involves planning, creating and managing the organizational structure in an institution, in this case organizing at the Al-Furqon Tasikmalaya Islamic Boarding School, especially BUMP (Lami' & Hapsin, 2019). Regarding the organization, it cannot be separated from the existence of human resources.

R05 said that there was still a lack of human resources in managing BUMP, especially canteen guards. Organization is also related to the products provided by BUMP. Products are selected by the manager by purchasing from regular suppliers and then displayed on display shelves. The products available in the BUMP canteen, especially finished packaged products, already have a halal label.

The next stage after the planning has been carefully arranged and the work has been divided through the organizing stage, is to mobilize all members of the organization with their respective tasks (Sunardi & Sohib, 2020). The operational implementation of BUMP is mainly related to meeting the needs of students, such as stationery, snacks and even cutlery. The needs of students at the Al-Furqon Tasikmalaya Islamic Boarding School have so far been met efficiently. Another business managed by BUMP is a bazaar which is held once a month.

Supervision is a practice that must be carried out to ensure that the implementation of activities runs according to previously prepared plans (Mustajib & Fitri, 2023). According to R05, the BUMP canteen has now reduced products that are harmful to students' health, such as reducing the availability of foods that contain excessive flavorings, such as *aida* or *micin* (kind of Monosodium Glutamat/MSG), and has even banned fizzy drinks. As for products that have expired, the products will be immediately returned to the supplier. BUMP also pays attention to environmental cleanliness, therefore the use of plastic bags is starting to be reduced in purchases.

Halal Supply Chain Network

Halal supply chain network in logistics process is monitored directly by BUMP. Logistics includes the arrangement, protection, and identification of products and materials before they reach the hands of consumers (Suwanto & Gunawan, 2021b). The products chosen by the BUMP canteen are products that have a halal label. Suppliers, who mostly come from the Islamic boarding school's internal environment, have been selected in advance, so that they are trustworthy and guaranteed in terms of cleanliness and halal aspects.

Inventory management in the Islamic boarding school environment is a crucial step to ensure the availability of goods and other necessities that support Islamic boarding school operations efficiently (Annisa, 2019). R04 said that the kitchen staffs really pay attention to cleanliness to maintain the *thayyib* aspect on selecting suppliers. The Islamic boarding school also collaborates with other parties, including the Tinewati Health Center which is located in front of the Islamic boarding school. Routinely, the community health center comes to carry out environmental inspections.

Analysis of the Halal Food Supply Chain Management Model at the Al-Furqon Tasikmalaya Islamic Boarding School

The focus of the halal supply chain in Islamic boarding schools focuses on providing food and other goods that comply with Islamic halal principles in the Islamic boarding school environment. It includes various stages, from production to consumption, which must ensure that all products used and consumed by *santri* (Islamic boarding school students) are halal and in accordance to Islam (Tieman *et al.*, 2013). The main components of the halal supply chain start from raw materials, production activities, storage, distribution, supervision and maintenance and education. Halal supply chains in Islamic boarding schools have an important role in ensuring that students can live lives in accordance with Islamic values that regulate what they can and cannot consume. Thus, it is an integral part of religious and cultural education in Islamic boarding schools.

HSCM at the Al-Furqon Muhammadiyah Islamic Boarding School is prepared based on field conditions. The halal supply chain consists of three parts, including Islamic Finance, Halal Food, and Halal Business. Each part has input, process and output activities. First, Islamic finance management at the Al-Furqon Muhammadiyah Islamic Boarding School prioritizes

capital and finance for independent businesses. Based on these two sources of finance, the Islamic boarding school's finances are supported so that it can meet regular Islamic boarding school management expenses and Islamic boarding school development expenses.

Second, food management (halal food) in Islamic boarding schools has taken into account aspects of hygiene, thayyib and halal. Food procurement in Islamic boarding schools is divided into two types, namely internal and external. Internal food procurement really pays attention to input, process and output aspects. This is reflected in the procurement of halal raw materials, selecting suppliers from Islamic boarding school partners (not outside parties), using equipment and supplies that are hygienic and free from unclean elements, and carrying out regular nutritional monitoring of food to maintain the nutrition of the students. As for external procurement, the focus is on means of distributing halal food from outside the Islamic boarding school, monitoring food inside the dormitory periodically, and socializing/supervising food from the santri guardians.

Third, Islamic boarding schools have business activities which are mainly to meet the needs of students in Islamic boarding schools (Halal Business). In this case, the Islamic boarding school business is run through Islamic Boarding School-Owned Enterprises (BUMP) in the form of minimarkets. Apart from that, Islamic boarding schools also often hold MSME bazaars when there are large recitation events. Some of the Islamic boarding school's efforts to support halal business include selecting halal raw materials for products that come from within the Islamic boarding school and carrying out production activities so that they are always halal. As for external products, Islamic boarding schools have a policy of choosing products that are halal certified. The halal supply chain model is more fully explained in Figure 2.

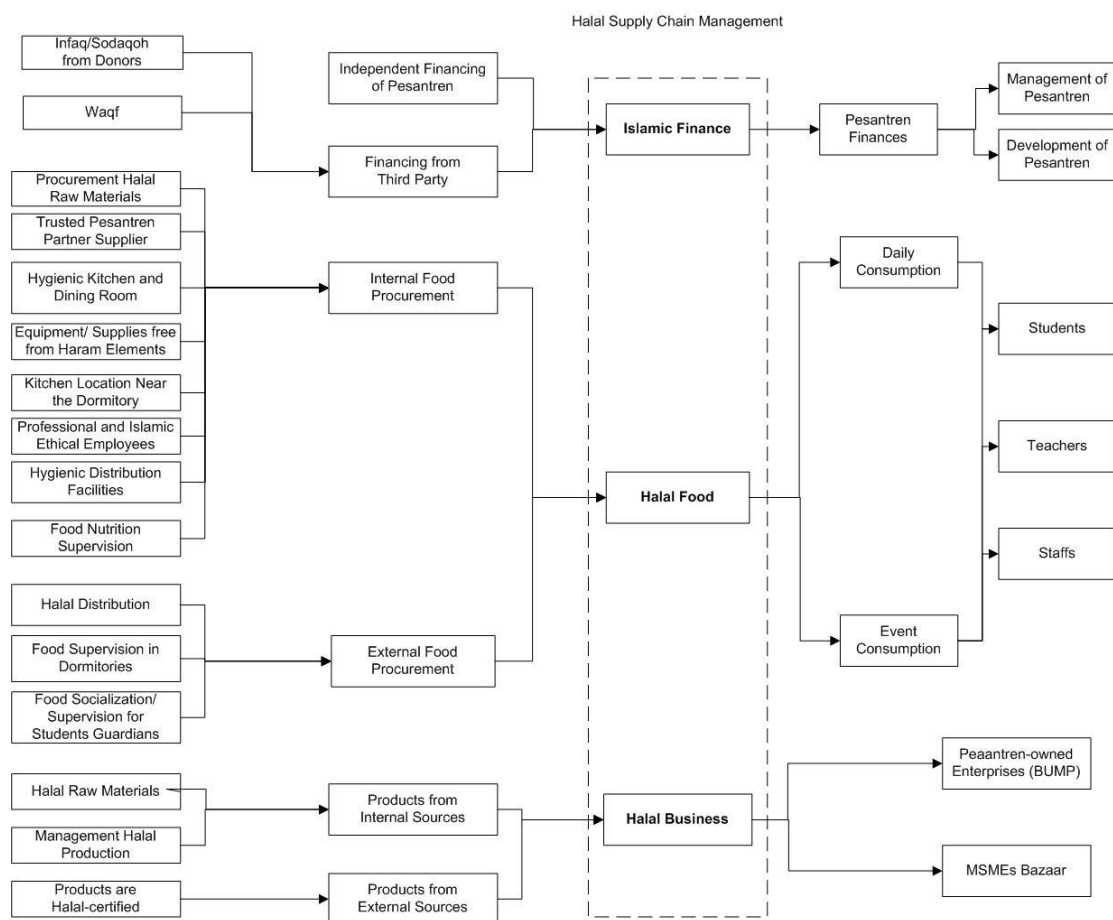


Figure 2. Al-Furqon Muhammadiyah Islamic Boarding School HSCM Model

Development of a Halal Food Supply Chain Management Model at the Al-Furqon Tasikmalaya Islamic Boarding School

The halal supply chain model in Islamic boarding schools needs to be developed so that it can strengthen and improve procedures, systems and policies that support the application of halal principles in all aspects of life in Islamic boarding schools. Moreover, this development is needed in forming a halal network structure that is connected to each other in an institution or community (Tieman *et al.*, 2013). Steps that can be taken to develop a halal supply chain model in Islamic boarding schools, especially at the Al-Furqon Tasikmalaya Islamic Boarding School.

First, establish a vision and mission in developing a halal supply chain in accordance with Islamic values and principles. This is related to the institution's commitment to formulating halal policies (Tieman *et al.*, 2013). *Second*, increase understanding of human resources starting from staff, administrators and students so they can support all aspects of the halal supply chain. This is because human resources play an important role in maintaining commitment, improving expertise, and increasing productivity in the halal supply chain (Kristiana *et al.*, 2020).

Third, make a comprehensive preparation of the existing supply chain including sources of raw materials, production, storage and distribution of products so that all food and other goods can be maintained halal. Thorough preparation can maintain the halal value chain from upstream to downstream (Fawa'id, 2022). The development of a halal supply chain model in Islamic boarding schools is an ongoing effort that requires commitment and cooperation from the entire Islamic boarding school community to maintain compliance with halal principles in all aspects of Islamic boarding school life.

The development of the halal supply chain model at the Al-Furqon Muhammadiyah Islamic Boarding School can be explained in Figure 3. The development of the existing model is a proposal to improve or increase the quality of the halal supply chain that is already running at the Islamic boarding school. Some of the most prioritized model developments include: Developing sources of financing from third parties by utilizing productive waqf and sharia financing from sharia banks and other sharia financial institutions. This can support the Islamic boarding school's sharia finances to create new economic resources for the development of the Islamic boarding school in the future; With the existence of new economic resources, Islamic boarding schools are encouraged to carry out the function of Islamic social finance by channeling and utilizing infaq/shodaqoh, zakat and waqf for the community around the Islamic boarding school; The Halal Food model implemented by Islamic boarding schools can be developed by selecting raw materials that are halal certified, especially for meat raw materials that come from halal slaughterhouses. Apart from that, Islamic boarding schools can provide halal-certified storage warehouses (Halal Warehouse Certified) to store various raw materials or semi-finished materials, provide halal distribution facilities (Halal Logistic Certified) and also procure nutritionists and experts. All efforts must be made because it can affect the quality of the Halal Supply Chain Management implemented (Nor *et al.*, 2016) ; In Halal Business, Islamic boarding schools can add profit-oriented business units by establishing a catering business unit. This is done to meet internal needs for consumption at large events as well as the external needs of Islamic boarding schools; Practical aspects of sharia finance (Islamic finance) must be able to support aspects of Halal Food and Halal Business. This is related to management's commitment to implementing halal food management. Apart from that, good sharia finance can also support the running of the Halal Business aspect. Reciprocally, the Halal Business and Halal Food aspects can also support sharia finance. This is related to the branding of Islamic boarding schools that implement good Halal Supply Chain Management.

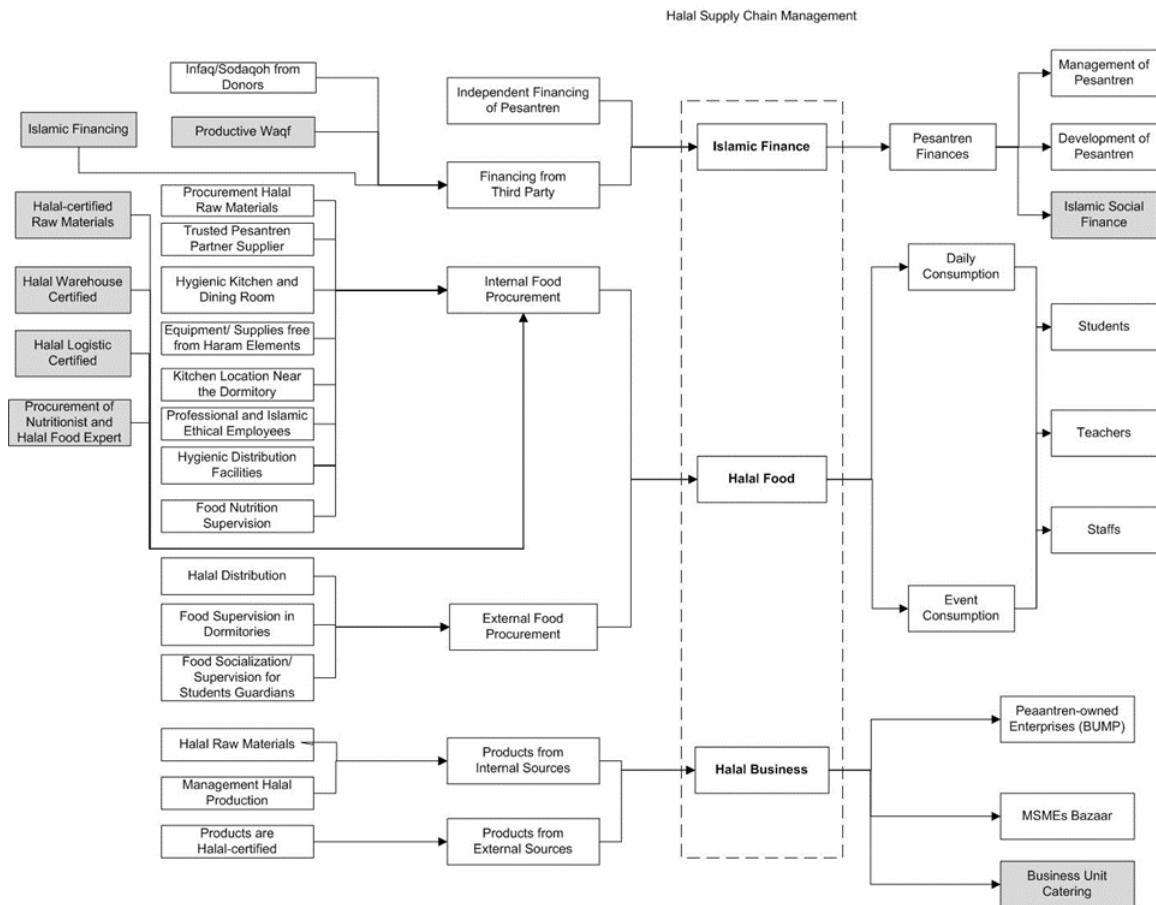


Figure 3. Development of Halal Supply Chain Management Model

Source: Authors, 2023

The advantage of this research are Halal supply chain research can increase consumer confidence in Islamic boarding school products as it demonstrates the pesantren's commitment to halal values, encourage the development of halal products that meet market needs and halal standards, helps Islamic boarding pesantren to increase their role in the economy by developing halal and sustainable businesses, serves as an example for other institutions in implementing the halal supply chain concept and increase public knowledge and awareness about the importance of halal products. Whereas the disadvantage of this research are may face difficulties in obtaining accurate and comprehensive data, due to the limited data and documentation system in Islamic boarding school, may lack the necessary infrastructure to implement a halal supply chain system, implementing halal standards consistently throughout the supply chain in pesantren can be challenging.

CONCLUSION

This research emphasizes that policies related to halal supply chain management, especially in Islamic boarding schools, are important in maintaining halal consumption for all parties involved in the Islamic boarding school ecosystem. The halal ecosystem can be improved by consistently implementing a halal lifestyle, especially for students, to be implemented later in society. Some of the recommendations from this research include developing halal supply chain management with the presence of productive endowments, halal certified raw materials, halal warehouse certified, halal logistics certified, and the addition of halal nutrition and food experts at the boarding school. Apart from that, there needs to be training and facilities for free halal certification through self-declaration for products from suppliers. Efforts to build a halal ecosystem by providing business units

according to needs at the cottage can also be carried out. For example, providing nutritious drinks and healthy snacks. Through this research, it is hoped that it can become a source of literature that describes the real conditions of HSCM in one of the Islamic boarding schools in Tasikmalaya. Apart from that, it is hoped that this research can develop a model for implementing HSCM in Islamic boarding schools.

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